

Leveraging Kadam Badhao to Engage Global Solidarity for PRIA (Participatory Research in Asia)

A Fundraising Strategy



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598 Report

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Acknowledgements

Thank you to Dr. Rajesh Tandon, Dr. Martha Farrell and the entire team at PRIA for welcoming me into the fold in India, and for making the stay and the learning experience in a foreign land so rich and rewarding. Also, thanks to my partner Jenny Marcus and stepdaughter Maya who are a daily inspiration to me. Dr. Budd Hall, rounds out the acknowledgement, for his patience as I scanned the many possible projects I could focus on, and provided clarity and direction at the right time and proper proportion for this masters project.

The caged bird sings with a fearful trill
of things unknown but longed for still
and [her] tune is heard on the distant hill
for the caged bird sings of freedom.

-- Maya Angelou (1970)
I Know Why the Caged Bird Sings

I wish to begin by remembering millions,
NO, billions of women and girls
who have been discriminated, insulted and violated
by Patriarchy over the years, all over the world.

Kamla Bhasin, May 2014

DEDICATION: Dr. Martha Farrell (1959-2015)



This Masters Project is dedicated to the memory of Dr. Martha Farrell whose life ended far too soon while working toward gender equality. On May 13, 2015 while doing her life's work at the invitation of the Government of Afghanistan, Dr. Farrell was killed in an armed attack on a guesthouse where she was staying.

Kadam Badhao, the focus of this Masters project, is the most recent of several gender mainstreaming programs launched by Dr. Martha Farrell during her 25-year career. It was created in response to the continued violence against women in India and around the world.

Kadam Badhao is a Hindi phrase for "One Step Forward" to address violence against girls and women. The Campaign is built on the premise that men and boys must actively participate in ending the last vestigial colony of patriarchy: the oppression of girls and women. For Dr Farrell, the focus needed to be *family-by-family* and *community-by-community* as lasting steps forward toward the larger international movement of gender equality.

Martha will be so missed by family, friends, and colleagues far and wide. She was a beacon of light, resolute and unflinching amidst the backdrop of anger, intolerance, ignorance and fear that feeds the flames of gender-based violence and oppression.

Dr. Farrell's leadership and passion for this work was reflected in her dedication, energy, focus and, above all, courage. Her efforts will continue through the many people around the world who she inspired to seek justice through gender mainstreaming.

Blessings upon you, Martha
Blessings upon your family: Rajesh, Suheil and Tariqa
Blessings upon all who knew you

EXECUTIVE SUMMARY

The Society for Participatory Research in Asia (PRIA), the client for this research project, is among the most well respected organizations internationally in the area of capacity building using the approach of participatory research. Begun in 1982 by Dr Rajesh Tandon, PRIA forged a path forward in community development that recognized explicitly the power of engaging with community members to address systemic challenges that represented impediments to self-determination that served to maintain the existing order. For many years, PRIA was well funded as international development aid funding and international private sector foundations poured into the world's largest democracy. This support began to wane at the beginning of the new millennium and was quickened in 2003 by the decision of the India government to severely restrict state-based funding flowing into the country. In addition, capacity building fallen out of favour as corporate foundations seek business-like investments in direct action. As a result, PRIA has seen its traditional sources of unrestricted funding diminish and even disappear entirely.

Over the same period, traditional approaches to fundraising have been in flux. Direct mail appeals, the *once-upon-a-time* bread and butter of annual fundraising programs, have become less effective as internet-based giving such as crowd-funding and peer-to-peer fundraising emerge. Corporate giving has been increasingly streamlined and aligned with corporate branding, both as a result of legal challenges by shareholders and to reduce the administrative cost of managing corporate giving programs. The application process itself is now largely online, and this makes asking for corporate support more widely accessible, but less personally engaging than in the past.

PRIA is well aware that it must keep up with the changing nature of fundraising in order to continue its valuable role in addressing systemic inequality that lies at the core of all its programs. NGOs have increasingly employed strategic marketing approaches that were once exclusively the domain of business including branding, advertising, and increasing use of sophisticated product testing and internet-based research.

While India's growth as an economic juggernaut is impressive, one aspect of the emerging picture is growing inequity. There is a palpable concern domestically and internationally that corruption and the growing divide between rich and poor will destabilize India. In April of 2014 India's new Companies Act came into effect. It requires many of India's publicly traded corporations to contribute 2 percent of net profits (averaged over the previous 3 years) to a range of community development projects including education, gender equality and women empowerment. While this seems like a timely salve for PRIA's funding challenge – and it might well be – successfully accessing this private sector funding may force the organization to re-think and re-tool its programs and its approach so as to mine this vein of funding.

It is out of this complex mix of external forces and internal challenges that emerges the research question: *how to motivate PRIA's global solidarity to support its programs?* This project answers the research question by providing two deliverables for the client:

- *In situ* engagement of the researcher at PRIA to participate in fundraising activation
- A practical, applicable, and relevant strategic plan.

To answer the research question, this Fundraising Plan reviewed the literature on funding in India and Canada, as well as organizational change, branding and fundraising strategy. From this, the Plan recommends an approach for private sector fundraising that focuses on introducing a) annual private sector grants and b) individual philanthropy to the organization via the calling card of the current program that has generated interest from fundraising professionals, crowdsourcing portals and corporates: Kadam Badhao (One Step Forward to End Violence Against Women). The template developed for Kadam Badhao is intended to introduce fundraising to the organization, and to be usable by other PRIA programs to gain traction in funding its project activities. This Plan provides practical recommendations to a) generate domestic funding and b) develop a fundraising program internationally, beginning in Canada. Domestically, the Plan identifies an approach to donations by corporations that are subject to India's Companies Act (2013). International fundraising calls for a campaign that includes i) crowd-funding, ii) appeals to multinational corporations with India operations and iii) approaches to high net worth Canadians and family foundations with an interest in international development. To understand the fundraising opportunity, the Plan is organized used a Fundraising Strategy Template which contains a series of elucidating questions that connects Kadam Badhao's program vision, mission, goals and objectives with fundraising actions to approach and convince prospective funders to support the program. From these questions an approach for domestic and international fundraising is recommended. Organizationally, the Plan recommends adding in-house fundraising expertise to direct all fundraising activities, an action that will reduce the need of the President to focus so much energy on the increasingly complex activities associated with fundraising. On the international front, the Plan recommends testing the Canadian market using fundraising consultants with oversight by the PRIA head office in Delhi. With success, a decision can be made to establish a formal charitable organization in Canada, which would include oversight by a Canada-based board of advisors (referred to in this plan as "PRIA Canada"). The opportunity to seek international support is in part driven by significant interest from multinationals to tap into the growing Indian market. Finally, it is important that the leadership of the organization, from Board members through to senior staff have important roles to play in fundraising – from asking for support through to the design of capacity-building programs that are compelling for private sector funders while maintaining the high standards that PRIA has become known for over 33 years.

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1 INTRODUCTION

The traditional model of internationally funded NGO is in a state of flux. Economic, population, and cultural transformations are occurring rapidly, and in recent years. Traditional sources of funding flow from the West to the Global South have diminished in general. In India itself international development aid funding has, since 2004, been largely blocked by the government except from six longstanding donor nations, and even here the flow of funding has slowed to a veritable trickle. This has had its primary impact with civil society organizations such as the Participatory Research in Asia Society (aka PRIA) that relied on this funding for its operating capital. The loss of this stable and unrestricted funding has put PRIA in a funding fix. It delivers capacity building programs that are not easy to find replacement funders for, and it has no expertise or history of raising funds through annual appeals and the like through a fundraising department – in fact, it doesn't have this professional capacity or knowledge base in-house. Consequently, it has for years been challenged in its capacity to raise sufficient funding for its existing program offerings.

That said, generally speaking there has never been more opportunity to engage potential donors through social media, crowd-funding, social entrepreneurialism, online learning communities, and the like. One might be inclined to call it the democratization of fundraising, with even the most diminutive of civil society organizations arguably able to reach out for support to a worldwide audience through portals such as KIVA and online platforms like KickStarter and Indiegogo for crowd-funding. And it works the other way as well – especially for deep-pocketed philanthropy and private funders who now have the capacity to make direct contributions and interaction to civil society.

As a result, these are indeed exciting times in the fundraising world. But this surfeit of capacity also complicates, creating a mesmerizing confusion of atomized fundraising options for any organization like PRIA, who are seeking to replace a few deep-pocketed and well-informed development aid partners with funding drawn from a large pool of relatively minimally informed annual funders and corporate contributors. Add to this the reality that the civil society landscape is also undergoing seismic shift, buffeted about by a sea change in global wealth from West to East, experimentation in government mandated corporate social responsibility, expanding access to international internet-based appeals for individual support, and an ever-more-crowded marketplace of civil sector organizations competing for a shrinking pool of state-based and private sector funding.

In short, for any civil society organization that relies on external funding it is an essential survival skill to become expert in the fund-generation methodologies. But this is easier said than done. First, a successful fundraising program needs a persuasive message to deliver to potential donors. If the pitch misses the mark or the organization doesn't understand who is likely to support it, success is likely to be hit and miss. Second, it needs a reasonable plan of how to translate a compelling appeal into funding support. Without it, even a program with

a persuasive message and clear understanding of its target audience will waste time, money and people testing approaches that have a slim chance of success. Third, the organization must value its fundraising program as importantly as civil society program delivery, committing the resources required to do the hard fundraising work needed every day. This includes being resilient in the face of rejection and open to self-reflection about which programs are fund-worthy. To do otherwise courts failure, pure and simple. Finally, donors need to be cared for in the same way that the organization cares about its program clients. Donors don't grow on trees and a qualified donor who supports the organization (large and small) must be shown that their contribution matters. In other words, reliable fundraising to support programs is characterized by taking the time to target prospective donors, cultivate support, develop a persuasive message, and follow-through on a reasonable plan to translate message and action into funding.

1.1 Client's Rationale for the Study

From 1982 through 2002, PRIA was on an upward trajectory with upwards of 160 staff in offices across India and international support flowing into the organization in response the global west's interest in building the capacity of the world's largest democracy as it emerged as one of the BRIC countries through liberal use of bilateral and multilateral aid. The re-alignment of the world economy in the past several decades has combined with it a changing attitude to foreign aid by the India government since 2004 to undermine the organization's base of funding support. In 2015, Salman Khurshid, the Congress government's Foreign Minister from 2010-2014, made headlines worldwide with a succinct retort to news that the UK would end its foreign aid to India by 2015: "Aid is past, trade is future," (Ellyatt, 2012). It spoke volumes about the sea change in the balance of trade internationally from the West toward BRICS nations. With the reduction in international sources of funding, PRIA has sought to find domestic sources, principally government grants, to fill the gap. However, this exposed the organization to the realities of systemic corruption that undermined the organization's ability to collect all the funding that had been promised for projects, resulting in shortfalls in program revenues that had to be covered by PRIA's savings. In 2007, PRIA's Board of Directors decided that it was no longer feasible to accept funding from certain state and national funding bodies (Tandon, 2014). Added to this, international funding flowing to India for development and aid has been shrinking as a result of the World Bank's reclassification of India as a middle-income economy (Shrinivasan, 2010). These twin forces have conspired to result on concomitant reductions in program and staffing levels. PRIA's 2013-2017 Strategic Plan (See Appendix, p.97) indicates:

Resources for undertaking programmes that promote citizen participation, democratic governance and accountability in India are not easily accessible. PRIA's own professional and ethical underpinnings do not permit it to access such government funds, which entail quality compromises and corruption. PRIA is now engaging with new donors –

individual and institutional – to demonstrate the value of its contributions so that its efforts can be supported.

It has become clear to PRIA that while the need for capacity-building programs continues to be relevant, the organization's traditional funding sources to pay for these programs is no longer adequate. The organization must adapt by seeking new funding sources (including retooling as an organization) or face a forced radical realignment. Hence the rationale for this Fundraising Plan: that PRIA needs to identify and grow new sources of private sourced (non-public) funding from individuals, corporates, and private foundations.

1.2 Research Question and Objectives

PRIA is specialized at managing programs that are funded by international development aid, and a few large international institutional funders. That said, at the time of engaging in this research project PRIA did not believe it has the on-house tools, personnel, experience or knowledge to mount and manage a broad-based and robust fundraising program that targeted corporate grants or individual annual philanthropy. The research question addresses this assessment of organizational capacity by seeking to develop a strategic approach that helps the organization to grow its individual and corporate giving programs. Furthermore, the strategic approach invites the organization to consider how it can borrow the strategy from for-profit supply chain relationships to deliver programs on behalf of Western based charities that would benefit from a partnership with PRIA. The lack of in-house fundraising skills is reflected at many levels in the organization – from its highly academic and dense web site tone and manner, to limited use of social media activation, to its non-existent donor base or fundraising program, to a lack of either in-house staff expertise in fundraising or a designated fundraising professional on staff to manage its development program. It is out of this complex mix of external forces and internal challenges that emerges the research question: *how to motivate PRIA's global solidarity to support its programs?* The research question identifies a problem that the organization faces: how to become expert at fundraising through means other than those it has been expert in managing. It faces the challenging task of getting up to speed with a mutli-layered fundraising program in a hurry because its historical sources of funding have been dwindling or dried up altogether. Three of the four major programs, impressive and important as they are, are designed as capacity building efforts for local activities. As such, they were not designed with private annual funders in mind. The fourth program, Kadam Badhao, was partially crowd-funded for its launch in two communities, and as such has demonstrated that it appeals to international individual donors. Changing the model of fundraising in PRIA represents a new and significant change to the organization. There are new skill-sets to be learned, and new personnel to add to the senior management mix that may challenge the way programs are designed, how funds are raised, and what this does to the chain of comment within the organization itself. Its four major organizational program focuses share the basic underpinning of participatory research, but are quite divergent from each other in program focus. Each is also relatively free standing. This suggests that perhaps the best way forward is for the organization to “get its feet wet” in

fundraising by focusing on one program that is highly “sellable” fund-able: namely, Kadam Badhao. Third, this strategic plan focuses on those aspects of fundraising that are both within reach for PRIA, but outside of the organization’s expertise: a) private sector funding from corporations and individual donors, and b) other easily accessed revenue generating opportunities that can leverage the organization’s experience and program excellence.

1.3 Key Deliverables

The research process provides important feedback about PRIA, its programs, and organizational needs that are essentials of a fundraising plan. In discussion with the client, it has been decided that the nascent steps needed to develop a fundraising program at PRIA is best to begin by focusing on fundraising for Kadam Badhao (One Step Forward for Action to Address Violence Against Women). The rationale for this focus is contained in Section 2 of this report. The Plan identifies a strategy to leverage PRIA unique standing in India and its international connections by seeking to partner with Western NGOs that have successful fundraising programs, and struggle in delivering India-based projects that the funds are raised for. These organizations would benefit from PRIA’s expertise in either a consultative role or as the program delivery partner in India. The twin benefits for PRIA are that it’s real need of funding for program delivery is assured, especially if that programming is work that it is already doing (although not necessarily), and second, that this takes the pressure off develop in-house fundraising immediately. In effect, it is taking a page from the for-profit supply chain arrangement that exists between Western based businesses contracting fulfillment arrangements with Indian manufacturers and suppliers – and reframing it for the civil society.

1.4 Brief Discussion of the Client

For 33 years, PRIA has operated through a combination of domestic and international public sources and private foundation grants, as well as revenues generated from consulting and education services. The organization has in-house expertise in this area of fundraising, but no professional fundraising role, and its self-assessment is that it is not currently tooled up to participate in this “specialized” game. Professional fundraising techniques that appeal from private sources is *du rigueur* in North American civil society, but this is new terrain for PRIA and for much of India’s civic society, even though there is a long history of philanthropy in India. The enactment of India’s Company Act in April 2014 is a significant change that will encourage organizations like PRIA to become expert, and in short order, in appealing for corporate funding – an activity the organization is eager to do.

1.5 Researcher’s Relationship to the Client

The researcher’s first interaction with the client was in 2012 during a University of Victoria summer residency at PRIA in Delhi. In February 2013, the researcher met with Dr. Tandon in Victoria and offered to set up meetings for he and Dr. Martha Farrell in June 2013 in and around Vancouver with groups that included: the India diaspora community, for profit

organizations with business interests in India, municipalities, and wealthy Vancouverites with an interest in India. The receptivity expressed during these meetings suggested that a follow-up assessment of interest in PRIA was warranted. Discussions between PRIA and the researcher led to the offer for the researcher to be embedded at PRIA for 2 months, the outcome of which would be a strategic plan for the development of a professional fundraising program of the organization. This time at PRIA was funded in part by a grant from the Ford Foundation India. For 7 weeks, the researcher was based at PRIA's main administrative offices in Delhi, where he met with friends and board members of PRIA, with staff, and members of the business sector to learn more about PRIA's organizational culture, its operational activities, how it is perceived by others, and to inform the researcher's scan of fundraising opportunities in India and internationally.

1.6 Research Approach Employed

This qualitative study generating data from a literature review, from interviews and from the researcher being embedded in PRIA itself. As a Community-Based Research (CBR) project, it can be said that the research approach has been influenced by the principles of participatory research by engaging with and opening the research to be guided by the people who have a direct stake in success of PRIA including staff, board members and friends of the organization, current funders and those who are in a position to fund the organization. Importantly, it is a valid aspect of participatory research that the researcher is also a participant in the study as a professional fundraiser embedded in PRIA to assist the organization with the process of evaluating and guiding staff in the initial steps of seeking private sector funding.

1.7 Organization of this Report

The research project is founded in field research and uses a comprehensive literature review to inform the data gathered in situ. This literature review is focused on aspects of the PRIA storyline related to funding – the demise of state-based bilateral funding, the emergence of new forms of funding, and theories associated with fundraising. In addition, the literature review covers work about the growth and success of campaigns as relevant to the early stages of development of Kadam Badhao. Finally the review considers organizational change as relevant to the shift that PRIA must undergo internally to address the changing nature of funding opportunities for its programs. Results from the planning process are then presented in the *Findings* chapter. The *Discussion* chapter examines the implications of the Fundraising Plan through the lenses of the research to the effective execution of a fundraising program that by necessity and good practice must include feedback loops through monitoring and evaluation benchmarks. The *Recommendations* chapter the researcher integrates findings from field research and provides actionable considerations to supplement the organization's future decisions.

2 ORGANIZATIONAL BACKGROUND

2.1 Vision

"PRIA'S VISION IS OF A WORLD WHERE INFORMED, EMPOWERED CITIZENS PARTICIPATE IN THE PROCESS OF DEEPENING DEMOCRACY WITH TOLERANCE TOWARDS ITS LARGE NUMBERS AND DIVERSITY. THESE INCLUDE THE MARGINALIZED, ESPECIALLY WOMEN. CITIZENS' RIGHTS AND RESPONSIBILITIES ARE NURTURED THROUGH A BALANCE BETWEEN AUTHORITY AND ACCOUNTABILITY. A HARMONY BETWEEN ECONOMIC AND SOCIAL DEVELOPMENT IS SOUGHT IN AN ECO-FRIENDLY MANNER WHERE LOCAL PRIORITIES ARE NOT SACRIFICED TO GLOBAL DEMANDS. INDIVIDUAL FREEDOM AND AUTONOMY IS SUSTAINED WITH COLLECTIVE SOLIDARITY. PRIA'S VISION OF A DESIRABLE WORLD IS BASED ON VALUES OF EQUITY,

PRIA's direction in this regard is driven by its historical program activities. The vision statement recognizes that it was created in 1982 to address the systemic underpinnings of marginalization. This approach to community development has been a successful funding model for its interaction with international development and aid organizations that are steeped in pedagogy of systemic change. These professional granting organizations and agencies are in apposition to the emerging private sector funding sources, where the demands of reporting to boards of directors and ultimately to shareholders will channel funding toward projects that deal with top line tangible issues: food aid, emergency aid. They are unfamiliar with the fact that a school may be built, but if teachers are not showing up or there are no books delivered to the school, it is of very little longterm value.

2.2 Mission

"PRIA'S MISSION IS TO WORK TOWARDS THE PROMOTION OF POLICIES, INSTITUTIONS AND CAPACITIES THAT STRENGTHENS THE VOICES AGAINST MARGINALIZATION OF COMMUNITIES AND INCREASE THE PARTICIPATION OF THE MARGINALIZED IN SOCIETY. THE IDEA IS TO IMPROVE THEIR SOCIO-ECONOMIC STATUS THROUGH DEMOCRATIC GOVERNANCE. PRIA'S MISSION IS TO REACH OUT, THROUGH SUCH GOVERNANCE, TO EVERYONE IN SOCIETY AND TO EASE HIS OR HER PARTICIPATION IN THE GOVERNANCE PROCESS. WHERE ALL CAN THRIVE."

PRIA was created by, and led for the past 32 years, by Dr. Rajesh Tandon, whose ability to explain the systemic nature of marginalization powered the success of PRIA domestically and internationally. As a result, much of the work of PRIA and many of its allies are connected to the organization through Dr. Tandon. It is not to say that the organization has no future without Dr Tandon. But it is fair to say that it has not demonstrated the same level of traction with its traditional funders, and in terms of program success since Dr Tandon

increasingly focused on his work as UNESCO co-Chair of Community Engagement and Social Responsibility in Higher Education.

The organization is guided by a board of directors to whom the President reports. The Board is comprised of members whose background include private sector, non-profit, and public sector organizational leaders.

2.3 History

PRIA (www.pria.org) is an international centre for the promotion of citizen participation and democratic governance. Set up in 1982, PRIA has consistently worked on social issues such as accountable governance, empowered civil society, gender mainstreaming and urban poverty. Passionate, credible and community-centric, PRIA is committed to making citizens, especially hitherto excluded citizens, active so that they participate in decision-making that affects their lives, thereby making India's democracy more participatory, robust and dynamic.

2.4 Programs and Services

PRIA adopts three broad approaches in its ongoing programs. **First**, it intervenes directly in the field primarily in the northern and eastern poorer regions of India, in order to promote 'citizens' collective voices' to make demands on governance institutions to claim their rights, access services and ensures accountable utilization of public resources in development programs. **Second**, PRIA provides on-demand advisory and consultancy services to a wide variety of clients internationally. It utilizes its practical knowledge and professional expertise in various areas to offer 'participatory and sustainable solutions' to improve supply sides of development and democracy. **Third**, PRIA offers educational programs in numerous human and social development themes, drawing from its field experiences, advisory services and extensive research projects. Within the framework of 'learning for social change', these educational courses are offered in distance mode, sometimes specially designed for a client and many times in partnership with premier educational institutions as Indira Gandhi National Open University (IGNOU) in India, University of Victoria (UVIC) in Canada, and the Institute of Development Studies (IDS) in the UK.

2.5 Program Functions

PRIA's professional expertise and practical insights in the following areas are being utilized by other civil society groups, NGOs, governments, donors, trade unions, private business and academic institutions around the world:

- Institutional and human capacity building for urban/social sector
- Participatory development methodologies
- Women's leadership and political empowerment
- Citizen monitoring and social accountability of services
- Participatory governance in panchayats and municipalities
- Municipal reforms and participatory planning

- Environmental and occupational health
- Corporate social responsibility (CSR)
- Adult education and lifelong learning
- Gender mainstreaming in institutions (including preventing sexual harassment at workplace)

Global Initiatives that PRIA has contributed to:

- Logolink: Global learning initiative
 - Programme to enhance capacity for social accountability (PECSA)
 - DRC (Development Research Centre on Citizenship Participation and Accountability)
 - World Alliance for Citizen Participation (CIVICUS)
 - Asian South Pacific Bureau of Adult Education (ASPBAE)
 - International Council of Adult Education (ICAE)
 - International Forum on Capacity Building (IFCB)
 - NGO Working Group on World Bank (NGOWG)
1. Montreal International Forum (FIM)

2.6 Structure

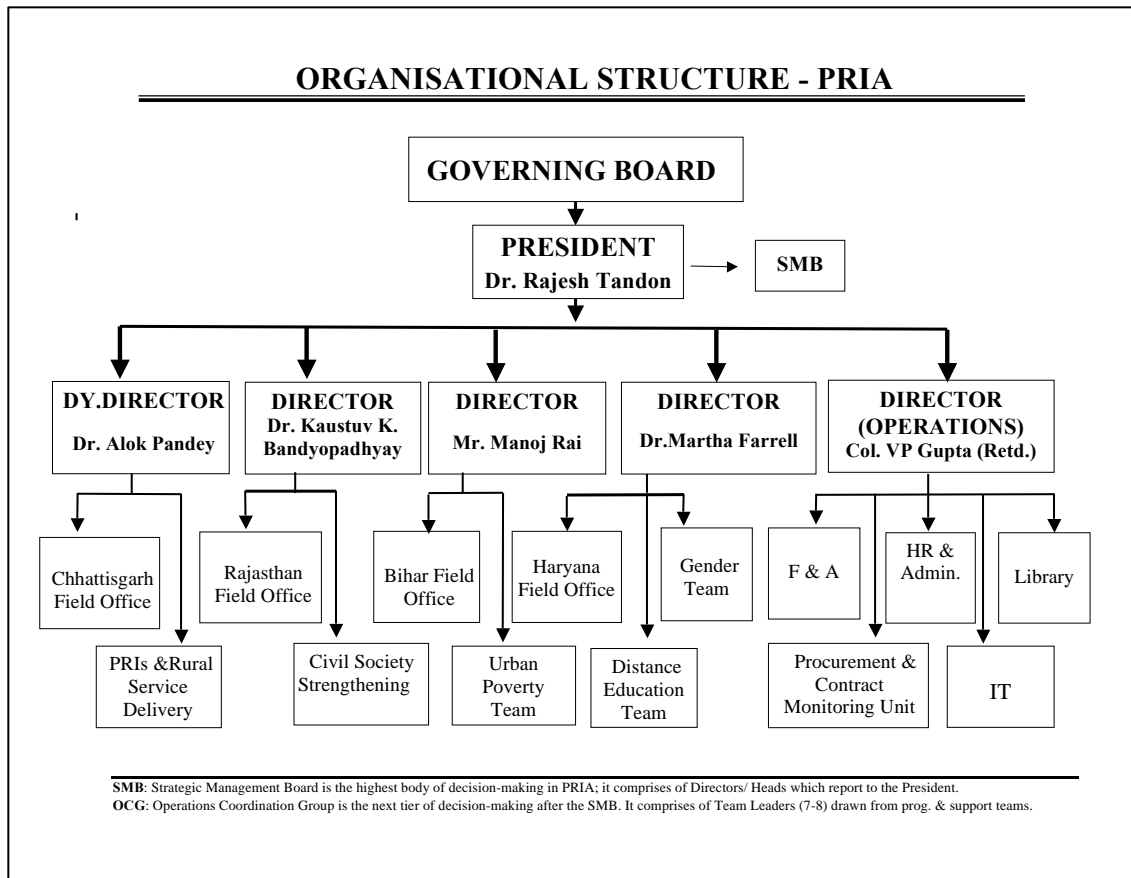


FIGURE 1: PRIA ORGANIZATIONAL CHART

This chart of PRIA indicates a well-managed organization. Included in this chart are the four directors of PRIA, the Operations Manager representing the six current core programs of the organization:

1. **Decentralised Governance** was managed by Dr. Namrata Jaitli to focus on: Making Statutory Institutions Vibrant, Responsive and Accountable, Action Research on Implementation of PESA and Issues of Water Management in Chhattisgarh, and Decentralised Drinking Water Security in Jharkhand.
2. **Empowering Civil Society** is directed by Dr. Kaustuv Bandyopadhyay. The focus is international in scope: Civil Society @ Crossroads, Study on Transnational Role of Indian Civil Society Organizations, and Envisioning Corporate Social Responsibility
3. **Urban Poverty and Governance** is led by Mr. Manoj Rai and focuses on the following: Strengthening Civil Society Voices on Urban Poverty in India, Democratizing Urban Governance in India, Institutionalising Social Accountability Mechanisms in India
4. **Gender Mainstreaming** is led of Dr. Martha Farrell to address: Prevention of Sexual Harassment at the Workplace, Strengthening Institutional Capacities on Gender Mainstreaming, and Collective Footprints to Address Violence Against Women (Kadam Badhao).
5. **Distance Education Team** is also led by Dr. Farrell, with program content supporting field study opportunities at PRIA, this program is set to grow substantially as PRIA builds partnerships with the University of Victoria, Royal Roads University, Simon Fraser University and other higher learning centres
6. **UNESCO Co-Chair of Community Engagement and Social Responsibility in Higher Education** is a shared program with Dr Budd Hall at the University of Victoria.

In addition, PRIA has a number of field offices with the collective role of delivering programme components, provide data collection, and other forms of programmatic support in the field with the head office team.

2.7 Board of Directors

The Board of Directors is an august assemblage of thought-leaders and community action champions based in India. Three board members in particular, have a strong background in women's issues:

- **Ms. Sheela Patel** is Founder Director of SPARC (Society for the Promotion of Area Resource Centres), a non-profit society working on issues of equity and social justice in India. After completing her Master's in Social Sciences from the Tata Institute of Social Sciences, Mumbai, in 1974, she began her career as a child counsellor at the Nagpada Neighbourhood House, a community centre in the inner city of Mumbai. She has been on the board of organizations like Mobile Crèches for Children of Construction Workers,

Swayam Shikshan Prayog (which supports women's empowerment in rural areas in India), and Partners Urban Knowledge Action Research (PUKAR). She is also a member of CTAG.

- **Ms. Lalita Ramdas** has been active on issues related to literacy, non-formal education and women's empowerment, nationally and internationally. Her early career in the fields of teaching and broadcasting has been followed by a career in development work through education with marginalized and minority communities, with special focus on gender and women.
- **Ms. Rita Sarin** is the Country Director of Hunger Project-India. A pioneer in women's studies in India, Ms. Sarin served as a Programme Officer for the Swedish International Development Agency for 15 years before becoming Country Director of The Hunger Project in 2001. She now leads a nationwide alliance of 60 organizations implementing Hunger Project strategies to empower women in local democracy.
(<http://pria.org/pria/index.php/about-us/governing-board#sthash.krL9DXNm.dpuf>)

PRIA has established other organizational structures to manage its consultancy activities, and international activities. These have application for fund development – especially the latter and as such is addressed in the Plan.

2.8 Recent PRIA Strategic Plan: Gender Mainstreaming

Initial focus is to undertake the following:

- i. Campaign for sensitization on issues of violence against women of both girls and boys in high schools and colleges, especially in medium size towns and educational hubs like Sonapat
- ii. Scaling-up of SJC-based efforts for addressing violence against dalit women
- iii. Target public and private sector organizations for sexual harassment at the workplace compliance with regulation

2.9 Fundraising at PRIA

PRIA has a broad range of program offerings. It also has no history of seeking funding from corporates or individuals, relying rather on domestic government and international state-based and foundation funding. In part, it is agreed that its core work of seeking to address systemic change consultative role with civil society that does not involve direct program delivery to marginalized communities itself is challenging to sell to corporates and individuals. As such, staff, board, consultants, fundraising specialists, friends of PRIA in the business community all commented that corporates would have a difficult time understanding the work of PRIA relative to funding direct action community development projects to address nutrition, water, and education-related civil society. In other words, a corporate CSR manager might ask the question, *why should we fund PRIA when we can*

direct our limited funding directly to a civil society actor delivering direct programming at the ground level.

The PRIA outlier program to this narrative is Kadam Badhao, which focuses on capacity-building programs to empower youth who straddle socio-economic, education and caste lines while remaining true to the participatory research approach of PRIA. Combined, this makes for an easy-to-understand and compelling program for both informed funders (e.g. Ford Foundation) and less sophisticated prospective funders with more interest in direct support (e.g. corporates and individuals). Furthermore, it has demonstrated the ability to generate international individual support through crowd-funding and interest from domestic corporates. From a fundraising perspective, it ticks off many boxes associated with fundraising success: it's direct delivery speaks to the corporate requirement to report CSR funding to shareholders and boards of directors in ways that achieve organizational aims, and it has the compelling message that is needed to capture hearts and generate individual philanthropic gifts when compared to other worthy programs.

2.10 About Kadam Badhao

Violence against women is a global phenomenon and one of the most brutal consequences of the economic, social, political and cultural inequalities that exist between the sexes. In India it has been estimated that 1 woman is molested every 26 minutes and sexually harassed every 51 minutes. The recent G20 survey has ranked India as the worst place to be a woman. Female foeticide, domestic violence, sexual harassment and other forms of gender-based violence constitute the reality of most girls' and women's lives in India. (PRIA 2014)

Kadam Badhao is a program developed after the brutal gang rape of a 23-year old student on a moving bus in Delhi on 16 December 2012. When young women and men took to the streets in spontaneous protest that across caste, class, gender, and religion, it inspired PRIA to develop Kadam Badhao. "The message was clear – acts of violence against women were unacceptable and were no longer going to be tolerated. The realization was also dawning that violence was no longer a 'woman's issue alone'; violence against women affects the lives of everyone and is one of the major obstacles towards the development and growth of individuals, families and societies. Passive acceptance and/or denial of the violence were not the solutions to this problem." (PRIA 2014)

Between February and November of 2013, PRIA held meetings and roundtables to identify collective methods of addressing the incidences of violence against women in rapidly urbanizing India. The resulting program – called Kadam Badhao (translated, One Step Forward) is a campaign to end violence against girls and women. The program seeks to engage formal educational and public institutions, imploring them to be accountable in ensuring the safety of girls and women. Those instrumental in preventing violence against girls and women including government agencies, the police, legal aid cells and others had to be energized and made accountable to their mandates and citizens in this regard. It was

emphasized that the youth – male and female youth – need to be supported to lead the change. In November 2013 the program began testing a “youth-led campaign to address the growing incidences of violence against women, lacunae in the implementation of laws and policies, and the need for bringing about attitudinal changes at all levels of society.” (PRIA 2014)

The goal of the program is to “reach out to and influence the attitudes of all individuals directly linked to the everyday lives of young girls and women.” Importantly, the program includes in its circle of influence: i) parents, siblings, peers, teaching and non-teaching staff of educational institutes, ii) persons who are related to delivery of services (public transport, shopkeepers, etc.), iii) local elected leaders, citizen leaders and iv) other members of the community. It aims to address those individuals who are or could be potential perpetrators of violence, within private as well as public spheres.

2.10.1 Program Background:

Millions of young girls in India receive little education, many of them forced to leave at a very young age to help in the household, or contribute towards the family occupation. Confined within their homes, by male members (brothers, fathers, uncles) of their families, these girls are suppressed and consistently subjected to regular beatings, incest, honour killings or forced marriages – which leaves them with little or no opportunities for further education or living an independent life. Outside the home, the girls find themselves once again in hostile settings making them vulnerable to sexual harassment, forced abduction into the sex trade, acid attacks, sexual assault and molestation. However, most of this gender-based violence inside and outside the home is so subtle and deeply ingrained – a routine part of their everyday lives – that these young girls are unable to recognize such violence even when they are subjected to it. This includes accepting physical beatings, economic deprivation, sexual innuendoes and other forms of sexual abuse without recognizing that this is not acceptable legally, morally or culturally.

The Kadam Badhao Campaign is being tested as a proof-of-concept in Bareilly (Muslim community) and Sonipat (Hindu community) in Northern India. The plan is for PRIA to expand the program to other areas as well. The program is supported by a grant from the Ford Foundation (India) and Help Every Day, a Denmark crowd-funding portal. In March of 2014 the PRIA team leading the Kadam Badhao program worked with the researcher to draft a Comprehensive Fund Development Strategic Brief that captures the essence of the program from a fundraising perspective. This included a draft vision, mission, and goals. (*See 11.4 Fundraising Strategic Brief: Kadam Badhao*)

2.10.2 Program Vision:

PRIA’s Kadam Badhao Campaign to End Violence Against Girls and Women will have self-directed youth projects operating in every Indian state, and internationally with test locations in Africa and North America.

2.10.3 Program Mission:

Kadam Badhao is a youth led campaign to change the mindset and attitudes of individuals directly linked to the everyday lives of girls and women. It's primary objective is to end gender-based violence.

2.10.4 Program Goals:

1. Develop youth leadership by creating an International campaign to end violence against women and girls.
2. Support youth in demanding institutional accountability of universities, colleges, schools, panchayats (grass roots governance systems), municipalities and government offices in ensuring safety for women and girls
3. Encourage youth to initiate a multi-stakeholder coalition which supports this campaign
4. Mobilize global funding support for gender equality through Kadam Badhao,
5. Establish a international fundraising program in Canada as the initial location to develop an annual fundraising program.

2.10.5 Program Objectives:

Over a one year period, Kadam Badhao will seek to have engage the participation of the following levels:

- 20,000 (2 lakhs) youth reached out to at 100 educational institutions (high schools and colleges)
- 10,000 (1 lakh) of community youth in 50 small towns and villages (gram panchayats)

2.11 Conclusion:

PRIA is currently structured to deliver programming based on the goal of increasing the capacity of its clients who are delivering civil society projects in communities across India. In this regard, it can be said that PRIA's relationship with its market has been, broadly speaking, *business-to-business* (B-to-B) rather than *business to consumer* (B-to-C). Its web presence, as well as its social media activities, has focused on providing valuable content to domestic and global south-based civil society actors. Its structure also reflects the fact that previous funders have been knowledgeable of the important of capacity-building work in systems change.

While Kadam Badhao (Collective Footprints to Address Violence Against Women) is also prototypical PRIA program that supports civil society capacity-building, its participants include college students and its focus is gender equity, but of which timely given the coming online of the Companies Act (2013) legislation requiring publicly traded corporations to participate in mandated corporate social responsibility (CSR).

PRIA is not currently structured to manage a private-sector organizational fundraising program. It lacks the human resources internally, does not have an appropriate data management system for fundraising (customer relationship management, aka CRM), and organizationally, has not included this form of fundraising embedded in the way its programs are designed.

3 LITERATURE REVIEW

3.1 Introduction

A review of the literature related to funding suggests that there is growing scholarship associated with this important area of NGO activity. While there is a long history of analysis of international development and aid, some of it reviewed here, the focus on NGO engagement in social enterprise and crowd funding is a new and interesting area for enquiry. In addition, the work of systems change has advanced with the addition of funding that is such an important part of the systemic change process. This chapter considers research that includes the impact of reduced international development aid funding, and research on fundraising that is relevant to PRIA's interest in seeking private sector funding. This review begins with a look at the modern history of funding civil society in India that begins in the early 1970s, a time from which many of the current conditions appear to have emanated.

3.2 Components of a Strategy

Mintzberg (1979) described five “P” components of a strategy – plan, ploy, position, pattern, and perspective – that at various times take precedence over the other components, but which importantly often complement each other. In this construction, strategy as a plan describes establishing a predetermined path forward for an organization. This “p” of Mintzberg defines the output of this project. The other four P’s are components of what will be contained in the plan, and brought to bear on the determination of the direction forward by the researcher in concert with PRIA, and others who can provide insight into the organization’s best route for success in fund development. In addition to research, the plan will also incorporate a measure of judgment about the best route forward. Again, Mintzberg (1994) refers to the importance of intuition in the determination of direction. This idea is similar to the idea of “blink” moments of insight articulated by Malcolm Gladwell (2005), which are informed by experience and deep understanding. A fund development strategic plan relies on research and is tempered by insight and intuition.

3.3 Research Methodologies:

3.3.1 Participatory Research

Participatory Research takes the view that effective research that has as its objective social change and social justice toward self-determination and self-governance is not simply participation done *for the people* or *by the people*. Rather, it is grounded in the idea that participation *with the people* is uniquely empowering. Whereas the first and second approaches can be said to involve token forms of engagement and directing of research, the latter fully embeds into the process the key precept that “people have the right to make decisions that matter” (Tandon & Mohini, 2007, p. 2) in and to their lives, communities and

as rights-holders. “Participatory Research demystified research and knowledge generation by moving it from the exclusive purview of academics and experts to the public domain” (Tandon & Mohini, 2007, p.4). This focus on the public domain is deliberately intended to re-calibrate the validation away from the academic peers by favouring the importance of acceptance by the larger social system (p. 4). As such, there is a corresponding re-calibrating of the power dynamic from researcher to community that contributes to the “people becoming owners of knowledge they generate, and [they] develop the ability to value and analyze their own knowledge” (p. 4).

Participatory Research is decidedly not value-neutral. It’s clear that the goal is social change, social transformation and action for those who are poor and marginalized. “Knowledge for the sake of knowing is de-emphasized; knowing is linked to concrete action” (p. 5). An important component of the approach is recognition that civil society is a complex adaptive system replete with conflicts, inequities of competing economic and political interests.

The Participatory Research model grew out of the liberation struggle in the global south and has been adapted to the marginalized settings in the West. It is “rooted in a critique of traditional Western social science research, whose rigidity, presumed objectivity, and authority of researchers and research expertise undermine community development efforts” (Strand, Marullo, Cutforth, Stoeker, & Donohue, 2003, p. 6).

3.3.2 Community-Based Research (CBR)

According to Strand et al (2003), Community-based Research “embodies core tenets that make CBR relevant to higher education, especially as a response to the challenges that colleges and universities currently face in exploring partnerships with communities in addressing pressing problems” (p. 6). This means a shared partnership between the community (client) and academia (researcher) in every aspect of the research focus, from identifying the issue, to determining the research instrument, findings, and implementation means that “everyone at the research table is a teacher, learner, and contributor to the final product...research roles and relationships are very different from those characterizing conventional academic research” (p. 6). As such, it is defined by collaboration, democratization of knowledge, and cognizant of the goal of social change and social justice. Strand et al (2003) note that CBR is a partnership between the community and campus. Like any good working partnership, there are elements such as a shared worldview and agreement on the project goals and rationale that help to build confidence in in the worthiness of working together. Also foundational is the important role of ensuring that there is a sharing of power and that each partner is willing to be flexible and accommodating so that the priority focus of the research is maintained (p. 9).

3.4 Funding Civil Society in India: Recent History

A brief scan of India’s recent history of funding civil society is important to the story of PRIA’s historical funding, and to its need to evolve its funding base. The relevant modern

development of the complex domestic funding of civil society can be said to have begun in the 1970s – a time of emerging demands for reform and resulting political tumult in the world’s largest democracy. At the time, many voluntary organizations associating with Jayaprakash Narayan’s Total Revolutionary Movement and its articulation of People’s Power (Lok Shakti) as separate from state-based power (Raj Shakti). This movement eventually contributed to the Emergency measures of then Prime Minister Indira Gandhi that suspended democracy from 1974-77. At this time, “receipt of foreign funds became an instrument with which to intimidate the voluntary sector” (Sundar, 2010, p. 37). The importance of NGOs entering into the field of engagement in a wide range of reform activities beyond its traditional activities in rural development – in health, education and other areas that had heretofore been the sole purview of government programs. The re-introduction of democratic government (1977-80) ushered in the recognition of the important financial contributions that corporates could provide to fund civil society as reflected by tax write-downs and concessions for donations to community development. But it didn’t take long for these to be abused, which led future governments to turn sour on “organizations which were close to Jayaprakash Narayan and who received foreign funds” (Sundar, 2010, p. 37). It was in the midst of this emerging support for a diversification of civil society in India that Dr. Tandon began to explore the idea of place-based research that led to the development of PRIA. As Sundar (2010) writes, “mobilization of the poor, raising their awareness about their condition and their rights and their formation into groups to demand their rights from the government...became the preoccupation of NGOs” (p. 38).

There is a clear distinction between the government’s oversight of private foundation granting and state-based grants. Sundar (2010) points out that private foundations have “for the most part been left free to operate as they wish, the government has nevertheless intervened when it so wished” (p. 147). She notes the example of the Ford Foundation as a funding organization that was free to decide on its priority programs and projects, however, it had agreed “right from the beginning through an agreement signed with the government [that it would seek] clearance for every grant” (p. 147). But there were times when the government did intervene. In one noted example, the government was rightly concerned about the use of private donors to act as cover for other interests. For example, the California-based Asia Foundation was forced to cease operations in India in 1967 when it became clear that its funding flowed “through several trusts and funds, several of which were organized to transfer CIA funds to private American organizations” (p. 148). And there are examples where the government has been interventionist, as it did with Plan International in 1979 when the government required them to deliver programs through local partners rather than directly as had been their practice. Sundar (2010) notes that this directive proved to be a wise move that resulted in stronger local civil society capacity that was delivering programs on behalf of Plan International rather than Plan delivering the programs themselves (p. 148).

The same cannot be said of the changes to bilateral aid flowing to India after 2003. This was a watershed moment in international development aid activities that contributed to the challenges many India-based NGOs face to this day in funding operations, especially since it

was done without consultation with the sector. Only six bilateral donors were allowed to continue working with the Indian government based on historical support and donation above US \$25 million. The 14 other countries affected, including Canada, could directly fund NGOs without government approval, but only for projects of “economic and social importance” (Sundar, 2010, p. 149). In addition, there were other regulatory components that effectively provided the India government with oversight of bilateral donations. Sundar (2010) points out that at one level this policy was motivated by India’s growing economic wealth. But it can also be said that the politicization of bilateral aid that could be restricted as a result of India policy was a motivating factor. “Donors told to go home saw a lessening of their diplomatic clout” (p. 151) with many including Canada deciding to end funding to India. The big losers in this geopolitical game were civil society organizations like PRIA that were engaged in education, women’s rights, health, child labour, and education (p. 151). And it meant that funding for new ideas through these smaller ODA grants was effectively eliminated. As Dr. Rajesh Tandon (2003) argued, “India may be growing fast, but the benefits are not reaching the poorest [because] there is a deepening divide between globalized India and Indians, and marginalized India and Indians” (Sundar, 2010, p. 153).

3.5 Fundraising Literature Review

3.5.1 Funding and Systems Change

In 2011, John Kania and Mark Kramer coined the term *Collective Impact*, where multiple actor agencies feed into “a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants” (Kania & Kramer, 2011, p. 38). The goal of collective impact is not simply collaboration, but rather where communities are committing to work together on specific issues related towards the upward mobility of the area. In other words, recognizing that complex social problems – gender equality is an apt example – require many participants and partners coming at the problem from multiple sides to truly effect systemic change. As Kania and Kramer point out, “there is scant evidence that isolated initiatives are the best way to solve many social problems in today’s complex and interdependent world. No single organization is responsible for any major social problem, nor can any single organization cure it” (Kania & Kramer, 2011, p. 39). The authors note that funding collective impact projects is challenging because, “collective impact requires instead that funders support a long-term process of social change without identifying any particular solution in advance. [The funder(s)] must be happy to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization” (p. 41). This parallels the funding challenge faced by an organization like PRIA, with its program activities focused on capacity building.

3.5.2 Funding Scaling Up

Hans P. Binswanger and Swaminathan S. Aiyar (2003) note that the funding plays a prominent role among the five reasons why scaling up may flounder. “Even [where] costs per unit are reasonable, national scaling up may lead to excessive fiscal cost, because the approach fails to mobilize sufficient co-financing from communities and local governments. Donors that support boutiques may not be willing to support national scaling-up” (p. 6). A fundraising plan and stable long-term funding is an important component when contemplating program growth. Binswanger and Aiyer (2003) refer to this as fiscal sustainability (p. 15). This matters because as Kramer (2014) note, “In the last decade U.S. foundations have begun to reorient their strategies to reflect the contemporary consensus that new global challenges require a scaling-up of projects. Partnerships and co-financing arrangements with other large private and public donors and implementing agencies have increasingly become the rule.” (Kramer & Sattler, 2011, p. 9)

3.5.3 Explanations for Charitable Giving

Slyke and Johnson (2006), identify the differing explanations given by psychological, sociological, and economic academic disciplines for the impulses behind charitable giving. The authors note that much of the research is characterized by inter-disciplinary approaches. As such: “differences among economists, psychologists, sociologists, and others also are fundamentally framed by their assumptions about human behavior and, therefore, the reasons that individuals act charitably” (p. 417). Psychological theories focus on predictors of individual motivation to give, such as altruism, giving because of a sense of community, and having been helped by charitable organizations in the past (Clary & Snyder, 1999). Sociological theories focus on the giver’s context and institutionalized affiliations, such as organized religion, political institutions, and organizational participation (Schervish, 1997; Wolpert, 1995). Economic theories examine relations between giving and variables such as education, employment and marital status, household income and wealth, and the impact of tax policy, and the net of tax price of giving (Brown, 1999b; Clotfelter, 1997). Behavioural economists Thaler and Sustein (2009) describe choice architectural approaches that can increase donor giving levels. These theories have stimulated empirical tests of various hypotheses about charitable behaviour, and a number of demographic, socioeconomic, attitudinal, and behavioural variables have been found to affect giving and volunteering. (Slyke & Johnson, 2006, p. 417)

3.5.1 Donor Activity: Choice Architecture

Behavioral economics and the theory of social movements have application to the decision making process of donors. Thaler & Sustein (2008, 2010) are behavioral economists who have articulated the idea of Choice Architecture, the strategic arrangement of choices that encourage people to respond using their automatic (intuitive, emotional) thought processes responses rather than their reflective (rational, deliberative) thought processes. “Decision makers do not make choices in a vacuum. They make them in an environment where many features, noticed and unnoticed, can influence their decisions. The person who creates that

environment is, in our terminology, a *choice architect*” (2010, Abstract). In other words, the arrangement of choices can “nudge” a person in one direction or another. Clearly this is relevant to In their book, Nudge (2008), Thaler & Sustein make specific reference to annual fundraising campaigns fundraising where choice architecture is used to help a) raise the donation amount, and b) affect their decision to act. Specifically, it is a standard feature of fundraising asks to offer suggested levels of giving to prospective donors. This serves as a starting point for the thought process that a prospective donor makes about both whether to give and the amount to contribute. Thaler & Sustein (2008) note that “the options influence the amount of money people decide to donate. People will give more if the options are \$100, \$250, \$1,000 and \$5,000 than if the options are \$50, \$75, \$100, and \$150” (p. 27).

3.5.2 Organization-Public Relationships and Fundraising

Building funding support is in part a public relations exercise. As such, it can be informed by three decades of scholarship focused on Organization-Public Relationships (OPR) (Ferguson, 1984). In fundraising terms, OPR speaks to the factors affecting the interplay between a civil society organization and its key funder(s). There are two competing perspectives regarding OPR associated with donor support for an NGO. The *Revenue Generation Perspective* views the promotion of awareness about an organization (and its brands) will result in “better perceptions (or cognitions) in the minds of stakeholders, which...will contribute to the organization’s financial effectiveness” (Kang & Yang, 2010, p. 478). The *Cost Reduction Perspective* suggests that cultivating quality relationships produces favourable support and reduced unsupportive activities.

The literature identified a number of important OPR concepts that can affect the relationship between a funder and the recipient organization, such as: *Control Mutuality* (the degree of influence that one party (funder) has over the actions of another party) is important when a poorly funded NGO is interacting with a wealthy prospective donor. *Trust*, the level of openness with the other party, includes ideas of integrity (is the organization fair and just), dependability (will the organization do what it commits to do), and competence (that it can do what it commits to do); *Commitment* speaks to the belief that there is a mutual benefit to maintain and promote the relationship and it draws in the ideas of *continuance commitment* (an unbroken line of action) and *affective commitment* (shared emotional orientation); *Satisfaction* between the parties through reinforced positive expectation is essentially informed by cost-benefit analysis of whether there the relationship is worth the effort; *Exchange Relationships* articulate the marketplace idea of a quid pro quo whereas *Communal Relationships* are concerned for the welfare of the other party. There is an interesting tension created between these two ideas when an organization interacts with a publicly traded corporate CSR funder verses a major donor who believes strongly in the civil society program. *Favour/Face* are important social standards that are expected to be upheld and that can secure future benefits. Each of these has import in fundraising, especially in relation to donor loyalty and the approach of relationship fundraising to securing long-term donor support.

3.5.3 *Storytelling and Successful Fundraising*

Wiggill (2013) notes that, “several studies show that NPOs’ are constrained by a lack of funding as well as a lack of knowledge concerning the value of strategic communication and relationship management”. This is key to fundraising:

Donor relationship management is a very important part of communication management for NPOs, because strong relationships encourage donors to repeat and increase the value of donations (p. 279)

Marshall Ganz has contributed much to the understanding of why social movements succeed (and fail) through a particular approach to communication: namely, storytelling. In his 2009 article, *Why Stories Matter: the art and craft of social movements*, Ganz’s narration-based organizing model proposes that many successful social movements utilize a strategy of the shared story, often characterized by four segments that help to galvanize broad-based support. These segments are 1) The story of self which equates with why the teller of the story cares; 2) The story of us, that is to say, why it is important to the collective (which equates with the storyteller’s theory of change); 3) The story of now – why it matters now – which articulates the structure of the change needed; and 4) The story of action, another way of saying *what is the action that can result in the change needed*. In other words, Ganz proposes that in a narrative approach to communications, “We start with the skill of relationship-building, the story of self. Then we develop the skill of motivation or the story of us. Third, the skill of strategizing, the story of now. And fourth, the skill of action” (Ganz, 2009)

The purpose of this formulaic story telling approach is to mobilize “the resources of a constituency and [turn] them into goals consistent with that constituency’s values”(Ganz, 2009). As Ganz reminds us, storytelling has the power “to both teach us and especially to inspire us to action” (Ganz, 2009). This is instructive because the narrative is at the core of fundraising where the goal of storytelling is to inspire the donor to support the work of the organization. Good storytelling is a highly effective fundraising strategy. As such, an organization needs to tell its story in a compelling way through some of its communications channels. Personal appearances are powerful, as are web portal and print materials that are effective. Furthermore, this grows the brand beyond its key actor’s reputation and personal magnetism. The two are intimately twinned, and for an organization like PRIA to generate funding from sources that are provided through personal appeals, there is the need to engage in a branding process.

3.5.4 *Brand and Fundraising*

The American Marketing Association defines a brand as a name, term, sign, drawing, or any combination of these, that serves to identify a firm's goods or services and differentiate them from those of competitors. Michel and Routier (2012) studied the role of brand in nonprofit success with donor gifts (of volunteer time and money). “Brand is also a signifier associated

with content in the consumer's mind.” (p. 702). In the corporate sector, brand is an important consideration in decision-making, and much attention is put into growing a brand, brand strategy, and brand awareness. According Michele and Routier (2012), “despite the rising importance of nonprofit brands in securing donations, relatively scarce research attention has been given to the topic” (p 703). Their study found that there is an “emerging role of brand image in donor intention...that nonprofit brand image correlates strongly with intention to give time or money. These findings converge with those since nonprofit brand personality explains about 30–40% of intentions to give.” (p. 704). The authors also point out that brand is increasingly important to fundraising due to the growth in the number of nonprofits and has implications for its identification system that includes its name, logo, design, and communications strategies to differentiate it in donor’s mindshare from other charitable organizations. This use of social media is, by extension, the driving force behind the growing importance of public relations and branding in the nonprofit sector. That said, according to Kang & Yang (2010), “the three R’s of branding (i.e., recognition, relevance, and relationship) are necessary for successful brand-building; recognition and relevance are not enough to gain stakeholders’ support, and establishing a good relationship is a crucial mediating link to supportive behaviors” (p. 491).

3.5.5 Relationship with the Donor and Fundraising

Two categories of relationship exist between NPOs and donors: *exchange relationships* and *communal relationships* (Wiggill, 2013). An exchange relationship suggests a quid pro quo with specific benefits exchanged between the donor and NPO, either presently or in the future and reflects a market-based economic exchange (Wiggill, 2013, p. 279). Communal relationships are those archetypical donor-recipient relationships that are “characterized by commitment and goodwill, and as partners in the relationship each party is concerned about the other's welfare“ (Wiggill, 2013, p. 279). According to Wiggill, the NPO’s motivation, situation, and goals colours the relationship it has with a donor. For example, an NPO desperate for funding to keep the doors open can force it into an exchange relationship, whereas an NPO with adequate funding can decide whether it wants to enter into such a relationship with a donor. This represents a tension between competing for donor support and supporting donor wishes, and the fit or alignment with a charitable organization.

Cho & Kelley (2014) studied the perceived relationship between corporate CSR officers and senior fundraisers on each side in this equation, concluding that there are benefits to both when the relationship is balanced (aka communal) rather than a one-way or two-way exchange (or patronizing) relationship. That said, whereas the traditional view of corporate philanthropy is that it is altruistic, business forces such as shareholder pressure has pushed corporate philanthropy to become much more strategic, such that it seeks to marry social goods with economic outcomes (*convergence of interest*) (Cho & Kelly, 2014, p. 694). Not surprisingly, the relationship between NPOs and corporates has also evolved into one of mutual benefit; however, the views held by each of the other are not necessarily in lock-step. Starting with an understanding of the different forms of relationship that can exist between

funder and recipient – patronizing/philanthropic (often between wealthy donors and poor recipients). exchange/transactional (*quip pro quo*), and communal/integrative (seeking the same outcomes) – Cho & Kelley (2014) found that “corporate donors do not view their relationship with charitable organizations as based on an assumption of *quid pro quo*, whereas charitable organizations believe to some extent that corporate donors expect returned benefits from their contributions” (Cho & Kelly, 2014, p. 709). They also noted that, “from a relationship management perspective, charitable organizations have been undervalued in strategic corporate philanthropy, even though they are a major stakeholder group for companies, particularly large corporations” (p. 710). This has implications for the way corporates are approached by NPOs, and for the NPOs assumptions about the value that a corporate has about the value of CSR to their overall business interests.

3.5.6 *Private Donors and Project Goals*

Zamer & Sattler (2011) have pointed out that the growing interest in large private donors can result in funding that is targeted at specific projects with specified outcomes. “A relatively new global trend within the international landscape of development cooperation is the growing importance of private actors. They are ready to step in, whereas most traditional bilateral donors are not likely to meet the 0.7% target soon. Three types of private actor in particular have gained in importance: private foundations, online donation platforms, and venture philanthropy institutions” (Kramer & Sattler, 2011, p. 3). The authors argue that the business lenses that an organization like Gates Foundation, or the Omidyar Network may bring to a development project changes the nature of the outcome, and influences the civil society actor’s traditional freedom to achieve the result that is needed, rather than the one that was initially funded.

The growing number and financial power of private actors has been accompanied by a privatization of the discourse and practices of development cooperation. Private actors are characterized by a certain “mode of operation” that characterizes their difference from public actors. While this mode of operation brings new benefits to developing countries, it also introduces new challenges. (Kramer & Sattler, 2011, p. 12).

These business-centric impacts include the cross-pollination of business language into civil society such as *venture philanthropy*, *social entrepreneurship*, *philanthrocapitalism* and the like. The influence increasingly shows itself in the form of social return on investment (SROI) with a heavy influence on “tracking ‘investments’, evaluation of investees through due diligence, continuous mandatory reporting of performance and the use of business metrics to assess ostensibly elusive social phenomena” (Kramer & Sattler, 2011, p. 13). One ramification is a deference for short term outcomes and visible results. The growth of private sector funding has meant that a civil society actor seeking project support is interfacing with an increasingly fragmented funding sector that includes individuals, governments (domestic and foreign), ODAs, and online crowd-funding, not to mention social enterprise. All this forces civil society actors to craft communications and programs that appeal to the needs of

funders and “a bias towards smaller, short-term and highly visible projects” (Kramer & Sattler, 2011, p. 15). The other side of that coin is that large private funders bring new ideas and approaches that are fresh and sometimes piercingly effective at addressing particular social issues, and when combined with public support, can be highly effective (p. 17) and projects funded by small private funders that demonstrate success can get the much needed traction to attract scaling-up funding (p. 19).

3.5.7 Measuring Donor Support

Increasingly, data collected about donors is becoming the backbone of fundraising programs. It is important that the data collected by an organization about its donors is useful and segmented to provide insights about fundraising from them and prospective donors. This means moving beyond demographics or rote segmentation in ways that focus on the motivations for donating. Predicting intentions (aka propensity modeling) is thus so important when seeking new donors with limited fundraising budgets. In essence, an NGO with limited fundraising budgets needs to employ highly targeted outreach programs. To do this effectively, the NGO needs to a) understand their best and most productive audiences through research and data analysis, and b) continually test effective combinations for achieving their fundraising goal(s). As such, analysis of current donors who support the organization is essential to assessing the effectiveness of a fundraising program. Among these are a) knowing how loyal donors are to the cause, and b) understanding at a deep level what it is about the cause that maintains their “donor loyalty” (Sargeant, n.d.). In other words, how reliable is an individual in the NGOs donor database to support the organization year after year. This metric is highly valued because it costs much more to find a new donor than it does to retain an existing donor, and once someone contributes to an organization there is great value in turning this one-time donor into an annual donor. By doing so, the organization can rely on that donor’s ongoing funding, and that allows it the luxury to be able to plan ahead with relatively assured funding. A skilled director of development will look for ways to strengthen the connection of an existing donor to an organization. In other words, improve donor loyalty. Small upward ticks in this regard can have a significant positive impact on funds raised. When the common trend is that 50 percent of donors lapse after one year, and 30 percent more each year after that, strengthening donor loyalty is very important to the success of an annual fundraising campaign (Sargeant & Jay, 2004). Key donor loyalty metrics include 1) *attrition rate* – percentage of donors lost, usually per year, especially for specific appeals rather than across the entire database, 2) *gains and losses* – especially benchmarking against other organizations, 3) *donor lifetime value* – used to shape the development program and measure success, 4) *transaction frequency* of the donor’s activities with the organization including social media and donations made, 5) *donor satisfaction, commitment and trust* – first among these is satisfaction, 6) *exit polling* – Why did a donor leave, and Was it something the NGO did/didn’t do?, and 7) *the number and category of complaints* – donors who are encouraged to complain have their problems corrected are subsequently more loyal than those that never encountered a problem).(Sargeant, 2014)

Walter & Rundle-Thiele (2014) note that the term *loyalty*, which originated in business parlance to refer to the ongoing use of a product or service, has been co-opted by NPOs both as a synonym for retention and separately to describe the degree of psychological affiliation by a funder with the NPO (p. 4). Their research indicates that congruity between the organization's mission and the desired outcomes of the donor are the best loyalty object. As such, this Plan suggests that an outcome of their research is that investing in developing a strong relationship with the funder can result in donor loyalty rather than simply looking at the prospect for a one-time gift.

3.5.8 Data on High Net Worth North American Donors

According to the Lilly School of Philanthropy at Indiana University, “high net worth” individuals are defined in the US context (as a proxy for Canadian fundraising research which was last updated in 2008), as those who have over \$1 million in disposable income, and earn more than \$200,000 a year (Cohen, 2014). That said, there is no official definition of “high net worth” in fundraising literature. In the US, the average donation from this group is about \$68,580 in 2013. Notably, this average has been modestly rising since 2011, but is far off the high water mark for giving of \$99,859 in 2005.

“Average giving by income cohort [has] also declined: For givers with incomes between \$200,000 and \$499,999, average charitable giving went from \$33,351 in 2009 to \$25,486 in 2011 down to \$21,822 in 2013; for donors with incomes between \$500,000 and \$1,999,999, average giving declined from \$108,950 in 2009 to \$104,947 in 2011 to \$88,818 in 2013. Average giving for donors above \$2 million rose substantially in 2013, but the report notes that the information may not be statistically meaningful due to the small number of respondents in that category in some years” (Cohen, 2014). That said, median giving provides a much more revealing, sobering level of annual giving by high net worth donors: \$12,300 (compared to \$68,500 average). Again, the relevance of this is that Canadian and US high net worth donors are giving relatively small amounts overall to charities. That said, the good news is that the majority of high net worth giving (78.2 percent) tends to be unrestricted (Cohen, 2014). It is also important to note that many donors have set up private foundations that make donations to specific geographic and special interest areas of support. These are factors that contribute to the overall strategy about how to approach donors that will be articulated in much more detail in Chapter 8 of this plan. While Imagine Canada data is 6 years old, one lesson that can be drawn from it is that the piece of the total Canadian donations pie that goes to global south-based organizations is relatively small compared to Canadian based charities, some of whom are operating programs in the global south. This suggests that a highly targeted approach to individual giving is needed that seeks a small number of highly committed high net worth North American individuals rather than launching a widespread public campaign aimed at small annual gifts.

3.6 Online Giving

When KIVA launched in 2005, it transformed the landscape for raising funds with its innovative person-to-person online-based micro-financing portal to supporting community-based initiatives in Africa. The power of KIVA was that it connected a prospective funder directly to a designated program in another part of the world that met their particular venture-philanthropy interests that may lead to pay-offs in the form of SROI or ROI that are most valued by the funder. In the Kiva approach, registered funders chose a Kiva-vetted local entrepreneurial project in a community and make an investment (Ly & Mason, 2012, p. 645). “The growth of P2P micro-lending has created a new space for microfinance organizations to compete for access to capital subsidized by the generosity of individuals. This has created a bridge between microfinance practitioners and individuals interested in charitable giving” (p. 643). That said, several factors affect the ability of an NGO to attract donors online. As Ly and Mason (2012) found, “increases in the number of competitors have a sizable adverse impact on projects’ funding speed. Moreover, the effect of competition is stronger between projects with similarities, which may be perceived as close substitutes by charitable lenders. Meanwhile, an increase in the individual lender side of the market helps reduce funding time and relax competitive pressure” (Ly & Mason, 2012, p. 20).

3.6.1 Crowd-Sourcing

To date, there are to date more than 452 crowdsourcing platforms (Hui, Gerber, & Greenberg, 2014, p. 63). Crowdsourcing for funding – also known as *crowd-funding* – has very rapidly become a widely embraced new ways of securing funding for both commercial “new ideas” and civil society projects. And while the range and number of crowd-funding platforms in the past few years can leave one decidedly vertiginous, there are a few rules of thumb for any crowd-funding campaign for a nonprofit organization. *First*, 30% to 50% of the campaign target should be generated by the organization’s existing supporters. In fact, loading the dice pre-campaign so that the initial target is reached in the first week, for example on the Indiegogo platform, has been shown to be an excellent way to “prime the pump” that drives awareness of the campaign and encourages support by demonstrating endorsement of the cause or initiative. *Second*, many crowd-funding platforms are based on some sort of perk or reward for an investment or contribution. The best of these are items that cannot be purchased, and which require minimal costs incurred by the organization in terms of fulfillment. So, for example, the Vancouver Biennale Public Art Festival raised \$71,000 with rewards that included a limited number of patrons who were forever linked to a building-sized original work (www.vancouverbiennale.ca/osgemeos). *Third*, successful crowd-funding campaigns are driven by daily and even hourly social media and traditional media support including adding time-limited reward offers and other inducements to keep people who have already donated interested following the campaign. In the case of the Vancouver Biennale, the success of this social media campaign took it to the most-followed Indiegogo campaign in less than 30 days (McCormick, personal notes, 2014). “Cooperation remains a normative behaviour for many online communities. While supporters of both causes and creators are primarily motivated by philanthropic behaviour, they often appreciate a memento of their giving experience.” (Gerber & Hui, 2013, p. 16)

3.7 India's Companies Act (2013)

Schedule VII of India's new Companies Act (2013) is a unique approach to legislate corporate social responsibility – an experiment in managing the social contract between publicly trading corporations and the civil sphere without international precedent. Having come into effect on April 1, 2014, the Company Act (2013) requires privately traded companies to contribute 2 percent of pre-tax revenues (averaged over a 3 year period) to a proscribed list of community development activities. While in other democratic countries there have been verbal and programmatic challenges to domestic corporations to contribute to civil society – Imagine Canada's Caring Company Program challenged companies to donate up to 1 percent of pre-tax profits to charitable activities as defined by the Canada Revenue Agency – India's 2013 Company Act is unique internationally in legislating that publicly traded companies must participate in corporate social responsibility. "A minimum of 6,000 Indian companies will be required to undertake CSR projects...with many companies undertaking these initiatives for the first time" (Agrawal, 2013, p. 5). This could amount to up to as much as 200,000 crore INR (\$32 million USD) in corporate funding for Indian civil society projects (p. 7). The Companies Act (2013) reflects a number of domestic and international guiding principles and protocols including the Guidelines on Sustainability for Central Public Sector Undertakings (India), India's 12th Five-year Plan, The Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, The International Labour Organization (ILO) Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and Core Labour Standards; The UN Global Compact Principles; The Global Reporting Initiative (GRI) Sustainability Reporting Guidelines; The International Organization for Standardization (ISO) standards; The Accountability AA1000 Series; and The Social Accountability International SA8000 standard. In addition, it includes the Millennium Development Goals. (Agrawal, 2013, p. 4)

Section 135 of the Act requires that corporations comply in one of four ways: i) direct their own CSR activities, ii) through its affiliated corporate foundation, iii) by pooling resources in collaboration with another corporation, or iv) through an NGO with 3 years of program delivery (Agrawal, 2013, p. 12). Notwithstanding the approach, the corporation is required to have a CSR Committee comprised of members of the Board of Directors, with specified reporting and disclosure protocols, and a CSR department in place to manage the program.

The choice of taxing corporations rather than other forms of consumption-based (value-added taxation, or VAT) or individual taxation to raise community development revenues has colonial historical roots. Michael Keen (2012) of the International Monetary Fund makes reference to the fact that in India, "a key obstacle to arriving at coherent VATs has been a constitutional restriction originating in the 1935 Government of India Act, which allocates the powers to tax goods and services uniquely to distinct levels of government — a distinction running counter to the appeal and logic of the VAT, which must apply on an integrated basis to both. The same act also allocated the taxation of agricultural income to the states/provinces, another source of continuing difficulty" (Keen, 2012, p. 6). Specifically, it is noted that the taxation of goods is preserved for the provincial (state) level, and services to

the federal level. Publicly traded corporations reflect the growing wealth of India. With so much disparity in the country, it is an obvious access point to fund community development. And while corporations are not in the business of community development, Indian enterprise has a long history, again extending back to the beginning of the modern state, of corporation grants. As Ratan N. Tata (2012) writes, “the creation of wealth by business is truly a service to society and businessmen are trustees of society’s wealth” (p. 6) In this regard, the Tata group of companies contributes 8-14 percent of after tax profits to community development, which over 10 years has totaled 8,000 crore INR (Economic Times, 2014). And there is enlightened self-interest involved. Corporations and shareholders have a vested interest in protecting the status quo that leads to profitability. As Sundar (2013) writes, “the first priority of the new rich is to accumulate wealth and to ensure its stability” (Sundar, 2013, p. 9). She goes on to state that, “Owners of wealth, individual or corporate, need to feel assured that they will be able to retain this wealth or do whatever they want with it” (p. 9). This latter point is tempered by the reality of taxation – the social contract between business and government – is that there is a need to pay for services and infrastructure to facilitates commerce. One possible rationale for the passing of the Companies Act (2013) is that it allows corporates that have a desire to support community development to do so without fear that this could lead to shareholder-led lawsuits. “The legislation may serve to shield corporates boards of directors from shareholder-led lawsuits for misuse of corporate profits, and by doing so, frees them to engage in community development activities that would not be possible without the protection of the legislation.” (Glass, 2014).

Notwithstanding the debate about the merits of this legislated approach to encourage CSR, the law is clearly attempting to motivate corporates to take an active role in community development via CSR. While the legislation is quite proscriptive in which activities will qualify as CSR, there is some latitude for companies to engage in CSR activities based on the local conditions through a specified approval process. Additionally, surpluses arising out of CSR activities will have to be reinvested into CSR initiatives, and this will be over and above the 2% figure. The company can implement its CSR activities through the following methods: a) directly on its own, b) through its own non-profit foundation set up to facilitate this initiative c) through independently registered non-profit organizations that have a record of at least three years in similar such related activities and d) collaborating or pooling their resources with other companies. Only CSR activities undertaken in India will be taken into consideration (Agrawal, 2013, p. 12).

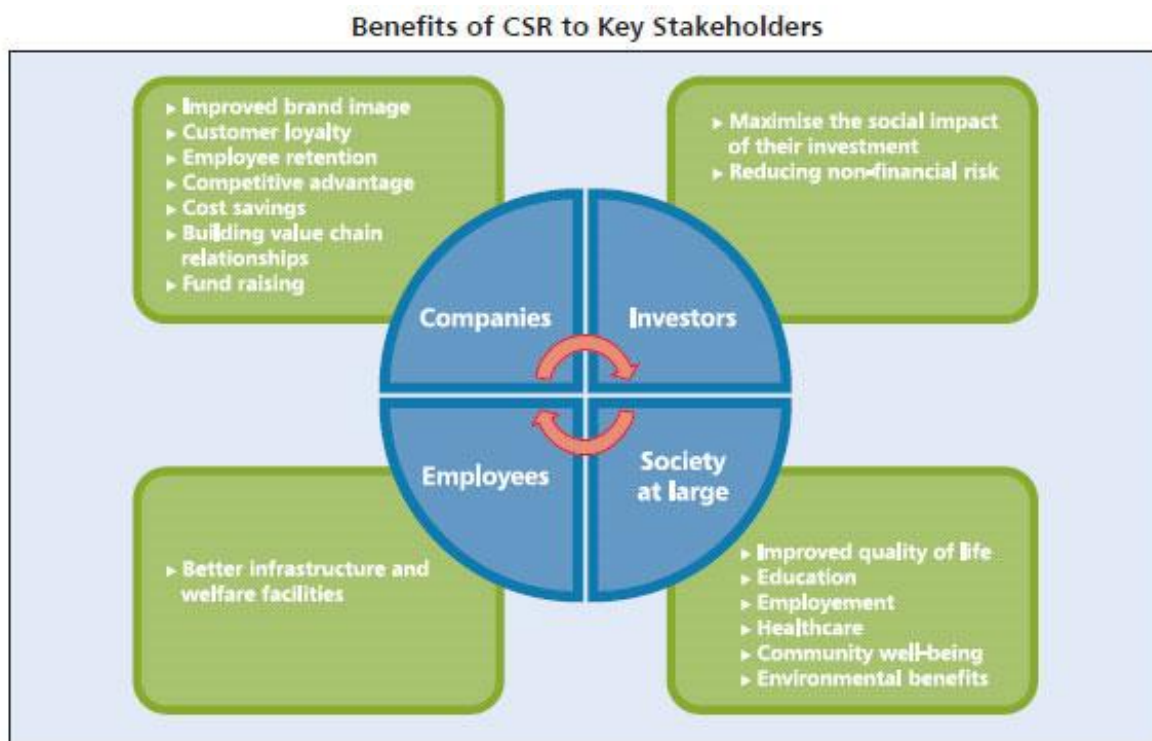


FIGURE 2: BENEFITS OF CSR

(Source: <http://www.dnb.co.in/TopPSU2013/PSUPerspective.asp>)

Agrawal (2013) posits that the Companies Act (2013) gives communities a new and significant bargaining position vis-à-vis corporates who must now seek community approval and/or buy-in to the local economy through support for civil society (p.6). This forced partnership with the community may induce corporates to further strengthen this relationship by including community in the supply chain, thereby furthering the benefits for both (p. 7). Whether or not this is an outcome of the Act may be an interesting area for further study. Regardless, Agrawal (2013) is basing this possible outcome on the fact that CSR activities will NOT qualify under the Act if they are meant exclusively for employees and their families, and MUST be used to promote one of the following: education, gender equity and women's empowerment, eradication of extreme hunger and poverty, reducing child mortality and improving maternal health, combating HIV-AIDS, malaria and other diseases, environmental sustainability, employment enhancing vocational skills, contribution to Prime Minister's relief fund (and other such state and central government funds), social business projects, and such other matters as may be prescribed List of activities under Schedule VII. (Companies Act (2013), Section 135). The Companies Act (2013) also reflects the emerging commentary internationally about CSR, which is closely aligned with ideas about sustainability and the role of business responsibility in the social contract. To wit:

Corporate social responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and

interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives (Triple-Bottom-Line Approach), while at the same time addressing the expectations of shareholders and stakeholders. In this sense it is important to draw a distinction between CSR, which can be a strategic business management concept, and charity, sponsorships or philanthropy, though the latter can also make a valuable contribution to poverty reduction, will directly enhance the reputation of a company and strengthen its brand, the concept of CSR clearly goes beyond that. (Agrawal, 2013, p. 13)

It is also important that the corporation can demonstrate due diligence in its selection of its implementation partner (civil society partner). This can include five primary areas for investigation: *competence of the implementation partner, identity, management, accountability, transparency* and *financial capability*. (p. 18)

3.8 Conclusion

The research literature identifies areas of significance in fundraising: brand, social movements, donor activity, donor loyalty, and corporate social responsibility. Important lessons drawn from the literature review is that donor loyalty is connected to building strong relationships with the funder, that corporates have motives that both align and diverge from the needs of NPOs, and that in the North American context, seeking to connect and build relationships with high net worth individual donors and corporates who have common communal outcomes will deliver the best short term and long term results.

4 METHODOLOGY

4.1 Study Design

This study used a community-based research approach, with elements of participatory research involving experiential interaction with the client organization that met their defined need. As such, the research included the hallmark elements of the CBR approach: a collaboration between the researcher and community organization; democratizing knowledge by valuing multiple streams of knowledge and several methods of discovery; and it is research that is driven by the purpose of realizing social change and social justice (Strand et al., 2003, p. 6). The process of collecting data involved conducting semi-structured interviews in Canada and India of a representative sample of subjects, all of whom had some level of interaction with PRIA. Target subjects were broadly grouped in the following categories: a) people who had participated in June 2013 meetings with Drs. Tandon and Farrell in Canada; b) key influencers including staff, board members and long-time friends of PRIA in India; and c) current and past PRIA funders and d) those with knowledge of fundraising theory and strategy in Canada and India. The data was collected with in-person and telephone interviews. It is important to note that there the study was designed was no hypothesis against which to test the data. This was done specifically to allow for the maximum scope of options – and resulting recommendations – to emerge in response to the broad open-ended research question, namely: *how can PRIA motivate its global solidarity to support its programs?* The rationale for collecting data in this way was to allow for a broad-based picture to emerge about how PRIA can move forward to address what has been a significant challenge of defining its way forward to secure sustainable funding for its program activities.

4.2 Selecting Participants

The researcher interviewed 6 Canadian-based individuals in December 2013 and 16 India-based individuals in January and February 2014.

4.2.1 Participants in Canada Interviews

The interviews in Canada were specifically directed at subjects who had attended one or more in a series of presentations made by Drs. Tandon and Farrell in the lower mainland and Sea to Sky Corridor of British Columbia in June of 2013. The settings of the presentations by Drs. Tandon and Farrell included a) senior managers of a co-operative in the retail clothing and related gear sector with supply chain operations in India, b) senior municipal staff and elected councillors of a lower mainland city, c) an India diaspora organization, d) a funder of projects in India, and e) two meetings attended by high net worth and philanthropically-active Canadians.

These meetings were organized and held some 6 months prior to the launch of this study, and were chosen with the specific aim of introducing PRIA's work to a wide segment of prospective funders, online students, and contractors of PRIA services and programs.

These meetings led to the idea of a formal research study that would result in a strategic plan to assist PRIA with fundraising. As such, while no data was collected at the time of these meetings that was used in this study, attendees at these meetings were approached within the framework of an approved research methodology and collection of data for follow-up interviews that included the experiences reported about these meetings. This data informed the recommendations included in this study. The semi-structured interviews took place in December 2014 to seek data on the perceptions of the work of PRIA.

4.2.2 Participants in India Interview

Interviews in India involved staff of PRIA and participants with a connection to the organization as well as a sampling of those who had no prior knowledge of PRIA. Specifically, these included:

1. **Board of Directors Interviews:** PRIA operates with a Policy Board that is largely hands-off on any operational aspects of the organization. Several board members were interviewed individually as the Board is pan-Indian in location and this was deemed the most achievable way to connect with the. Interviews were done via telephone, again for logistical reasons associated with efficiencies. Board members are volunteers drawn from many backgrounds, all of them esteemed and well connected to civil society.
2. **Senior Management Board Interviews:** The president and program managers form the Senior Management Board (SMB). It is this group that determines operational activities for the organization as well as program policy recommendations that are brought to the Board of Directors for consideration. Each program member was interviewed about their program activities and how this fits into the larger picture of PRIA. Program members were also invited to provide their views on fundraising, both generally and specifically about their program.
3. **Friends of PRIA:** Friends and connections to PRIA included organizations and individuals who were recommended to the researcher by PRIA to interview, as well as those identified by the researcher with knowledge of the work of PRIA. These included members of the business community including CSR representation of a publicly traded domestic corporation, writers, civil society actors and funders (both IDA representatives and private sector international foundations).
4. **External Sources:** This group of interviews drew on providers of services that could assist PRIA in aspects of fundraising including branding, media-based public awareness activities, and CRS representation of an MNC, and representation of Canada's business community operating in India.

It is important to note that current client organizations or participants in PRIA programs were not included as participants in this study because program delivery was *ultra vires* the focus of the study.

4.3 Procedure

Interviews were conducted to collect qualitative data was collected using semi-structured approach of asking a series of questions that opened up additional areas for inquiry. It was explained that the interviewer would take notes of the meeting, and that these would be open to the subject to review and revise to reflect the most accurate intent of their comments. No names, titles, or positions were revealed to provide anonymity. This served to allow comments about PRIA to allow the subjects to be unencumbered and free to speak their minds about their experience, reflections, ideas, and recommendations for PRIA. Furthermore, the researcher sought to maintain a one-hour clock on the “interview” during which time the subjects were aware that their comments were being made “on the record” and captured as reportable data. Two subjects provided their answers via written responses to the questionnaire with follow-up questions from the researcher due to the inability to schedule an in-person interview. Again, the names of these subjects and their responses were kept confidential. In every interview, the subject was informed at the start of the interview that the data collected would be kept confidential, and any used would be anonymously used in the study. Subjects signed an approved Consent Form (*see* 11.2) that allowed them at any time prior to the publishing of study to remove their data from use by the researcher. No subjects availed themselves of this option. Data was thus collected in situ and was direct data rather than being from secondary sources (reflective data). It is acknowledged that there was inherent bias built into the subjects’ observation; however, these biases was seen by the researcher as important data that reflected the relationship each participant had with PRIA, and by this, the attitudes toward PRIA which can be inferred about others that PRIA should be aware of in its interactions with these subsets of influencers and prospective contractors of PRIA.

4.4 Data Analysis

The responses from study participants were organized by selectively coding to provide a basis for identifying patterns that could lead to conclusions and recommendations. The categories were: a) overall impression of PRIA b) knowledge of current PRIA programs, c) interest in PRIA as service provider d) recommendations for the future direction of PRIA areas for growth e) interest level in supporting the work of PRIA.

At the same time, the researcher began reviewing literature about funding and fundraising in Canada and India to identify and connect trends in funding and fundraising, especially in light of the introduction of legislative changes in India that is perceived to have a significant impact on funding for community-based civil society, especially at the grassroots level. Interviews early in the data collection process informed and assisted the researcher in follow-up questions. The sum total of the responses, when reviewed with

the used of inductive and deductive analysis surfaced commonalities in participants' responses that combines to proffer a grounded theory that underpins the study recommendations (Gerber & Hui, 2013). In addition to this, the researcher conducted two group processes involving a) senior staff of PRIA that allowed the overall anonymous data to be considered and reflected upon, and separately a Skype meeting to gather data with the managers of Kadam Badhao to identify the key goals and objectives of the program (SEE APPENDIX p.107). this latter meeting was called as a result of conclusions reached by the researcher from the data that the strategic plan needed to focus on a specific PRIA program.

4.5 Researcher as Embedded Staff Operative

Participatory Action Research does not limit the researcher's role to objective collecting of data and interpreter. Rather, embedded participation is considered integral to informing the research. "Action unites, organically, with research" (Rahman, 2008, p. 49). As such, it can be described as a collective process of investigation. In this study for PRIA, the researcher was embedded in the organization to both a) facilitate the gathering of data and b) to participate in the da-to-day operations as a member of the team. As such, the researcher was both compiling data and in some cases a participant in generating operational ideas that germinated additional data by seeking opportunities for the benefit of the organization as an organizational operative independently of the gathering of data. This was intentional. The researcher and the client assessed prior to engaging in the study that a thorough understanding of the organization's operational structure, and sensitivity to the culture within which it operates (and which is unfamiliar to the researcher) would inform the recommendations. At the same time, the researcher was mindful of the importance of not influencing the goals of the organization or the planning process (Mittenthal, 2002, p.8)

4.6 Strategic Planning Activities

4.6.1 Step 1: Build Collective Engagement for Planning

The first step of the planning process requires building collective engagement from organizational leaders and the researcher. It was agreed that follow-up meetings with attendees would provide content that would inform this plan. The researcher worked with Dr. Tandon to identify both the research activities in India, and possible activities when the researcher was embedded in PRIA that would provide reliable data collection for formulating recommendations and reporting. Given the international nature of the project, the researcher relied on periodic Skype interviews and discussions with Dr. Tandon to determine a process that would best cater to the short time period for data collection in India and within PRIA. Once formal research was underway, first in Canada, and then in India a number of logistical challenges became evident to do with scheduling interviews and working within an active organizational setting that dictated the opportunities for gathering data from senior staff.

4.6.2 Phase #2: Gather Feedback Canada Sessions

Phase 2 participants have attended working sessions with Drs. Tandon and Farrell. Each interview was conducted with a person who could represent an important reflection on the work of PRIA, including elected municipal councillor, nonprofit fundraising expertise, potential philanthropist, city chief administrative officer, Indian diaspora in Canada, business with supplier manufacturing interests in India. The data was gathered and formed the basis for feedback to PRIA on the perceptions and interests of Canadians to the message, work and experience of PRIA, especially as it relates to the benefits that participants saw for their professional or personal activities as a result of the meeting attended with Drs Tandon and Farrell.

4.6.3 Phase #3: Gather India-based Organizational Intelligence

Phase 3 participants include the planning committee. Due to the nature of the data gathering process within a workplace that the researcher was embedded in, there were limited opportunities to establish the degree of readiness for planning that would identify and mitigate obstacles for organizational change. Furthermore, the researcher lacked familiarity with the realities of both organizational intelligence about fundraising, and the state of fundraising activities in India.

4.6.4 Organizational Assessment Process

Once in India, it became clear that the need to gather intelligence and reconcile the nature of the researcher's activities in India with staff in particular was imperative to the gathering of data. This was the first activity in understanding the Indian context within which PRIA operates, internally and externally. It was essentially an informal Force Field Analysis exercise. Done individually and within a group meeting setting, the objective was to understand the forces at play so as to appreciate how to achieve organizational change (Lewin, 1953), including a) how the organization operates, b) the opportunities for change, and c) the pieces that need to be in place to implement change. The goal of this organizational assessment was three-fold: To understand i) where the organization is at, ii) where it hopes to be, and iii) what forces are taking it toward or away from these goals. While Lewin's approach is a valuable assessment template, PRIA is a stratified organization with international, for-profit, and online educational divisions in addition to its four primary domestic civil sector programs. And it is itself embedded in a rapidly changing cultural setting that is foreign to the researcher. PRIA's organizational culture and program demands did not provide an opportunity early in the process for group meetings. As a result, sessions were on an individual basis. The benefit of this was that it afforded a relatively deeper understanding of each program (through the lens of a Force Field Analysis).

The group session with the researcher occurred relatively late in the data collection process and involved presenting findings to PRIA's senior managers. This meeting and other meetings with a) PRIA board members and b) those involved with CSR, the researcher

developed a SWOT analysis of external and internal forces affecting the organization. From this process, the researcher determined that it would be most effective to focus the resulting strategic plan on one program, Kadam Badhao. This led to follow-up meetings with the program managers to develop a Fundraising Plan Brief (see Appendix 11.4) that connected the vision, mission, goals and objectives of the program with target prospective donors and how to best approach these target groups.

4.6.4.1 CONDUCTING SITUATIONAL ANALYSES, EXTERNAL AND INTERNAL ANALYSES

Group meetings were held over the course of the research in India to provide a situational analysis of external and internal factors. These included meetings with staff and friends of PRIA . The first involved the external analyses, and the second focused on the internal analyses. The external analyses included a *domestic corporate CSR legislation analysis* and *stakeholder analysis*, The internal analysis comprised of an *organizational assessment* of fundraising capacity based on fundraising realities of the Companies Act (2013). While senior staff participated in both sessions, external participants only participated in the former session.

4.6.4.2 IDENTIFY STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

Building from the results and discussion on the external and internal analyses, researcher compiled a preliminary list of strengths and weaknesses (internal, current factors) and opportunities and threats (external, typically ‘future’ oriented’ factors). This list of factors is the *SWOT analysis*.

4.6.5 Preliminary Findings Session: India

Near the end of the embedding time in India, the researcher met with senior managers to review the initial findings, and suggest preliminary recommendations for feedback. These findings formed the basis of additional research, and refinement of the best approach forward to engage the global solidarity for PRIA’s work.

4.6.6 Post-India Meetings with Kadam Badhao

4.6.6.1 IDENTIFY STRATEGIC GOALS

Meetings with Kadam Badhao program managers were conducted in person in India, and via Skype discussions in April 2014 to gather their ideas for the scaling up of Kadam Badhao and compile these into a clear and concise organizing of vision, mission, goals, objectives and strategies.

4.6.6.2 RANK STRATEGIC GOALS

Kadam Badhao managers reviewed and ranked the goals. The researcher collected these responses and compiled a final, ranked list of the most important strategic goals to pursue over the next year.

4.6.6.3 CREATE S.M.A.R.T. OBJECTIVES

This information was provided to the researcher in July of 2014 in the form of a one-year scaling up target, which indicated the number of communities and participants that Kadam Badhao seeks to engage in a one-year period. The program did not link these to a project budget. The Kadam Badhao Budget in the Appendix 11.6 is not informed by actual program costs or PRIA provided financials. As such, it is intended to provide an example of the cash flow from various funding sources..

4.6.6.4 DEVELOP FUNDRAISING PROFILE AND EXECUTIONALS

Kadam Badhao's program managers completed profile of target funders based on a series of questions (See Chapter 6) and from these, determined a list of executional items. In addition, the program managers provided the researcher with target programs over a one-year period, from which a draft fundraising cash flow analysis was developed.

4.7 Conclusion:

The process of gathering data both in Canada and India led the researcher to identify the opportunities for fundraising that differed from the initial pre-research recommendations for action. This primarily reflected the importance of being embedded in the organization to gain an understanding to the extent possible the differences that exist between Canada and India culturally and in the civil sector, as well as the internal organizational culture of PRIA, and even the differences that exist between programs within the organization. A significant gap in data that was not gathered was in the area of organizational operating expenses and donor revenues sources. This information would have allowed the researcher to make more exacting estimates of the cost of establishing a fundraising department in India, and in expectations of grounded and achievable fundraising targets in India.

5 FUNDRAISING BUILDING BLOCKS

This section will cover the important elements or building blocks of private sector fundraising. This will include understanding donor motivations, some ethical considerations, the development process, the role of volunteers, databases, donor data and information management, donor stewardship and recognition, and the board's role. In addition, this section will look at some of the key metrics including the cost to raise a dollar, and marketing and communications for charities. Fundraising is the most deliverable-driven activity in a charity. Unlike other organizational programs, a fundraising program's success or failure is plain to see in the bottom line. For the fundraising professional, there are very few places to hide from the tyranny of meeting the objective. Did the fundraiser meet the target or not? If not, why not?

5.1 Achieving Fundraising Goals

Fundraising requires short-term, medium-term, and sometimes long-term fundraising strategies to meet targets. These can be encapsulated in strategies that are pithy and clear, not necessarily long and breezy. Short 2-pagers for each are easily followed and reported out on by the fundraising team and other senior staff (and the entire organization from the board to the receptionist). They often include a cash-flow analysis of targets as well as segmenting of fundraising from annual gifts, special events, capital or annual campaigns, major gifts, and legacy/planned gifts. In addition, a plan will include required collateral and strategic use of volunteers and staff. The key components of a development plan are: development goals and SMART objectives, strategies and tactics for reaching stated goals as well as an analysis of potential by constituency and by strategy, an action plan and timetable for each strategy with income benchmarks, the assignment of responsibilities for tasks and deliverables such as individual solicitations by volunteers, staff and others, marketing components for each strategy, a budget with cost of delivering each strategy. On this last point, because fundraising will incur costs part of the strategy is to determine the targets based on historical levels of support as well as the current levels of support for the program.

5.2 Understanding Donor Motivation

Donations by Canadians are distributed along a giving curve that spans religious gifts (45%) through health (14%), social services (10%) and on to international (4%), and other categories (Imagine Canada, 2010). Donations and contributions total some CDN\$170 billion. This represents 7.8 percent of Canada's GDP, which is more than mining, oil and gas extraction, or retail. That said, one in three of the approximately 85,000 charities in Canada is challenged to meet its fundraising goals. In terms of the demographics on donors, the rates of giving are highest among those in the 35 - 54 age range (89% of those 35-44 and 88% of those 45-54) with the average amounts donated increase with age, where those in the 65+ category give on average \$643 annually (Imagine Canada, 2010)

These donors are generally well informed and want impact and involvement in their donation. According to Imagine Canada (2010), donors report the motivation for giving that includes compassion for those in need (89%), personally believe in a cause and want to help (85%), contribute to our communities (79%), personally affected by an organization's cause (61%), religious obligations or beliefs (29%), and lastly income tax credit (23%).

What these stats don't identify is the most important reason people give: they have been asked to support a cause. In most cases there is a connection to the recipient organization. The gift often has a connection to a personal need. And, it may provide some type of return in what the organization will do for them or for someone close to them (*exchange donation*). Among the other outcomes looked for are positive image, impact on community or society, vision, uniqueness, urgency of the cause, an organization with strong strategic planning, sound financial management, and prioritized needs. They also want strong leadership they can trust, clear description and outcomes of the project(s) to be funded, a "fit" with the donor, and a sense of permanence (especially for a legacy gift). Finally, it is clear that individual giving will be the cornerstone of successful development programs with major gifts leading the way.

5.3 Some Ethical Considerations

In Canada, there are several ways in which donation ethics exist and are enforced. These include FOIPPA (Freedom of information; protection of privacy), the ARP Code of Ethics that includes confidentiality, accuracy, relevance, accountability, honesty, and a donor Bill of Rights. A Donor Bill of Rights is increasingly an expected code that is upheld by a recipient organization of donations. Common features of this code includes providing information to the donor about the organizational mission, the use of donated resources and organizational leadership, access to financial statements, assurance that gifts will be used as intended, and receipt of appropriate acknowledgement and recognition. In addition, the donor is assured that the gift is handled with respect and with confidentiality, that all relationships with organization be professional in nature, that those seeking donations are volunteers, employees of the organization or hired solicitors, to remove the donor's name from mailing list if requested, and the freedom to ask questions about the operation of the organization.

5.4 The Donor Development Process

Fundraising is a method of demonstrating the level of community support for the work of the organization. The traditional fundraising donor ladder seeks to move 'single gift' donors toward annual gifts, then monthly gifts, major gifts and finally estate bequests. This pattern of course results in every smaller numbers of donors who are providing larger donations. This conveyor belt of donor cultivation and stewardship moves an individual through stages of donor contact, donor growth through to donor commitment. Along these stages, there is the 5 "I's": identification, information, interest, involvement, and finally investment.

This approach can be applied to an individual, foundation or corporation. Each can provide a single gift, an annual gift, and a major gift. However, a bequest or legacy gift is rarely by any other than an individual. But again, there are no absolute rules in this regard.

5.5 The Role of Volunteers

Volunteers, especially board members, are among the strongest fundraising tool an organization has to encourage others to give. A volunteer who is also a donor and who is trained to ask others to support the mission of the organization possess powerful fundraising medicine. In other words, the person who has skin in the game asking another person to do likewise has no perceived motive other than achieving the mission is far more convincing than a paid staff person, all other things being equal. They have street cred.

In fundraising, there is a notion referred to as a “Ladder of Effectiveness”, which describes the major techniques used to seek donations that generally align with the expected level of donor. For large donor asks, the technique is the personal visit by a team that includes leaders of the organization, often the chair of the board (volunteer and major donor), accompanied by another volunteer or sometimes the CEO or other senior staff of the organization. There is also use of a personal visit by one person with a prospective donor. This is often used in major gift prospects in a campaign. Solicitation by personal letter with a follow-up call is often employed for individual gifts of lesser amounts in a campaign. Solicitation by personal mail without follow-up is for corporate asks of a smaller amount. Finally, for annual donations there is mass mailings and group emails. The rate of success improves with judicious use of donor information that cultivates prospects and stewards their initial commitment of support into a long-term support for the work of the organization.

5.6 Annual Giving

Annual gifts can be characterized as made from a donor’s cash flow that does not require financial planning to support the ongoing needs of an organization as sustaining gifts, where the vast majority of these gifts are at a relatively small amount. Where possible, it makes sense to encourage these donors to make their gifts on a monthly basis because it usually results in ongoing donations that amount to more in annual giving. When converted to monthly giving, a donor gives two to three times more than when they were annual donors. And this translates into more commitment than annual donors such that over time each monthly supporter can be worth eight to 10 times more income than an annual donor. It builds stronger relationships, and monthly donors tend to upgrade over time, which represents a group of highly qualified pool of prospects for major gifts and legacy gifts.

Monthly donors tend to have lower attrition and increase donor retention. Monthly donors, especially pre-authorized payment (PAP) donors, will be with you for many years. Many will give until they die. For example, 15 monthly donor will give \$180 a year or \$1,260 over a seven-year period, and upgrading will increase this amount. Monthly donors also reduce administrative costs through less direct mail, single issued annual tax receipting, etc, making

it convenient for the donor and the charity. Traditionally, this is done through direct mail or email, where the skills of storytelling, great writing, a strong call to action, a donation envelope and other collateral such as a donor response form comprise the mailed package.

5.7 Databases, Donor Data and Information Management

PRIA has excellent long-term institutional donors. It has demonstrated its value as an exceptional manager of international private foundation support, delivering SROI through programs that build community capacity in civil society. It has stewarded these relationships and benefitted from secure funding for 33 years. PRIA now needs to direct these skills to motivate a much larger network of prospective donors who come in contact with PRIA through effective use of online education, publications, and interactions through workshops and speaking tours. To manage these many individual relationships takes a sophisticated approach that involves planning, skilled development personnel, and the use of powerful donor management databases.

Donor prospecting is best used to manage the relationship and outreach. This includes identifying potential donors along with their LAI (Link, Ability, Interest) to track gifts for receipting and recognition purposes, to track giving patterns in order to determine RFA (recency, frequency, amount), and to track and coordinate “moves” with the prospect/donor.

Donor privacy is of paramount importance and as such, it is important that the proper security protocols are used. The data needs to be kept up to date, which means all interactions with donors are tracked and logged, and important information added or edited as needed to provide an accurate record of engagement with the person or corporate to inform all future outreach.

Important among these is the use of segmented lists to identify and ladder up donor prospects according to their commitment to the organization. For example, volunteer may become a donor and eventually come to believe so strongly in the organization that their level of support becomes significant (long-term and/or impactful).

5.7.1 Customer Relationship Management (CRM)

As a first priority, even as PRIA starts the process of attracting new followers and donors, it will want to segment its current list of followers on social media and its online education program into an effective Customer Relationship Management system (CRM). This system will be used to keep track of friends of PRIA and maintain data about the interaction with them. It will also be important as a means of identifying prospects according to demographics, values and beliefs, and other salient facts and impressions that can allow PRIA to appeal to them on their level and with communications that speaks to the values that they hold.

Good CRM allows the organization to control who and how that information is accessed. Of course, the data needs to be inputted in a consistent format that assures the quality of the data, including that it is kept up to date, and duplication is removed. Assuming it is adequately managed – often by a dedicated staff person – a significant benefit of CRM is that data can be segmented to understand more about your supporters by organization type, annual giving by donation type. It will allow the organization to set up communication plans for implementation that links to websites, web pages, and social networking sites.

5.7.2 How to Amass a Reliable Individual Donor Base

Crowd funding offers the opportunity for one-time program funding. It can also be a useful way to build a list of qualified prospects that the organization can invite to convert to annual donors. This process can be enhanced by the use of social media and event-based relationship networking that helps to build an ongoing connection with the prospect. The goal with a prospect is to move them along a continuum from one-time gift (e.g. crowd-funding), to annual donor, to monthly donor, to major gift donor (either now or through a bequest at some later date). Ultimately, the goal is to create a base of support that provides steady and predictable funding around which the organization can plan its programming activities year over year. The key is to build establish strong and resilient relationships with each donor. Once a person moves to the level of becoming a monthly donor, their chance of becoming a major donor tends to upgrade over time. This means effectively an increased pool of prospects for major gifts and legacy gifts, decreased attrition and increase donor retention. It is not uncommon for a monthly donors, especially pre-authorized payment (PAP) donors, to stay with the organization for 5 to 10 years, and it is not uncommon that they give for the rest of their lives. The donation levels add up over time. For example, a \$20 monthly donor will give \$240 a year or \$1,680 over a seven-year period, and upgrading will increase this amount. It is not uncommon for a charity that has done an excellent job of building a resilient relationship with donors to see up to 33 percent convert to monthly giving (when asked) and upgrade at the same time by 20 percent of their annual gift every month. The direct benefits for the organization include not only a measure of stable funding and a list of prospective major donors. There are also reduced administrative costs through less direct mail, a single annual tax receipt, and convenience for the donor and the charity.

5.8 Donor Stewardship

The Merriam Webster Collegiate Dictionary defines *stewardship* as, “the conducting, supervising, or managing of something; especially the careful and responsible management of something entrusted to one’s care” (www.merriam-webster.com). In its fundraising use, stewardship is a process that a) ensures the donor’s gift is used as intended, b) that the use, impact and results of their gift get communicated to the donor, thereby gaining their confidence. As such, it includes an important concept of donor **recognition**, which can take the form of honouring a gift (annual) or the relationship (cumulative) or both.

In fundraising, stewardship strategies and tactics demonstrate care, awareness and thanks for the involvement of a donor in the organization. While these actions can become baked in and rather institutionalized actions, it is wise not to take donors for granted. It is tempting to simply see donors as a sort of bank of prospective funding. This is wrong-headed and eventually will lead to fundraising that is purely target driven and not contributing to the generally betterment of society as a core value of the fundraising activity. While this is a difficult line to walk, it is important to seek to see fundraising as part of the raising of community awareness that communicates community needs, and tells important human stories that are not often conveyed in other public forums. It is also important to keep a perspective on organizational fundraising in the larger picture of civil society need. For example, if a donor's gift would obviously be better deployed to another department or organization that would improve the general well-being of the community, is there a duty on the part of the fundraising team to recommend that the donor make their gift in another direction? One would be hard-pressed to find two fundraising professionals who would do such a thing willingly as a normal course of action.

Standard stewardship activities include reports, newsletters (online and print), meeting with key constituents involved in the funded area, invitation to events pertaining to the funded area (i.e. ground breakings, awards ceremonies) and tours. In this latter case, PRIA would want to consider the value of international donors being invited to tour projects that have benefitted from supporting the organization. Recognition activities, be they naming opportunities such as donor walls, donor thank you events, plaques/mementos, thank you letters & phone calls, and meetings with senior leadership, give action to the organization's appreciation for the donor gift. However, it is important to remember that public acknowledgement often is a less important factor than belief in the worthiness and effectiveness of the programming.

As standard practice, the touchstones of donor recognition include the following: a) don't treat your donors like a cash machine; b) thank them early and often (and personally) for their gift; c) and report back to them on progress made before you ask again.

5.9 The Board's Role in Fundraising

At the top of the pyramid of volunteer fundraisers is the volunteer board member. A great fundraising board member can have a powerful role in fundraising for the organization. For this reason, it is important to understand whether the most pressing role for your organization's board is as a policy board, program delivery board, and/or a fundraising board.

While some board members seem to come by fundraise acumen naturally – that is, bring great fundraising skills to the board appointment – any board member can learn how to fundraise. It is important therefore to provide a board that has a fundraising mandate with fundraising training. And, it is important that these volunteers are also donors.

It can be a massive challenge to convince a board member who signed on to a policy board to then take on a fundraising role. Relatively few potential board members are keen to fundraise – especially when it entails asking friends and associates to support their volunteer cause. That said, training can do much to make board members more willing to knock on doors and ask for support. One way to deal with this is reticence is becoming commonplace: that board members are required to make an annual donation to the organization. The rationale is simple – if the board is not willing to donate to the organization, what confidence would an outsider have in the mission of the organization?

On a well-oiled fundraising-targeted board, each individual member believes deeply in the organization's mission and is willing to be missionaries for the work, They tirelessly seek to open others to the merit of the work, contribute to the organization financially to the fullest of their personal capabilities as an indicator of commitment, open doors to prospects, make direct cultivation and solicitation calls by mail, telephone, or in-person, and make appropriate thank you's to donors – often by telephone call, letter, email and personal visit. And they are often driven by the rush of “landing” a large gift for the organization.

5.10 The cost to raise a dollar

In Canada, for argument sake the cost to raise a dollar is quite variable. Consider these as benchmarks that the AFP considers to be ideal levels of cost per donation:

# Fundraising Activity/Method	National Cost to Raise a Dollar
Capital Campaign/Major Gifts	\$.05 to \$.10 per dollar raised.
Corporations & Foundations (Grant Writing)	\$.20 per dollar raised.
Direct Mail Renewal	\$.20 per dollar raised.
Planned Giving	\$.25 per dollar raise ^{3/4} and a lot of patience!
Benefit/Special Events	\$.50 of gross proceeds.
Direct Mail Acquisition	\$ 1.00 to \$ 1.25 per dollar raised.
= National Average	\$.20

TABLE 1: COST TO RAISE A DOLLAR

Note that direct mail acquisition tends to cost more than it brings in. So how can this be a useful fundraising strategy when it loses money? The rationale is that direct mail is a way to identify potential long-term donors, either through ongoing annual giving or by moving them to higher levels of support over time. This requires cultivation and stewardship that leads to entrenchment of the organization in the donor's charitable activities.

5.11 Marketing and communications for charities

5.11.1 Supporting Collateral

Web site, Facebook page, Twitter feeds, films and videos, print promotional materials. All are forms of collateral that can support the fundraising effort. That said, a fundraising program often has specific strategic components that are designed to present the opportunity and rationale for supporting the organization. Primary among these is a *Case for Support* that tells the prospect about the organization and what it does, the problem it seeks to solve, what is distinctive about the organization (the “unique reason to give”), the impact the organization is making and its demonstrated level of success (evidence to support the promise), and finally, the priorities and program-related urgent needs. The Case for Support also identifies how the programs enable the mission to be accomplished, how the donor can become involved, what’s in it for the donor (aka why should someone give to this effort), how the organization raises funds, how funds raised are used, and how donations specifically benefit those served. It is especially important that the organization is transparent in its use of funding. *The Case for Support* materials should be organized in a way that is easily used by fundraisers, staff and board members.

For PRIA, this is not new terrain. The organization’s leadership appreciates the nuances of corporates and individuals compared to international development aid organizations. The former are more inclined to respond to direct action. They seek immediate results over long-term capacity building exercises. As Dr. Tandon puts it, “they want credit for their contribution that put shoes on children’s feet and food in their stomachs” (Tandon, 2014, personal communication). The challenge for PRIA is how to grow a base of support by presenting corporates and individuals with a program that offers direct action. This is the rationale for the focus on Kadam Badhao – the PRIA program with the most obvious direct delivery and great optics: youth, university student working with community cohort, women and men from different backgrounds and life experiences, all working together toward the common goal of asserting women’s rights in the community.

The Elevator Pitch is a longstanding tool used by NGOs to introduce the organization memorably and interestingly in the space of a 30-second elevator ride – usually with no more than 2 sentences and less than 50 words. As Daniel H. Pink (2012) notes, it is intended to serve as a compelling conversation starter. As such, there are several versions of the elevator pitch that are effective, and based on social science research (Pink, 2012). While it can be a challenge for an organization like PRIA to capture its broad range of programming in a short pithy 30-second pitch, individual programs such as Kadam Badhao are much more amenable to the elevator pitch. The *Question Pitch* is based on Ohio State University research of the power of a question to frame a response, especially when the reader has clear facts available to answer a question (Burnkrant & Howard, 1984). “Are you better off today than you were four years ago” is a question that a US presidential candidate, Ronald Reagan, asked in 1980 after 4 years of a punishing economic downturn. It anticipated that the likely voter response

would be “NO” (he went on to win a massive election victory over one-term President Jimmy Carter). The *Rhyming Pitch* is, as suggested, easy to remember, using the mechanism of “processing fluency” to heighten the listener’s conviction about their truthfulness of the message (McGlone & Tofighbakhsh, 2000, p. 425). Rhymes also have “stickiness” that makes them favorites of the marketing world (Thaler & Sunstein, 2008, p. 34). The *Subject Line Pitch* is, as described, drawn from email subject lines, the most effective of which promise in the content either utility or elicit curiosity in the receiver. It is based on Carnegie Mellon research about how the subject line results in an opened email – or not. (Wainer, Dabbish, & Kraut, 2011)

5.11.2 Who are your supporters?

It is important to create a true, research-based image of who your ideal donors are. One way to do this is to create a fictional profile of the ideal donor. This is the idea behind the Kadam Badhao Fundraising Strategy & Brief (*see Appendix 11.4*) that builds a profile of a prospective donor through a series of questions about the target audiences – in particular, what they know about KD, what they think and feel about KD, what we want them to think about KD, and what is KD’s promise to make this happen, and what is the evidence to support this promise. This is both important for understanding the prospective client, and what needs to be communicated to encourage support.

5.11.3 Gathering Stories of Success:

Individuals and corporates are moved by direct results. These are best articulated with true stories drawn from the program. Kadam Badhao is rich in real life stories. There are several forms that this can take that will be effective, including notes from the field by PRIA staff, anecdotal stories and examples, and stories of direct experience. The research was told several of these from the program staff who were personally moving (even for a grizzled fundraising professional) and also noted by the researcher as excellent stories for fundraising purposes. Gathering these stories needs to become a specific component of training by staff to youth involved in the program, be it by video and audio recordings (citizen journalism), photos, pictures, and other artifacts that serve as evidence to support the promise that PRIA’s Kadam Badhao is the best program for direct action in support of grassroots gender equity. This archive becomes a rich vein of content that supports a compelling dialogue with donors through social media, appeals for support, progress reports to funders, and even crowd-funding campaigns.

5.11.4 Demonstrating Impact – Best Practices

It is also sound fundraising strategy to provide opportunities for direct experience where possible to prospective funders, including corporates. In this regard, the opportunity should be extended to the Board Fundraising Committee members to visit program locations so they can draw on this eye witness experience that they can relay to prospective donors during ask

visits. Finally, it is essential that prospective and current major donors have the opportunity to see programs in action. This will confirm better than any report that PRIA is making a huge impact on the gender equity.

5.12 Conclusion:

The nuts and bolts of a fundraising campaign include a clear and memorable mission statement, a case statement that reflects the program in core values, deliverables and why it matters, a fundraising plan that directs the many moving parts of the annual and long-term, including dynamic volunteer leaders for a fundraising campaign. This will include involving the board in various aspects of the fundraising strategy that may include setting a board target and providing them with training on fundraising. It will also be important to use CRM fundraising tools that allow the fundraising program to add, track and segment the donor list. To grow awareness of the program, social media has become a powerful communications tool. In fact it is important to use as many communications avenues available to the organization as possible: in person, by phone, web site, e-mail, newsletters, and print to connect with prospective donors. Finally, fundraising effectiveness increases with a professional approach that evaluates and monitors constantly, so that the organization uses limited resources to do more of what works, and less of what doesn't meet expectations.

6 FINDINGS

6.1 Introduction

This chapter reviews the findings associated with Kadam Badhao, PRIA's strengths and weaknesses through a SWOT analysis, and collected data from interviews that inform the recommendations in Chapter 8.

6.2 Relevant Responses from Interviews:

6.2.1 Selected Feedback from Canada Interviews

A series of semi-structured interviews were undertaken in Canada in November and December 2013 that invited comments about PRIA as an organization from participants to several meetings held in the Vancouver, West Vancouver and Whistler. It became clear that there is a great deal of interest in India. In part this is because of Canadian perceptions and assumptions about Indian culture. And there was a genuine interest in knowing more about the India context and how the cross-pollination of ideas might be of relevance to the Canadian context.

India is internationally known for its poverty, oppression of women, and violence against women. In West Van we don't face any of these to the same extent, but there are points of alignment in terms of citizen apathy and passivity.

This comment reflects a common misperception – fed by media coverage – that India is a cultural monolith. The issue of women's rights surfaced in many settings ranging from an interview with a representative of the India diaspora community (many of whom are second and third generation but still identify as Indo-Canadian), to well off residents of West Vancouver and Whistler, to businesses with supply chain interests in India.

I am globally interested in what projects are being done to support women all over the world. Furthermore, I am substantively attracted to the topic because if you support women, you support children, and families and communities. I am also interested in what motivates people like Rajesh and Martha who, in the face of huge odds, chip away at these issues. How do they keep going? How do they keep up hope and motivation?

Those Canadians who were interested in meeting with Drs. Tandon and Farrell did so in part because of the reputation that PRIA and Dr. Tandon have developed over 33 years of work around social justice on behalf of marginalized people. It is an international issue that

citizens, bureaucrats, elected officials, and the business community in Canada are aware of and drawn to learn more about – and that could be applicable to their personal or commercial or reflected governance activities in Canada.

They talked about promoting citizen engagement and especially about creating active citizens. It's a win-win when you support marginalized citizens, and those who help get satisfaction out of it and feel better about themselves. Bottom-up planning is so important in a community. It also re-motivated me. The more time I spend in the community, the more obvious that you can't rely on gov't to solve your problems. This was reaffirmed with PRIA meeting.

The meetings also excited attendees about the possibility of going to India for direct learning through PRIA, as well as inviting PRIA to run workshops in Canada on governance and citizen engagement.

I would be interested to know how to really engage groups to rally around social justice. For example, how to take issue, mobilize community, build capacity and to the issue. PRIA has a bunch of tools around this -- from challenge to action- what are the steps.

From the perspective of a fundraising professional in Canada, the most compelling program for raising funding support is PRIA's work in women's rights. This cuts across international lines, plays to the growing interest in international gender equality in business, in education, and society. At the same time there are seen to be challenges associated with generating support in Canada for PRIA.

While the empowerment of women is compelling, there is a perception that India – even some India-based NGOs – are exposed to some levels of corruption. This is a major concern for funders in Canada and a primary reasons that Canadians tend to support North American-based organizations like SEVA that do work in India, or start up their own private charity project in India ...SEVA works with India domestic organizations to deliver services for them.

The re-branding of a charity can assist with the ability to generate individual and corporate support. This needs to be done in association with a communications plan that leverages the re-branding effectively. The following comments support this assertion:

PLAN International published an academic paper and took ownership of that issue, effectively becoming a spokesperson worldwide about discrimination against girls. It then went through a process of rebranding. When first

rebranded, it was PLAN Germany that launched the “Because I am A Girl” Campaign, based on the Girl Effect”founded by PLAN International. It caught on and went viral.

Canadian companies with supply chain activities in India are more inclined to support Canadian-based civil society who then deliver or fund programming in India. This way there is no direct connection to India’s civil society. In part, this makes the management of CSR funding easier for the Canadian organization even though they may in their for profit operations has a direct relationship with India-based suppliers. One Canadian-based NGO with activities in India and many Canadian corporate sponsors put the relationship this way:

Sponsoring Canadian companies support international projects primarily for marketing and PR reasons. We provide the management of funding that is delivered in partnership with India civil society of community projects that they help to fund. On a regular basis, we show these projects to representatives from their corporate partners and important clients, as well as their employees, so they see firsthand the program they are supporting in India.

6.2.2 Selected Feedback from India Interviews

Refreshing the brand is increasingly important for NGOs – especially those with the international program reach of PRIA. Individual PRIA programs can both benefit from the branding for growth and funding, and help to promote the organization as the program expands to new academic and community locations populated with young educated volunteers who are adept at social media (in the case of Kadam Badhao). In this latter regard, PRIA will be can benefit from these energetic youth about how to organically grow a movement. Brand will be an important ingredient in this mix.

If PRIA is interested in rearticulating who they are through a rebranding exercise that includes the strategic tools to execute social media, and if they do this, it will transform their reality and will maximize the ability to attract funders. PRIA has a huge amount of content and that is powerful if it is strategically leveraged.

There may be a misperception among PRIA staff that rebranding will take PRIA down a promotional road that distracts it from its core activities. While re-branding will take energy and funding that could be argued are better spent on programming, the reality of changes to funding sources for India NGOs means that the organization must ALSO be concerned with its brand so that it can communicate to private funders that it is a well-managed organization with understandable programs.

It is a difficult time for the likes of PRIA. India is in a transition to a middle-income country. It tossed out a bunch of funders and made it difficult for India organizations to receive funding. India has recently eased restriction on international trade, but is increasingly paranoid about NGO funding. This puts PRIA and others in a state of peril. Indian-based private philanthropy is emerging, but it is focused on orphanages and building a school in village you came from, or an alma mater. It will take some time until they catch on to social justice philanthropy. Even the CRS law is framed to not so much to support human rights, public engagement, and advocacy. Instead, it is forcing the funding toward health, education and other forms of direct action.

There is legitimate concerns amongst India NGOs about the implications of the Companies Act (2013) including how it will be implemented, what this means for NGOs who are increasingly competing for funding and, as a result, may find that they are massaging their core activities to fit the funders needs.

All intermediary capacity building organizations like PRIA have gotten a little, and will continue to get very little. The [Companies] Act 2013 has a bias toward projects on the ground, such as water, health, education, wildlife. Maybe there is interest too in women's rights, but translating gender parity into a project mode is more difficult. Where that can be achieved, it could be very interesting to corporates...MNCs have a history of giving in the West, and this is very comfortable for them.

Another force for change is connectivity. PRIA has good experience growing its online education project, and the use of crowd-funding to raise seed funding for Kadam Badhao. There is a large worldwide movement for women's rights. India, as the world's largest democracy, is at the epicenter of this movement. These two ideas are converging and PRIA can and should be a part of this international conversation both as a strategic move and because PRIA has an important and unique voice internationally.

Access through connectivity is part of the churning that is visible in India and worldwide how to connect them. PRIA can continue to build on work with elected women at local level up to the state level, and state institutions themselves.

To interact with private sector funders, PRIA does need to tool up its internal and marketing capacity with people who understand corporates, can speak this language and can help frame the organization to be appealing to the private sector funders by highlighting programs that they can understand.

PRIA needs to put in place the right tools, including the right people who have the right kind of experience to speak to corporates. Marketing or PR background with networking relationships because all the people working at PRIA are program oriented and don't like words like profit, margins. This includes creating marketing materials for PRIA. While there may be some pushback on this sort of language, to tap into CSR situation it is important to have someone who can bridge the gap and fits PRIA's goals and values.

PRIA strength is that it has the capacity to engage the wide sector of actors in conversations that can advance societal change. It is an interesting discussion to about whether PRIA can draw in corporates in a meaningful way.

Amongst the basic PRIA strengths in the ability to convene diverse actors, networks on a given issue (Martha with sexual harassment). Could be important for gender equity in the labour market: CSR big black hole on welfare outcomes in addition to education, water and it needs lots of civil society action using the CSR and new ways to appeal to support, for example through GIVE-India.com.

The challenge for PRIA is that it is NOT seen as delivering grassroots programming. For publicly traded corporates with a legislated mandate to demonstrate engagement with civil society in the communities where they operate, PRIA needs to find a way forward.

Trying to position PRIA to corporate and individual donors is a challenge. One route is to take the whole discussion on governance to a different level – to find ways to help non-traditional donors understand how their work is better when civil society governance is capable. Women's issues are more compelling. In companies, people understand women and livelihoods, and something that the non-traditionals get – namely, earn the money, access to education for women. In other words, move donors first with messages they can affiliate with (e.g. earning power for women), then educate them about the importance of civil society empowerment.

This comment aligns with media reports that there is competition in India among corporates for women. At the same time there is a lack of clarity by corporates about how their current activities fit into the Companies Act 2013. One India branch of an international organization has for years been engaged in direct education programming as its CSR activity that did not involve a civil society actor to deliver programming. As of March 2014 the manager of CRS was unclear about how their existing programs would be in compliance with the new legislation.

A comparison was made between PRIA's structure compared to that of a for-profit organizational structure. During the time that PRIA had stable funding it was not necessary to add functions related to promotion and sales of the organization's value because the limited number of major donor agency relationships could be managed by the President. With the need to appeal to corporates and individual donors, the organizational structure needs to reflect the new fundraising reality whereby the funding need may involve receiving support from many thousands of donors and dozens of corporates and private foundations both domestically and internationally.

What is missing in PRIA is the equivalent of the Director of Sales in business; namely, a Director of Development who pitches and pulls in program resources from the director of programs, and from program managers as needed to generate support for the organization. This is a full-time role that works with Dr. Tandon on sales pitches, and works with program managers on ideas, as well as gathers information and stories, writes applications, generally allows program people to do their work and takes responsibility with the president's office to fund the organization. This effectively frees the president to be the visionary.

6.3 SMART Questions about Prospective Funders

PRIA's funding goals will be realized through questions that identify likely qualified donors and their interests in the program and PRIA. The following questions and responses are expansions of the summary document, *Fundraising Strategic Brief: Kadam Badhao* (Appendix 11.4, p.107). The purpose of the briefing document is to connect the program's vision, mission, goals and S.M.A.R.T. objectives to its identified target audiences for funding, so that a clearer picture can be surfaced about this audience and the needed actionables to achieve the program's mission.

QUESTION #1

WHO ARE THE PRIMARY FUNDRAISING TARGET AUDIENCES

1. Major Donors (including private family foundations)
2. Individual Annual Donors
3. Corporations (domestic and MNCs)

The first challenge for PRIA in determining how to support its programs is the task of identifying its prospective donors who will be interested in discussing supporting Kadam Badhao. For the purposes of this plan, notwithstanding those organizational entities that have

traditionally supported PRIA's work, and the *primary prospective donors* are identified as new sources of potential funding for PRIA that have not been traditional supporters in the past. In this strategic plan the focus is on strategies, tactics and actions to seek funding support from secondary prospective donors. This is new terrain for PRIA, and it is important that the organization takes a phased approach to reaching out to donors based on their attributes as discussed in Chapter 3. Individuals can be segmented into domestic and international major donors, and likewise for individual annual donors who contribute a smaller amount to the work, and corporates including both domestics and MNCs. In each case, the approach needs to be tailored to the donor group's situation, and that takes a significant amount of research about who receives funding from the target organization, how much, as well as other important information that allows PRIA to make an appropriate ask to that target group.

QUESTION #2

WHAT IS THE FUNDRAISING COMMUNICATION POSITIONING?

1. Violence against women and girls is on the rise. Youth are getting angry and want to participate in bringing about reform.
2. Kadam Badhao gives youth the tools and organizational structure to be heard and effect change to longstanding attitudes, mindsets and behaviors.

Fundraising is based on core messages that are verified through some form of feedback loop (e.g. focus group tested or field tested) for the way they resonate with donors. Positioning refers to the agreement of a few key messages that all fundraising communications for the program will connect to and draw from – be it print, email, social media, and in-person. PRIA has data in the form of a crowd-funding campaign to raise funds for the launch of Kadam Badhao, and from a major foundation donor, as well as the reaction of communities (college students and youth in communities) that provides insights into the appropriate positioning for the program. As the organization engages in follow-up fundraising, the gathered data will inform and serve to refine the positioning of the program, including both face-to-face and through mass appeals such as crowd-funding and e-blast campaigns. Where possible, it is also useful to gather stories from youth involved in the program about what they value in the program, and to teach them how to gather stories. This data will inform the communications plan for donors, including stories that reflect the impact of the program for youth that will resonate with prospective donors. The evidence to support the positioning can come from the feedback that Kadam Badhao program staff received when they presented to groups about the program. And, it is a good practice to test this messaging with a trusted marketing or branding agency who can advise the organization on strategic communications. This bespeaks the need for an experienced in-house fundraising director who can gather

program information through a fundraising lens that will result in strong and effective communications positioning.

QUESTION #3

WHAT IS THE FUNDRAISING COMMUNICATION TONE AND MANNER?

INNOVATIVE, YOUTHFUL, MODERN, EQUALITY

Tone refers to the voice that is used to convey the message – a set of commonly used language that appears on the website, promotional collateral, and in fundraising pitches. It's the image of the presentation. Manner represents the choice of communications vehicles used to present the offer – print materials, or PowerPoint, for example. In other words, the choice of tone and manner combines with, and are informed by, the overarching PRIA brand. As such, tone and manner colours and strengthens the communication with prospective funders. In this regard, the research and informed by discussions with *Junxion Strategy* points to establish that PRIA is an innovator of programming that meets the needs of communities, and of civil society, in the hearts and minds of funders. Kadam Badhao is the evidence for this promise. For Kadam Badhao itself, this tone and manner has to also resonate with the participants in the program – youth who are modern and community-minded, forward thinking and emerging as the future architects of social norms. This needs to be reflected in how the organization communicates the need to support the work of the program.

QUESTION #4

WHAT OPPORTUNITY MUST THE FUNDRAISING EFFORT ADDRESS?

1. Women's rights issues are rapidly being recognized as high priorities for urban young people. PRIA must make a positive and enduring 'first impression' to potential major gift prospects and granters.
2. Work with existing donors to honour our commitments, and secure additional funding
3. Corporates in India want to attract women to work for them, and want to demonstrate that they are working toward gender equality.
4. The Women's movement is making significant gains internationally (e.g. One Billion Rising) and domestically (e.g. Gender Sensitivity Training legislation in India)

Women's issues continue to be at the top of international agendas as can be witnessed by campaigns such as Canada's support of maternal health, PLAN Canada's "Because I am a Girl" campaign (Plan Canada, n.d.), and the instantaneous uptake around the world of the One Billion Rising Revolution that India's Kamla Bhasin helped to create with Eve Eisler (1 Billion Rising, n.d.). Youth rallies against rape and persistent and reoccurring national and international media attention surrounding acts of violence against women and girls (Canadian Broadcasting Corporation, 2013) are among the many examples of how this worldwide attention is playing out in the public sphere. All sectors of society are drawn into this conversation. Domestically, this includes corporates that are engaged in intense competition for female business school graduates. All these suggest that there is much more attention on the changing view of women in India's society, and on the social position toward violence against women. As Dr. Bhasin stated, "women are the last colony" (Sangat, n.d.). As such, the opportunity that the PRIA must address is that Kadam Badhao is a timely response to the rising awareness of women's rights, and that this represents an opportunity for the funder to support.

QUESTION #5

TO WHOM ARE WE TALKING?

- Recent funders and prospective donors connected to PRIA and its work
- Relevant private and corporate foundations with/without history with PRIA
- High net worth Individuals

Early success will demonstrate to PRIA that its private sector fundraising program is on the right track. The organization has a strong international network of well-placed individuals who are loyal to its work and who can be encouraged to assist the organization in seeking major donor prospects. High net worth individuals includes India nationals living in the country, India's diaspora communities around the world (and accessed through entities like the India Entrepreneurs Network, the America-India Foundation and the like). Domestic corporates are now required by law to contribute to civil society, and while many MNCs have had CSR activities in the past. Kadam Badhao may be attractive as a CSR recipient because it that provides a connection to college students, where the program may help the corporate to build a relationship with college students and an inside edge on the best and the brightest – especially women with an interest in business which would be a very power message to convey in a fundraising pitch to publicly traded domestic corporates.

QUESTION #6

WHAT ARE THE OVERALL FUNDRAISING OBJECTIVES FOR THE NEXT 12 MONTHS?

- Build a base for long-term growth of sustainable funding
- Develop Fundraising strategy for grants, major gifts, corporate sponsors, appeals and launch fundraising program.

The goal in the first year of a fundraising program is to put the structures and communications in place that will allow PRIA to maximize its fundraising potential for the long term. This includes establishing a program that reflects the core values of the organization, and that is focused on relationship fundraising. It also requires the human resources and data management, and continuing establishment of the brand that will facilitate the fundraising activities of the organization in the short and medium term.

QUESTION #7

WHAT ARE THE FUNDRAISING OBJECTIVES?

One year of funding to achieve Kadam Badhao's objective target of 20,000 (2 lakhs) youth reached out to at 100 educational institutions (high schools and colleges) and 10,000 (1 lakh) of community youth in 50 small towns and villages (gram panchayats): **Est. Total: 13,171,704 ₹**

India Fundraising:

Corporates: 40,000 ₹

Foundations: 40,000 ₹

Major Donors: 200,000 ₹

International Fundraising

Crowdfunding: 1,239,200 ₹

Program Contracts: 3,717,600 ₹

Foundations: 2,788,200 ₹

Online Giving: 148,704 ₹

MN Corporates: 1,549,000 ₹

Major Donors: 1,549,000 ₹

This program funding estimates for Kadam Badhao are based on assumptions associated with the an ambitious programming goal which PRIA believes is achievable a) within the India context and b) in their organizational capacity to deliver in the timeframe. This scaling up exercise must be assessed in light of the challenges of scaling up (Chapter 3.5.2) and the impact that this will have on PRIA in its current configuration and the demands that will be put on it to develop both the human resource and fundraising capacities to achieve this goal. As identified in the research literature ((Hsueh, 2013; Binswanger & Aiyar, 2003), systems change and scaling up are reliant on adequate funding that is available as needed to feed the growth of the program. PRIA needs to have a fundraising engine in place and a scaling up strategy prepared that prospective funders can invest in before it begins to aggressively grow the program.

QUESTION #8

WHAT DO THE TARGET GROUPS THINK AND FEEL ABOUT PRIA AND KADAM BADHAO?

1. **Longtime associates of PRIA:** mostly unaware of its recent program activities such as Gender Equity
2. **Corporates:** With notable exceptions, PRIA has not had significant contact with corporates.
3. **Individuals:** Very small database of individual followers of PRIA. When introduced to Kadam Badhao, support is forthcoming (crowd funding, Ford Foundation support for Kadam Badhao)

Fundraising is in part ‘friend-raising’. Data collected from PRIA’s *friends* supports the hypothesis that PRIA is seen *by them* as a capacity-building organization which works in a business-to-business relationship with civil society actors in the field. The research evidence also showed that these friends are not aware of PRIA’s recent activities in promoting gender equity. Furthermore, none were aware that the organization has developed Kadam Badhao, and were immediately impressed and encouraged the organization to tell them more about it. A current funder of PRIA expressed their wish that Kadam Badhao “needs to succeed” and represents important work and need to succeed for the sake of women’s rights in India. This support is evidence of the power of donor alignment and loyalty with organizational action ((Sargeant, n.d.) and suggests that friends of PRIA want the organization to succeed, and Kadam Badhao represents a way that prospective donors can support the organization – especially those who respect the work of PRIA and are in positions where they can direct funding, for example, corporates who know PRIA. In other words, twinning the rising awareness in Indian of gender equity with a) PRIA’s has a long history of leadership in women’s rights, and b) new angle of Kadam Badhao’s empowerment of college and community youth is a powerful message on which to build a successful fundraising program.

QUESTION #9

WHAT INSIGHT DO WE HAVE ABOUT THE TARGET GROUPS?

- Domestic corporates are interested in funding direct community engagement. Furthermore, the Companies Act (2013) specifies that contributions are made in the community(s) where corporates have operations.
- Domestic corporates are interested in women with business degrees, and international corporates are often far ahead of domestic corporates in gender equity.
- Multinational Corps often have well developed CSR grantsmaking programs.
- Crowdfunding of Kadam Badhao demonstrates international individual interest women's issues and Ford Foundation support likewise for large-scale funders.
- Private foundations support Kadam Badhao

Kadam Badhao has shown that it is attractive to individual donors through P2P crowdfunding. The program has the support of a private foundation. Furthermore, when friends of PRIA learn about the program, they are very interested in learning more and see it as a way to raise support for the program because it is timely and well-designed to meet the current wave of interest for gender equity. In addition, Canadian interviews suggest that the program is also very interesting for Canadian audiences.

QUESTION #10

WHAT DO WE WANT THE TARGET GROUP TO THINK & FEEL ABOUT PRIA?

- PRIA's record of pan-India and international programming for 33 years, leadership, anti-corruption stance, and reporting capacity make it uniquely positioned to have a positive impact in communities through empowerment. I want to be a part of creating this.
- KB is a really innovative way to change attitudes and behaviors toward girls and women, and highly effective in creating change through the engagement of all strata of India's emerging generation.

While PRIA has a longstanding reputation, it is assessed by some members of the domestic NGO community to be out of step with the current funding climate and opportunities. Being seen as relevant matters, and reputation is very important to the success of an NGO. Upgrading the brand, building a campaign around Kadam Badhao that is timely and

interesting has the immediate impact of re-invigorating the significant network across India that hold PRIA in such high esteem. The goal of a strong fundraising program is that funders are proud to be associated with the program. Kadam Badhao appears to be the sort of program that gets funders excited.

QUESTION #11

WHAT'S THE ONE THING WE NEED TO TELL THE TARGET GROUP?

- Youth involvement is one of the most important ways to reduce gender violence, and Kadam Badhao provides the tools and structure to make change happen at the local level.

Regardless of the forces and generations that are driving change in India, youth are the early adopters and through education, are emboldened to question the existing order. More importantly, they represent the future for India – the future employees and employers, and consumers. They are driving change in India. They are clientele of the Kadam Badhao, and are the focus for corporates seeking employees, and for consumer sales of product. This is especially true in light of India's emerging role as an international tech giant, where youth – especially university-based youth – are much sought-after by corporates. In light of the Corporation Act (2013) requirements of CSR by publicly traded companies, the opportunity to connect with youth who are seeking to build a better India, especially for women, is as powerfully attractive that of a veritable *moth to a flame*.

QUESTION #12

WHAT SUPPORT DO WE HAVE FOR THAT PROMISE?

- Two successful test programs in communities where there was cultural pressure against change
- PRIA has documented that young people are already showing that they can stop violence against women by working together

Corporates are very careful that programs they are associated with are not going to impact the success of the sponsoring organization. Increasingly, CSR in the West is being connected with marketing and sales. While India's CSR law may arguably insulate corporate contributions from being segmented this way, the reality is that where possible a corporate CSR committee is going to seek to support programs that enhance its overall success.

Kadam Badhao is the sort of program that offers many benefits for corporates.

- It has demonstrated success in upholding women's rights. It is associated with the stellar reputation domestically and internationally of PRIA.
- It connects corporates to action-oriented young people at universities and in communities.
- It is telling a powerful story about how India can come together – rich and poor, Muslim and Hindu, young men and women – to address one of the single most pressing social problems the country faces: women's rights.

QUESTION #13

WHAT'S THE DESIRED RESPONSE?

- Support for PRIA to help make Kadam Badhao a national and international program success
- Make this commitment long-term (3-plus years) at a level that meets the needs of the program
- Promote PRIA within the sponsor's network

PRIA has a history of working with funders including managing reporting and building lasting relationships. There is very little different in the scenario with corporates or individuals. What changes is that the amount of reporting out on PRIA program activities. It is likely that a successful fundraising campaign is multiple corporates who require feedback, and their reporting needs will differ from IDA funders because they have to report out to shareholders. Individual funders, small and especially large donors, require a great deal on ongoing support – referred to as “stewardship” in fundraising parlance. This is where database or CRM systems that track donors becomes an essential tool. And it is impossible for someone running the PRIA to possibly do justice to managing relationships without the support of a Director of Development functionary who understands the key components of institutional fundraising: cultivation, data management, stewardship, cause marketing and public relations. The key to building and keeping solid private sector support is connecting on a personal level, and maintaining clear communications. This builds trust in PRIA's work through Kadam Badhao, and long-term support.

6.4 SWOT Analysis

The following is are the most significant internal strengths and weaknesses, and external opportunities and threats that are associated with the challenge of funding PRIA. The *SWOT* analysis further informs the ongoing evaluation of strategies through implementation.

Strengths (*Internal, Current*)

- PRIA understands the need to retool to seek funding for its program activities
- Civil society, political, international connections are strong
- Board of Directors is committed, knowledgeable, passionate
- PRIA has a long history of managing large programs
- PRIA organizational structure allows it to work internationally
- PRIA is very good at putting plans into action
- Kadam Badhao is the most sellable program based on feedback from Canadian and Indian interviews.

Weaknesses (*Internal, Current*)

- No experience with annual fundraising programs
- The lack of a fundraising professional in-house is the most significant fundraising deficit the organization faces at present
- No clear succession plan for the most experienced/successful PRIA fundraiser (Dr. Tandon)
- Programs are designed to be resourced by a few large donors
- Re-branding is partially under way and needs to continue so that it addresses both domestic and international scope of the organization's program efforts
- PRIA does not have a database of individual giving
- PRIA capacity building programs may be too nuanced for corporates to appreciate
- Mainstreaming Gender program is understaffed for the current workload, and is certainly not staffed to reach its scaling up objectives.

Opportunities (*External*)

- Company Act (2013) into effect in April 2014
- Kadam Badhao program is funder-attractive (timely, topical) because women's rights and equality in India is appealing domestically and internationally
- India's growing wealth and interest from the West as the largest democracy means that North American businesses are increasingly interested in developing lasting relationships
- Advancing the usage of social media, publicizing events
- PRIA as a supply-chain program deliverer, consulting on internationally-funded civil society projects.

Threats (*External*)

- Loss of traditional international funders due to changes in foreign aid policies
- Brand is not known outside of international development aid funders, and civil society
- Many NGOs competing for a smaller funding pie domestically and internationally
- India Government not open to international development aid since 2004
- India's international reputation for corruption.

6.5 Conclusion

The research indicates that PRIA can best reach to funders through Kadam Badhao because the program is timely, positioned well, and hits the right tone, in the right manner. The general conclusion reached from interviews in Canada and India is that there is *across-the-board* interest Kadam Badhao. More specifically, PRIA's presentation of the situation in India was eye-opening about how to best approach support for civil society there. Furthermore, PRIA's work in response to the situation in India is admired and impressive. PRIA's Kadam Badhao engenders immediate expressions of interest to explore opportunities to visit PRIA project sites in India. And, PRIA's experience, insights, anti-corruption stand, and consulting capacity is valued by organizations with business interests in India that need a trusted advisor "on the ground" to a) monitor working conditions in supplier facilities, and b) recommend opportunities that can a positive community impact that extends beyond their 'business' dealings in India. From India data gathered, PRIA's longstanding efforts have established an exception base for the organization to leverage renewed support. That said, the concern is how to move forward and transition this interest into tangible support in the forms of funding, partnerships, off-site training, and consulting contracts. In particular, the internal threat of determining how to staff the organization to both replace the expected change in PRIA leadership in the coming years and to bring in the capacity to professionally manage an internationally-focused fundraising program.

7 DISCUSSION

7.1 Introduction

The purpose of this Plan is to make recommendations to PRIA about how to mobilize the global solidarity for its goals and aims to support its program activities. This section provides insights into the process of engagement with the client, and informed by the literature review, the way PRIA is a sort of microcosm of the state of domestic fundraising in India – new, needed, and that the lessons from the West may not be entirely applicable or even reliable guideposts. PRIA has been engaged throughout the creation of the plan, and this enthusiasm in wanting to acquire the internal capacity for fundraising will require follow-through in structural changes so that the organization does not wither as a result of being starved of funding fuel. The key to this is building the human resource to implement a fundraising program as a full-fledged program of the organization replete with robust monitoring and evaluation.

Mintzberg (1987) used the mnemonic of five P's to describe how a strategy serve as a Plan, a Ploy, a Position, a Pattern, or a Perspective. Each of these "P's" can, depending on the circumstances, take precedence over the other constructions as the primary rationale for the strategy, or complement each other. At one level, this Fundraising Plan has been researched and written by the consultant to provide the client with a recommended course of action that can be called a "Plan". That said, the research data is tempered by a measure of judgment and fundraising experience that the consultant brings to bear in this project. This world-view about the best route forward bespeaks that it is also contains a strategic Perspective of the researcher as participant in fundraising who is seeking the 'best fit' for PRIA. This strategic document is also seeks to identify a strategic Position in which to place the organization within the ecology of India-based NGOs operating in the new context of CSR legislation, emerging fundraising methodologies, the India government's antagonistic relationship with international development aid, and the growing competitive drive for funding amongst civil society actors in India and internationally (Mintzberg, 1987, 2005). In essence, PRIA has asked for this strategic plan because need insight that is informed by experience and deep understanding to effectively mobilize the global solidarity that includes a) the relationships PRIA has cultivated over 31 years, and b) other opportunities that are emerging that could support PRIA's programming efforts. In short this fundraising plan that is based on research and tempered by experience, insight and intuition.

7.2 Planning Process

The planning process began in a February 2013 meeting with Dr. Tandon that paved the way for meetings in Vancouver where the leadership of PRIA could present to a number of organizations that might have an interest in the organization's work in participatory research. Discussions led to an appreciation of the internal challenges PRIA has been experiencing in keeping up with today's funding scene, and the clear understanding of the planning that was

required. The planning process involved a 7-week residency by the researcher to better appreciate the organizational culture and human resource capacities and understanding of fundraising principles, approaches, and experience with individual philanthropic and corporate giving. The residency also gave the researcher the opportunity to seek input from “friends” of PRIA, including consultants in community development, Canada’s High Commission office, and corporates, both domestic and international. The outcome of this research was an appreciation that at a staff level, the organization’s fundraising has been largely confined to two people: the founder/President and the Director of the Gender Equity Program. At the same time, there is a widespread understanding that the organization leadership from the board of directors through to the middle managers see the importance of learning how to diversify fundraising.

7.3 Implementing the Fundraising Plan

7.3.1 Strategies for Successful Fundraising

Building a successful, diversified private source funding base involves the entire organization. When all aspects of the organization’s program decisions and structures, from board of directors through to the front line staff recognize the importance of their involvement in this process, there is a much-improved chance of success. Robust fundraising involves coordinated communications planning, programs that collect stories of success that encourage prospective donors to support the organization, use of social media that builds stronger links to the community of support, all of it informed by the organization’s brand that is managed deliberately to project the work of the organization in a way that demonstrates the good work of the organization.

7.3.2 Fundraising Reflects the Organization’s Core Values

It is important that the soul of the organization is reflected in the fundraising program, which is an example of Mintzberg’s (1987, 2005) idea of strategy as a perspective. It is important that the fundraising approach reflects PRIA’s core values: namely, of participatory research touchstones that the collective supporting the PRIA project including PRIA program managers, funders and client civil society community organization evolve and address questions and issues as co-researchers. This has defined the relationship between PRIA and its funders in the past, and this needs to continue to be the way the organization interacts with funders in the future. In fundraising terms, the language that is used by Sargeant (n.d.) and others is *relationship fundraising*, which essentially recognizes that investing in the relationship with the donor is a long-term investment that can reward the organization over the lifetime of the relationship. It is also captured in the positioning of the funder in Hsueh’s (2013) Systemic Change Map (*see* Chapter section 3.5.1), where the funder is supporting the process rather than a pre-determined the outcome.

PRIA has done a wonderful job of this with its personal relationships with the likes of the Ford Foundation and others. The small number of donors who supported the organization made this possible. The challenge is to replicate these resilient relationships with many donors. With a database of thousands, the short answer is that it is not going to be the same – but that doesn't mean that building a relationship with donors is impossible. It is just different. Certainly, the advent of CRM's makes the management of relationships much easier than in the past. And it bespeaks the need for a person dedicated to keeping these relationships up – in essence, a development office to manage these relationships, and identify those who are most important, or prospective to contribute more, more often.

7.3.3 Establishing the Core Team

Fundraising development in a charitable organization is best seen as a core program on an equally footing with every other program in the organization. In many NGOs, the CEO will spend upwards of 50 percent of their time on fundraising – primarily seeking major donors, even with a fundraising department. In the past, PRIA had little need for a director of development or fundraising department per se. However, to mount a broad-based fundraising program requires program management skill sets that include a working knowledge of marketing, civil society practice, communications, and data collection. This is increasingly so in the age of direct connection between donors and projects, with the tools used to connect with prospective donors being the same ones that used by for-profit marketing to sell everything from nuts to cars. In fact, any advertising agency of note that are hired by MNCs will also have NGO clients that are seeking to better connect with prospective donors. This bespeaks the need for PRIA to bring this talent into the organization to support the President, and manage a large program with many moving parts including the cultivation of donors, stewardship, and activation to move a prospect from first introduction to the organization through to donor. The other role of a professional fundraiser in-house is to raise the level of understanding of the organization generally, including board members, program managers and peripheral program delivery offices about fundraising. PRIA, with its many satellite offices and international program activities, would benefit greatly from the skills of an experienced fundraising professional in-house who can manage the overall fundraising program of the organization both domestically and internationally.

7.3.4 Online Fundraising

Online Fundraising needs to be an integrated process. Julia Campbell (2014) reports that there are six important components to a successful online fundraising program, whether it is crowd funding or an annual campaign to a roster of donors. *First*, online fundraising does not work in a silo. In other words, if PRIA builds a fundraising team, it has to be fully integrated into the program mix so that the development officer can communicate from a position of authenticity, rather than being “locked up in a tower, with no resources, no information and no collaboration with the program staff, volunteers and the rest of the organization” (Campbell, 2014). *Second*, online fundraising does not work if your website is not aligned

with the organization's target audience. It is so important that the website and Facebook page of PRIA speaks in the language of prospective funders. In the past, the target audience was very informed bilateral funders with whom the President has a close working relationship. But now PRIA needs to attract support from corporates and a global community of less well-informed individuals. The website has to speak to their level and the message has to capture their attention immediately. As Campbell puts it, "the reason why many nonprofits are lousy at raising money online is because their websites are terrible... the problem is that not enough nonprofits are having this hard, uncomfortable conversation with themselves." Increasingly, the website is being reverse-designed from the mobile phone back to the computer screen. According to Flandez (2014), 84% of nonprofits are not making their donation pages readable via mobile devices. This is especially important in India where so much of the interaction is by cell phone – perhaps more so than in North America. *Third*, online fundraising does not work if it is not easy. Websites lose 40% of visitors with every click, so it makes sense that a highly visible the donate button is on the web site landing page and every other page to give the prospective donor an easy way to give. *Fourth*, online fundraising does not work if no one knows about it. This is patently obvious, but the communications skill is found in building a connection with prospective donors. This is best done with as part of a brand awareness program. Social media needs to demonstrate the value of PRIA's programs, and the program staff have to be on the constant lookout for social media content that will "support the promise" of the program, and to let the world know that PRIA accepts online donations. *Fifth*, online fundraising is not a substitute for a major gifts program, planned giving program or annual campaign. Online fundraising is part of the complex mix of fundraising activities, and it has not proven to be "the silver bullet that was going to solve all of the sector's pressing problems with communication, marketing and fundraising" (Campbell, 2014). *Sixth*, online fundraising does not work if you do not communicate your impact to your donors. This involves telling PRIA's story that gets across the emotional impact and social return on investment. This means focusing on the programs. In this regard, the weakness that PRIA has is that it is in a business-to-business relationship with client organizations that are delivering direct programs where the most compelling stories reside. Kadam Badhao is the exception in PRIA's program roster and as such is the place from which PRIA can leverage its activities with donors.

7.3.1 Large Donor Prospecting: What to Expect

PRIA has benefited from major gifting throughout its history. This should continue to be a cornerstone of the organization's fundraising program. But it does need to diversify. As PRIA has come to learn from experience, the benefits of major gift donors requires thought or planning on the part of a donor. There are fewer solicitations to result in larger gift amounts, and generally the gifts support an organization's long-term goals. Donors can be individuals, corporations or foundations and often the key is that someone must ask for a significant gift face to face.

While PRIA has been expert at generating funds from foundations and international aid development agencies, there is a vast plain of multinational and domestic corporations with an interest in India. PRIA needs to embrace this and work the network. This will take a remobilizing of its organizational capacity, and added skill sets through a Director of Development.

It can be surprising to learn how much effort is required to raise funds from large gift donors. One way to describe it is the visual of a pyramid with the largest ask with the percentages making up the total target, and the number of required qualified asks that result in 9 successful gift solicitations to reach this goal. Assuming a one year Kadam Badhao fundraising goal of 13 million INR for its overall fundraising goal, large donors may contribute 40 percent or approximately 6 million INR. Using this assumption, the rollout of the large donor campaign may look something like this:

Level of Ask	Identified Prospects	Shortlisted Prospects	# Gifts Received	Total from each Level	% of Total
2.5 million	16	4	1	2.5 million	40%
1.5 million	16	4	1	1.5 million	20%
0.7 million	32	8	2	1.5 million	20%
0.3 million	80	20	5	1.5 million	20%
	144 initial prospects	36 Qualified Prospects	9 Gifts	= 6 million INR	100%

TABLE 2: SECURING MAJOR DONORS

It is a big project to identify 144 prospective donors and, from this, winnow the list down to 36 highly likely qualified prospects that eventually leads to 9 gifts. The above example assumes a success rate of asks to donations is in the range of 25 percent at each stage of prospecting. Locke (2014) indicates that the following research metrics about each prospect that go into making an ask starting with the ABC's of fundraising: i) ability to make a gift of the amount requested; ii) the belief in the organization's mission or that they would believe it if approached, iii) a connection to the organization that establishes a level of trust. Locke (2014) adds additional metrics: iv) pattern of giving in the past; v) discovery of their current situation, as well as vi) timing of the ask. While Locke (2014) applies this matrix of factors for large gift donors, it can easily apply to virtually any corporate social responsibility ask or philanthropic individual donor to a lesser or greater degree (depending on the size of the ask).

The time frame for large donor solicitation may range from 18 to 36 months, with the ask being no more than 10 percent of the donor's net worth. This means, "lots of individuals to meet and talk with, to discover their interests and give them the time to get to know your organization, what they are doing to solve a problem or injustice in the world, and to develop trust in you (the fundraiser) and the leadership of the organization." (Locke 2014). An important factor embedding in that above quote is the idea of the transfer of trust, which suggests that success with a prospective donor is in part based on the organization and the

representative having a seal of approval from a trusted source of the prospect, be that the organization's reputation or via a trusted person who vouches for the organization.

7.3.2 Balancing Corporate's CSR Needs with PRIA's Program Activities

The goals of the organization are sometimes difficult to square with the needs of a private sector donor. As mentioned in Chapter 3.4.8, these donors will have different needs than funders who are more familiar with the challenges of reporting out on programs that have both tangible and intangible results. By way of example, Amazon India has a program called, Gift a Smile, aimed encouraging individuals to donate to "a cause that is close to your heart" that will respond to the needs of India's children and youth. Here is how they describe this program:

India is home to over 400 million children. They are the citizens of tomorrow, but crushing poverty, issues of child labour and trafficking, lack of nutrition, sanitation and education among many other issues are widely prevalent. Likewise, women constitute approximately 49% of the Indian population. They have made strides in every field but still face challenges of discrimination, illiteracy and widely prevalent social ills of rape, dowry killings and forced prostitution. As a society we cannot progress and realize the potential of India unless we release their potential. Even as the government and NGOs around the country are working to address several of these issues and provide them with holistic care, skill them and instill them with self-confidence, there is still a lot to be done. You too can help! Send a gift to support a cause that is close to your heart; a gift that will bring them joy and help them take a step towards a brighter future. The "Wish lists" created by the NGOs support the immediate needs of the women and children under their care. Gift a smile now!

Amazon is both using its portal as a connector between individual donors and civil society projects in a similar fashion to the KIVA person-to-person approach, and by doing so garners kudos for this good work without necessarily having to make a corporate contribution beyond hosting the site (although it is likely that they will be required to put some skin in the game under the Companies Act (2013)). Amazon shares a concern for the situation with prospective donors and civil society actors, and recognizes that there is a societal role to play resolving it. But the program is in large part a marketing effort and is perhaps motivated by compassion, and certainly by business self-interest. As such is an example of one of the realities that PRIA needs to come to terms with in dealing with corporates.

It is also important that PRIA appreciates the nature of corporate funding as an expression of the motives of these prospective funders. They are driven by profitability, and as such, all activities including the Companies Act (2013) CSR requirements will be seen as a means to participate in a way that is the least negatively impactful on profitability. This, combined with the reality that they will bring a business sensibility to the relationship with PRIA likely

means that they will not be open to funding programming that does not have tangible results. Moreover, they will be attracted to results that tell a great story, and potentially solve a problem they have. For example, one of the benefits of Kadam Badhao, notwithstanding that it offers direct programming deliverables, is that it involves the best and the brightest young people in universities to address gender equity. This both tells a great story about bridging the divide that exists between caste and class, and it is a way for corporates to tell bright young business school women that this is a gender-sensitive organization to work for.

7.4 Monitoring and Evaluating

7.4.1 Managing Donor Information: Customer Relationship Management (CRM)

Customer Relationship Management has become a core tool within reach of every fundraising program. Like the discussion of crowd-funding, there are options aplenty and they are increasingly cloud-based, making CRM much more flexible and malleable for organizational needs. Without restrictions on the platforms for data management the issue is, as it has always been, about gathering and managing data that is most useful for fundraising purposes. Fundraisers are interested in a range of quantitative and qualitative data, especially for prospective large donors. What causes do they support? Is there a pattern to their past and current giving? How much on average do they give to a cause? What is the largest gift made? How often do they give (annually, monthly, to campaigns)? In particular, what is it that they are most passionate about? The next section discusses “the loyalty quotient” in more detail as a key metric to track.

7.4.2 Measuring Donor Support: The Loyalty Quotient

Measurement of donor support is essential to understanding and reporting the effectiveness of a fundraising program, and a critical measurement is donor loyalty. In other words, how reliable is an individuals in the PRIA donor database to support the organization on a reliable basis. It is a metric that is highly valued because once someone contributes to an organization, there is great value in having that individual become a regular donor – both because the organization can to a certain degree rely on that donor’s ongoing funding, and because finding a replacement donor is expensive. As a result, a skilled director of development will look for ways to strengthen the connection of an existing donor to PRIA. In other words, improve donor loyalty. Small upward ticks in this regard can have a significant positive impact on funds raised. When the common trend is that 50 percent of donors lapse after one year, and 30 percent more each year after that, strengthening donor loyalty is very important to the success of an annual fundraising campaign (Sargeant & Jay, 2004). According to Sargeant (2004), there are key loyalty metrics to watch regarding donor loyalty, including attrition rate (percentage of donors lost, usually per year, especially for specific appeals rather than across the entire database), gains and losses (especially benchmarking

against other organizations), donor lifetime value (used to shape the development program and measure success), transaction frequency (of the donor's activities with the organization including social media and donations made), donor satisfaction, commitment and trust (first among these is satisfaction), exit polling (why did a donor leave? Was it something we did/didn't do?), and number (and category) of complaints (donors who are encouraged to complain and have their problems corrected are subsequently more loyal than those that never encountered a problem).(Sargeant, n.d.)

This level of supporter commitment is essentially the tensile strength of the glue that adheres the donor to the organization. Sargeant and Woodliffe (2005), refer to passive commitment and active commitment, with the latter being associated with a very strong bond to the organization, and the former referring to individuals who, while regular donors, are doing not so much because they have a passion for the organization's mission, but rather it is the 'right thing to do' and matters. According to the authors, commitment is driven by service quality by the fundraising team to donors, risk that stopping their donation will result in harm to the organization's delivery of programs, shared belief in the mission and style of service delivery, learning by the donor (with the assistance of PRIA) of a deepening understanding of the organization during the arc of the relationship, a personal link to PRIA's work, and multiple engagements of donors who are also volunteers and campaigners are more loyal. Each of these levels increases the loyalty of the donor.

7.5 Reflecting on the initial plan verses the realities of being embedded at PRIA

It was anticipated during planning process with PRIA that the researcher would serve in a fundraising consulting capacity in India that would include both gathering data, and providing staff training and preparing fundraising collateral. It was also thought by some staff that during this time that the researcher would orchestrate discussions with Canadian businesses that would lead to funding for PRIA either during or soon after the period of involvement with the organization was completed. The preparation of collateral and assumption that the researcher could represent the organization in meetings with corporates was indicative of the lack of experience by the organization's staff about cultivation of prospective funders. The researcher was able to coach a new staff member who was hired to build relations with corporates, as well as with the Kadam Badhao program managers about opportunities for fundraising, and finally with the President and on the importance of branding and building linkages in this regard with a social enterprise communications firm with operations in Delhi, Vancouver (Canada) and London (UK). The research and his travel companion also assisted PRIA in a number of ways that contributed to the organization's day-to-day activities including editing PRIA's online course materials (6 units).

7.6 Conclusion

The research indicates that to engage in fundraising is a highly skilled program that requires a professional skillset and set of tools that are unique to this function. Additionally, there needs to be an organizational buy-in that includes commitments from the board of directors through to senior staff and others. It is virtually non-negotiable for PRIA to not invest in adding a highly skilled fundraising component. This needs to be deliberate and well funded to provide the best chance for success, which is expected with the right strategic approach. As mentioned, this involves branding and using the most marketable program in PRIA's current stable: Kadam Badhao.

8 RECOMMENDATIONS

8.1 Introduction

Successful fundraising is about building relationships. This is not news to PRIA. That said, to be successful in private sector fundraising PRIA need to do two things: leverage existing relationships/networks of relationships (among your board, staff, volunteers, online students and past crowd-funding supporters) AND develop new relationships. PRIA's advantage in this regard is that it has an enviable international reputation. This is both a door opener and deal closer for a prospective donor who gets to know the organization and understands the impact of PRIA's work. Especially so for prospective major donors who will be open to listening to a 'pitch' for their charitable support and corporates that are looking for a solid organization with a stellar reputation to connect their CSR to. This applies both domestically and internationally.

There is no silver bullet way to fundraising for major donors or individual annual donors. That said, there are hallmarks of good fundraising. In particular, it takes persistence, patience, fortitude, and skill. A successful, sustained fundraising program can balance appeals to multiple donor markets – including large and small gifts from individuals, foundations and corporations – simultaneously. Every organization has specific 'donor pools' that best match their work. This is important because resources to spend on fundraising are limited. The challenge is determining which one(s) are the best fit for the target PRIA program – and then focusing the bulk of fundraising resources and efforts there.

This plan is based on focusing PRIA's efforts on fundraising by seeking private sector support and introducing the organization to this category of funder using the calling card of its Kadam Badhao program, which is deemed to be topically timely and possessing a very strong 'feel good factor. Specifically, it is recommended that PRIA focus its efforts on the following specific groups: i) **Individuals** are an excellent fit through both online platform-based fundraising and appeals to India diaspora organizations and communities; ii) **Corporates**, both domestic and MNC's with business interests in India are recommended to respond particularly well to appeals to support Kadam Badhao; and iii) **Major gift prospects** including international family foundations with an interest in women's issues will like Kadam Badhao, especially with the vote of confidence of existing support (like the Ford Foundation) that will embolden other North American foundation to be open to PRIA's fundraising value proposition.

An additional area of interest for PRIA is to explore seeking partnerships with North American organizations that operate distance-managed community-based programs in India that is supported by well-developed fundraising capacity. These organizations may find that a partnership with PRIA can enhance the delivery of programs more efficiently. For PRIA is may represent a way to fund existing programs – especially Kadam Badhao – that reduce the need to build and manage an in-house fundraising capacity.

8.2 Fundraising Actionables

To achieve success, PRIA needs to put the pieces in place that will allow it to start to grow its base of private sector funders. The following executional items are recommended first steps in this process.

QUESTION #14

WHAT ARE THE EXECUTIONAL REQUIREMENTS?

General Recommendations:

- Hire a Director of Development: gender doesn't matter, but India national with exceptional spoke and written English skills, and experience in international fundraising and team development is essentials
- Develop a long-term scaling up plan for Kadam Badhao and determine targets for fundraising from foundations, corporates, and individuals
- Continue with the branding of PRIA, and extend this to Kadam Badhao to make sure there are strong shared elements with the overall organizational branding
- Organizational leadership (Rajesh and Martha) need to spend 25 percent of their time on fundraising meetings that are set up by the Director of Development
- Develop collateral materials (Case for Support etc.) and a very clear budget of program costs that shows how funders' contribution will be used. Be transparent in the organization's use of funds.
- Get a "Donate Now" button on the website home page.

Domestic Fundraising:

- Create a list of target foundations and corporates
- Arrange gatherings of Delhi and Mumbai society women – start with one hosted by to host evening salons to provide opportunities for Martha and Rajesh (and the Mainstream Gender team to present about KB
- Seek opportunities to get media exposure for KB, and give the youth CORE group media training
- Get social media support to support the program – needed immediately to allow Nandita and Martha to focus on growing it.

International Fundraising:

- Establish a means in Canada to begin North American activities to generate support for PRIA.
- Utilize social media to establish connections through partner organizations such as Royal Roads University and University of Victoria to build networks of interest and capacity internationally.
- Establish an annual Dr Tandon or Dr Farrell speaking tour of North America that engages networks of interest in PRIA. For example, build a speaking tour of North America TiE or SVP chapters that raise awareness of PRIAs activities internationally.
- Repeat the Kadam Badhao crowd-funding campaign when the organization can commit to social media support of the program on a daily basis.

8.3 General Actionables

8.3.1 Hire a Director of Development

The job of growing a fundraising program is a full-time job. As such, it requires a person dedicated to this role rather than it being initiated out the office of the CEO. The skillset that needs to be recognized as a program at the same level as other PRIA programs. It is recommended that this is a first action in growing the development department at PRIA. As such, it is an investment in the future of the organization that may take 2 years or more to recover initial costs. It is recommended that this role be based in Delhi and designed to run the international fundraising program. Ideally this person has a minimum 5 years experience in a development director's role. For example, an excellent candidate would have gained this development experience in a leading Indian university setting.

With an experienced fundraising professional, it takes a minimum of 6 – 12 weeks to develop an internal fundraising capacity and launch a first 'campaign'. That includes developing all the supporting resources needed for success including fundraising support documents, prospect identification, prospect relationship mapping, and then beginning the relationship development process.

Sample Development Director Roles and Responsibilities:

- Develop a multi-tier membership model that is attractive to different levels of prospective member and which is easy to access and sign-up for
- Design and implement a range of fundraising programs and donation 'vehicles' capable of engaging/attracting a range of potential donors
- Identify domestic and international foundation, corporate and individual donor prospects on an ongoing basis
- Target and develop outreach and engagements strategies for both existing and new prospects
- Develop persuasive 'key lines', 'elevator speeches' and 'sales messages'
- Engage with prospects and working with PLAN leadership and volunteers to build long-lasting relationships
- Fulfill the application and information requirements of prospects.
- Develop a series of fundraising, 'friend-raising' and strategic awareness events
- Create a functional volunteer fundraising cabinet and/or team domestically and branch PRIA satellite office in Canada
- Develop stewardship and recognition strategies/programs, including an annual 'Report to Donors'
- Train and mentor PRIAs leadership, staff and volunteers in modern fund-development techniques
- Analyze and improve existing processes such as receipting, thank you letter mail outs (email) and CRM/donor tracking

8.3.2 Scaling Up Kadam Badhao to Attract Funding

Donors put money into something that is expanding, rather than into something that an organization is already doing something and funded. Funders are experts at giving, so you have to understand their motivation to do so. Excitement builds with a compelling story about where Kadam Badhao is going to grow and what that means for gender equity in India and internationally. It is recommended that PRIA put all available resources into tooling Kadam Badhao up to grow as rapidly as is reasonable. The program's growth strategy for to one hundred campuses and communities anticipates a budget of 13 Crore (see Appendix 11.7).

Key features of Kadam Badhao that need to be featured

1. It is important that PRIA highlights the uniqueness of Kadam Badhao as a gender equity program that is making a real difference at the community level relative to all other gender equity programming in India. This requires a scan of seemingly similar programs to confirm KD's uniqueness
2. KD is delivering direct action at the community level and delivering tangible results
3. Sponsors can visit the programs in operation
4. Feature KDs university students, especially young women involved in the program
5. Capture and retell stories from the community. Do this via video, Facebook, and written bulletins from the front lines

8.3.3 Complete the branding activities initiated in 2014

A strategic alliance with an agency to advise on refreshing the PRIA Brand represents an important opportunity to provide direction and activation. This process is important to PRIA's success in generating awareness and funding for PRIA. The overall success of the organization is tied to demonstrating its relevance in community development through strong and effective communications, including web and social media activation. The brand is an important step in PRIA's move from highly scholarly business-to-business organization with informed funders to an organization that can attract less well informed private sector funding.

8.3.4 Build a fundraising membership base who support the ideals of PRIA (including CRM).

PRIA already has a database of international and domestic connections from its international work over 30 years, current activities of its online education program, and recent (2013) successful testing of the crowd-funding waters for Kadam Badhao. The goal now is to gather these threads together into a database and start the process of transitioning it from prospective donors (global solidarity) to PRIA supporters. This calls for a Customer Relationship Management (CRM) system to manage the ongoing relationship with prospective and existing donors. It is recommended that PRIA consider a cloud-based CRM

that is powerful enough to provide both data management and communications, and that can also be used to support Kadam Badhao's efforts to grow its site-specific projects.

An excellent choice in this regard is NationBuilder (www.nationabuilder.com). The program offers exceptional training resources online including live online workshops, and it has shown through the Scotland Independence vote that it is exceptionally robust in connecting with and maintaining strong, personal ties to followers. For this latter reason it is increasingly used by college alumni associations (and other membership) where the membership is passionate about the cause. NationBuilder allows for two-way and multi-party relationship fundraising, including peer-to-peer fundraising.

8.3.1 Ramp up Social Media Significantly

PRIA has established itself as an international voice that advocates for the wisdom of the need to expand democracy for all in the Global South. Through Kadam Badhao, it now has the opportunity to engage communities directly in gender equity in India. The fact that PRIA through both this program, and Dr Tandon's role as UNESCO co-Chair who is appealing for social responsibility in higher education, is well placed to use this network to mobilize highly educated young people on campuses across India, and internationally, to speak with one voice for the tenets that PRIA stands for. Kadam Badhao call for university and community youth to work together for gender equity is a message that is finding purchase globally. The success of the *One Billion Rising Campaign* is an example of the receptivity of this message for a world audience. PRIA can build on this and with a well-placed social media program that is driven by the participants of Kadam Badhao, can lead to a much higher profile for the organization. Strategically, PRIA can put itself in an enviable position of being the curator of an international conversation of young emerging leaders that many a domestic or international foundation or corporate would trip over itself to be aligned with. Furthermore, this initial network can become a VERY powerful driver of a crowd-funding campaign for Kadam Badhao. The key element is that prospective donors need to first be made aware of Kadam Badhao, then persistently engaged across a continuum of ongoing fundraising resources, including information updates (email/newsletters/social media/direct mail), face-to-face meetings and public/private events. It is noted that the researcher is not receiving any ongoing communication from PRIA. This indicates that the organization has not made it a practice to engage with every single person who comes into contact with the organization. Viral marketing is exactly that – it is viral, and needs to be transmittable from the organization to everyone it makes contact with, and them to everyone they make contact with. It is of particular importance for crowd-funding where social media drives the fundraising in an increasingly congested and popular means of fundraising.

8.4 Domestic Actionables

8.4.1 Use India's Emerging Fundraising Portals

There are a host of new fundraising portals and opportunities in India that PRIA can potentially benefit from including GiveINDIA and AmazonIndia. These are a perfect fit for Kadam Badhao, full stop. Get listed asap. It is important to learn how these portals work and especially the key variables that the portal managers have seen that have translated into success. Building a working relationship with them is important to PRIA making the most of the opportunity to reach literally millions of India nationals who support the work of gender equity. The opportunity is not only about fundraising. Using these portals may well lead to a much more rapid expansion of Kadam Badhao locations, and other program related opportunities as a result of the mass exposure to the audiences falling these platforms.

8.4.1 Activate the Board's Fundraising Capacity

As volunteers in PRIA, the Board of Directors is ideally placed to seek funding from individuals and corporations. Ideally, the process involves establishing and empowering a Fundraising Committee populated with a key board person, the President of PRIA, Kadam Badhao Senior Manager, Director of Development, and participants from business, and other community influencers who are seek major gift and corporate support for PRIA via their networks. This august group will be supported by the Director of Development/fundraising department who will provide training (as needed), research and collateral for the fundraising committee. Then, the board member designated accompanies either the Director of Development or President or Program Manager to approach the prospective donor.

The power of this approach lies in the fact that the Board members are volunteers, and as such, receive no personal benefit from the ask. Their involvement demonstrates credibility to the organization and the program, and says to the prospect that “look, I am involved because this matters and I want to invite you to do likewise.” Research and practice in the western context suggests that this is a very powerful approach, and a very important way to leverage the stellar reputation of PRIA's board to generate organizational and program gifts of support. An excellent online book in this regard is Ken Wyman's (1993) classic fundraising guide, “Face to Face: How to Get BIGGER Donations from Very Generous People”.

8.4.2 Capitalize on the Companies Act (2013)

PRIA has terrific presenters who make an impact wherever they speak. Create a plan to present to leading India public corporations and pitch Kadam Badhao. Ground this program in PRIA's past work in gender equity. Organize the meetings by industry sector and geographic location as required by the Companies Act (2013). It is important to build relations as quickly as possible with the publicly traded organizations that fall under this Act – to be among the first in line in the eyes the board committees mandated with the

responsibility for managing compliance with the Act. PRIA's reputation and connections in India allows a fundraising team obtain face to face meetings with key corporate decision makers. The role of a Director of Development in this process is important as the one who sets up and pitches PRIA, cultivates the relationship, and stewards partnership with those organizations that provide support.

8.5 International Actionables

8.5.1 Crowd-fund to Engage a Global Audience

Given the initial success of Kadam Badhao's crowd-funding outreach through [Dutch agency] the groundwork can be done to develop a highly effective and unique crowd funding platform to invite millions around the world to invest small amounts of donations. This success proves that Kadam Badhao has huge fundraising potential. It is recommended that PRIA start a coordinated high-level public awareness and community-building effort (through social media and – perhaps – traditional media) that helps to launch PRIA's brand rework through Junxion Strategy that can yield significant return on a limited investment that will contribute to meeting the program's fundraising goals. That said, the caution is that crowd-funding is seen a 'panacea'. Rather, it needs to be viewed as a component of a wider, multi-level and multi-pronged approach to raising funds. This is an excellent way to grow the international network of members of PRIA.

8.5.2 Establish a Canadian presence for International Fundraising and Promotional Activities

PRIA has a strong presence at the University of Victoria, Royal Roads University, Simon Fraser University and other academic institutions in Canada. That said, there are business reasons for PRIA to have a satellite office in Canada that can act as a beach-head for speaking engagements and major gift appeals to Canadian (and North American) prospective MNCs and donors. From this location, a range of activities can be initiated for North America including speaking tours, promoting PRIA to Canada and US-based civil society organizations that generate funds in Canada for program delivery in India, connecting with corporates in Canada with supply chain or business affiliates in India, and to start to grow individual support for PRIA. While an office of UNESCO co-Chair is based here, this may not be the best choice for a dedicated PRIA fundraising office. The ideal manager of this program has a strong network across Canada, understands building partnerships, and is steeped in the work of PRIA. This office will both inform and take direction from PRIA head office.

8.5.2.1 ROLE OF THE CANADIAN SATELLITE OFFICE OF PRIA

Directed by the Development office of PRIA (Delhi) and based on this strategic document, the Canadian representative satellite office of PRIA would engage in the following short and medium-term fundraising activities:

Short Term (1 to 12 months)

PRIA has sufficient funds set aside in the short-term to develop the enabling fundraising and marketing assets it needs to connect with and inspire donor prospects to become part of its work. This plan has identified a number of North America-based points of entry – both corporate and civil society – to begin seeking introductory meetings, and planning speaking engagements for PRIA’s leadership in Canada who are aligned with the organization’s work that can be leveraged for its support of PRIA’s programs.

Medium Term (12 to 24 months)

Should its efforts in the short-term prove successful, PRIA Canada will have sufficient resources on-hand to develop a sustainable and persistent capacity to engage prospective donors and partners for PRIA. This would enable the organization to fully capitalize and build upon the momentum it established in the short-term.

Acting as an expert-level ‘change agent’, PRIA Canada would be responsible for ramping-up the PRIA’s international visibility and fundraising efforts. Its work will include identifying and engaging prospects and stakeholders across a range of channels, while developing a series of strategic media, event-based, and volunteer programs/resources. Should this effort over the medium term prove successful, PRIA will further invest in its Canadian satellite office as its international fundraising arm.

PRIA Canada’s service approach will enable it to meet its short-term fundraising objectives in an efficient and cost-effective manner. This service strategy also contains sufficient ongoing support to ensure that PRIA can maximize all fundraising and communications opportunities. Deliverables will include:

Donor Support Package Development

Beginning with the development of a Case for Support, PRIA Canada will write, edit and design a Donor Support Package for international audiences (and for domestic use) that will present the PRIA opportunity through a western lens that is engaging, informative and targeted. This multi-level packaging of PRIA will align with PRIA’s new brand strategy, and as such enable donors to:

1. Make a personal connection with PRIA
2. Understand the organization’s existing programs and outcomes
3. Determine how their donation will benefit their organization

Critical to this process is PRIA Canada's ability to work hand-in-glove with the Director of Development and President of PRIA to develop and package its fundraising project/campaign and create a persuasive 'elevator speech' and supporting 'key lines'. Particular attention will be paid to developing a set of visually appealing and easy to understand graphics outlining the scale, scope and impact of PRIA's work.

Additional resources supplied by the service agreement between PRIA and the Canadian satellite office may include:

1. Detailed program descriptions
2. A brief history of the organization's work
3. Profiles of service recipients
4. Recognition & Stewardship opportunities
5. Stakeholder endorsements
6. Videos, news articles & budgetary/financial information
7. Training & Mentoring (e.g. a training module for fundraising needs/opportunities)

Ongoing Communication and Reporting with PRIA

It will be important that PRIA and the Canadian satellite office are in timely and regular communication on growing the domestic and international community of solidarity. This includes reporting back to head office to ensure that both PRIA Canada's fundraising efforts remain 'on track', and emerging and enabling projects are completed in a timely and effective manner. These may include:

1. A weekly, or bi-monthly, one-hour status meeting (to maintain momentum, we recommend meetings take place on a weekly basis)
2. Media Relations (including ongoing research and advice on placement opportunities, writing/editing of press releases and/or articles and story 'pitching')
3. Donor Prospect Research (including qualification and strategy development for existing prospects and – if required – the identification of new prospects and prospect pools)
4. PRIA will receive a statement each month outlining the number of hours utilized and the project-related tasks carried out. Any additional hours required to complete emerging projects will be determined on a mutually-agreed-upon basis.

8.5.3 Connect with India Diaspora Communities

The growing network diaspora community associations across North America represents an opportunity to develop support networks for PRIA programming. Again, Kadam Badhao is seen as an exception way to develop a rapport with associations. The Canadian satellite office would be responsible for establishing opportunities for interfacing with this network, including setting up a speakers series by Dr. Tandon and Dr. Farrell. The America India Foundation could serve as an excellent point of entry for leading community members in the USA who identify ethnically as Indian. Given this organization's primary role as philanthropy in India (albeit for specific objects that do not align with PRIA's current

program activities), the organization members' likely crossover to TiE and other influential philanthropic communities (e.g. Social Venture Partner chapters across Canada and USA) suggests it is a likely target for exploration by the Canadian satellite office. Furthermore, the connection between PRIA and the former CEO of the America India Foundation, who now resides in Delhi, is a likely starting point for establishing a dialogue with this charitable foundation.

8.5.4 Connect with Influential Networks.

There are several important worldwide networks that PRIA can seek to gain access to because of the organization's international reputation, and the standing of its highly regarded CEO. The strategic importance of this opportunity is to establish rapport with individuals and leaders of corporates, international private foundations and decision-makers.

1. Influential organizations, including the likes of the Young Presidents Organization/World Presidents Organization that have the capacity to throw considerable corporate support – not to mention personal support – behind PRIA. These two organizations in particular are an interesting alignment opportunity for PRIA with a UNESCO co-Chair at the helm. Furthermore, PRIA's Kadam Badao places it in a position to target its efforts at appealing to the women who are members of these organizations, especially given PRIA's track record of making a difference in gender equity in India since the 1990s.
2. Seek opportunities to present at international symposia attended by business and international elites – e.g. TED talks in Vancouver or London, or ZEN 2.0 in Silicon Valley, or The Clinton Global Initiative in New York – is an opportunity that can be facilitated by friends of PRIA through the UN, ILO, or Ford Foundation. The Vancouver-based TED Talks is an obvious choice. Furthermore, participation in

8.5.5 Engaging Domestic and International Corporates

PRIA is in the enviable position of having an established reputation of excellence in managing donor funding responsibly, and delivering programming on time and budget.

Domestic Corporates will respond favourably to the opportunity for alignment with civil society organizations that are capable and recognized for excellence in program delivery. It has been reported that corporates in India are keen on Kadam Badhao because it connects university students with community young adults in seeking gender equity. This is clearly the most direct route to seek partnerships with corporates who are looking for opportunities to satisfy the requirements of the Companies Act (2013).

MNCs (International Corporates) with head offices in Canada, the USA and the EU are more familiar with CSR as an integrated brand activity. PRIA has opportunities through India-international business associations such as the India Canada Business Association to introduce the work of PRIA to these MNCs in India. Furthermore, it is important to seek to

connect to these corporates on their home turf. For this, the proposed Canadian satellite office of PRIA would serve in a pivotal role to seek opportunities for the leadership of PRIA to present to Canadian chambers of commerce (for example to oil executives in Alberta) and pitch funding support and other means of engagement with corporates in Canada and USA who have deep and growing interests in India.

8.5.6 Seek Program Delivery Partnerships with Canadian Civil Society Organizations

Organizations such as PLAN Canada, Free the Children, and several other major Canadian-based charities with strong Canadian fundraising to deliver programs in India. In several discussions, it is clear that there are challenges when North American organizations seek to deliver programming in India. This represents an opportunity for PRIA to assist these organizations with program delivery using an approach borrowed from supply chain fulfillment strategies employed by foreign corporates with India skilled workers (e.g. manufacturing, call centers etc.). This may take one or more of the following business-to-business relationships with, for example, Canadian, USA and UK civil society partners:

1. **Auditing India-delivered programs** for the purpose of advising Canadian head office on the effectiveness of existing program delivery in India. This relationship parallels the auditing of supply chain operations in the for-profit sector.
2. **Program delivery on behalf of Canadian civil society partners.** This approach is the civil society equivalent of the supply chain in the private sector. Similarly to the for profit supply chain, PRIA is in a position to deliver programming at a higher quality, lower price, and wider application more culturally appropriately than if it is managed from Canada or by Canadian staff operating in India.
3. **Program development in partnership with Canadian civil society partners.** Again, the benefit for the Canadian-based organization is that PRIA is able to advise and design programming *in situ* that is simply not possible from Canada. Furthermore, PRIA's pan-India network, which has been established over many years, can be leveraged to deliver programming across India.
4. **Existing PRIA program supported by Canadian Civil Society Partner.** Seek a partnership with an aligned Canadian well-funded organization for one of PRIA's existing programs. The Canadian support and interest in programs that promote gender equality suggests that Kadam Badhao could be the most likely fit in this regard.

The benefit for PRIA is that its Canadian partner has the capacity to generate funding for programs, and this takes the pressure off PRIA to develop international individual-based support for program delivery in India. The benefits to the International NGO could include:

1. PRIA has the reach and skills to deliver high-quality programs in India for Canadian philanthropic program organizations

2. PRIA can deliver programming more cost-effectively because of its existing economies of scale
3. PRIA's connections to the civil society and universities ensures their ability to deliver successful programs on behalf of International clients
4. PRIA is exceptional at reporting, and can provide in-depth reporting at the level that international clients will require, including research on behalf of the client, community needs assessments etc.

The value of having a Canadian satellite office for interaction with Canadian organizations is a benefit for introducing, testing and reporting purposes. In essence, facilitating the development of strong partnerships with Canadian NGOs. In effect, PRIA is employing a supply chain model approach that is common in the for-profit sector.

8.6 How long Before Fund Raising Efforts Pay Off?

Once a Director of Development is in place and up to speed (as needed), PRIA should expect to see results within a 4 - 8 month time frame. It should be cautioned, however, that this is impossible to predict. As long as the fundraising efforts have been properly structured and PRIA is focused every day on 'moving the ball forward', then results will come naturally. So it is critical to 'play the long game' here.

9 CONCLUSION

PRIA has a stellar reputation in international development circles. Under the guidance of Dr Tandon, strategic management board, and Board of Governors, PRIA has been adept at identifying innovative ways to align community development with international funding interests.

That said, PRIA has been a front line casualty of shrinking international development aid funding (for global and domestic reasons). Its reputation gives it an edge and is a significant asset upon which to build a strategic fundraising program. The Companies Act 2013 represents an emerging opportunity for CSR funding domestic publicly traded corporations. It is clearly a way forward for the leadership of PRIA, as is individual giving through several approaches including crowd funding and networks of prospective large gift donors. That said, this challenges PRIA to rethink the ways it manages fundraising compared to the past when it was supported by a few large international organizations such as the Ford Foundation. PRIA is acutely aware that it must acquire the facility to manage a individual philanthropic and corporate social responsibility donation program. What is not aware of is where to begin, how to build it, and what it offers from a fundraising perspective.

With no history of individual philanthropic or corporate-based fundraising, PRIA is being challenged by the changing realities of fundraising, and legislated opportunities, to ramp up its ability to reach out to individuals and corporations for support. This requires a mix of organizational brand awareness, research and strategy, and commitment to embedding fundraising into its organizational DNA.

This re-orientation may take time. Four of its five programs are focused on ‘capacity building’ rather than ‘direct service’. As such it is essentially a “business to business” organization rather than “business to consumer” deliverer of programming. This means that PRIA has been unsure about how to demonstrate its programmatic value to prospective donors such as corporates and individual annual givers who are seeking direct results for their contributions. Why this matters is that in the comparative world of funding appeals, PRIA may be at a disadvantage in some respects relative to other pan-India organizations that are engaged in grassroots level program delivery that translates well to a corporate annual report or a crowd-funding appeal program.

One of PRIA’s programs – Kadam Badhao – embodies key elements that allow it to serve as a calling card, for PRIA, including the fact that community workers are young college students and their same-aged cohort in communities combining efforts to work for gender equity to address violence against women and girls. Interviews in both Canada and India with prospective donors suggests that they were extremely receptive to idea of the program, in part because the program has great marketability: bright educated youth working to address the injustice against women. Furthermore, it can deliver direct service results. Finally, it is urban based where many corporates have production facilities. , and this is important for corporations that are looking for programs close to their main production facilities, since this

is a stipulation of the Companies Act (2013). The Companies Act 2013 came into effect on April 1, 2014. With no precedents to compare it to domestically or internationally, it is unclear how this mandated giving program will play out at the community level.

The Companies Act 2013 is a very good motivator for PRIA to build a professional fundraising capacity domestically and internationally. PRIA has significant advantages *vis-à-vis* other India-based organizations. It knows how to report to funders. It knows how to manage program funding. It has connections across India and internationally. It has programs that speak to sources of funding domestically and internationally. This is not to say that it won't be a challenging learning curve. While India has a remarkable number of civil society organizations, it does not have a deeply entrenched history of appeal-based support. This is most reflected in the need for the organization's leaders to learn by doing, and hiring in-house fundraising expertise.

While this strategic plan is designed to provide a starting point – a roadmap – for annual fundraising for Kadam Badhao, it is suggested that approaches used in this plan can serve as a boilerplate for the organization's entire fundraising effort.

The Plan encourages the organization to invest in important components: a branding exercise to ensure that the work of PRIA is accessible to prospective individual philanthropy and corporates, and a Director of Development to guide this work as a fully resourced program of the organization to PRIA's fundraising IQ, guide its fundraising activities as a centre-of-the-desk activity. Being akin to sales, it requires many of the skills of business marketing including brand promotion, frequency and response, and the data management of thousands of donor files. Skills the organization does not otherwise possess internally.

The Director of Development will develop a customer relationship management database (CRM) and start the work of building a network of support for the organization reach out and build relations with corporates and to encourage individual philanthropy through online portals domestically and internationally. The Board of Directors of PRIA have a fundraising role that can be quite significant. This will require a shift in their thinking about their role, and likely training and motivating to activate and encourage them to assist. It is recommended that PRIA engage Canada-based fundraising professionals on a consulting basis (called PRIA Canada) to explore the receptivity of generating support from international prospective donors for the organization's work. Oversight by the Director of Development would be supported by a Canada-based Board of Advisors. In part, this would include creating opportunities to arrange high-visibility opportunities for the leadership of PRIA to present to international audiences of prospective high net worth gatherings (e.g. TED.com or Clinton Global Initiative) to present the work of PRIA and appeal for support.

PRIA has an amazing track record of mobilizing civil society. It has truly compelling leaders. It needs to step into the limelight where it belongs and seize the day!

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11 APPENDICES

The Appendices include documents that support the recommendations in the plan.

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11.1 Organizational Approval For The Strategic Planning Process

Description: This letter was submitted to Dr Rajesh Tandon prior to arriving at PRIA for a 7 week embedded research term.

PROJECT STATEMENT

(a.k.a. Terms of Reference)

BETWEEN

The Consultant/Masters Student:

John McCormick (the Consultant)

and

The Client:

Society for Participatory Research in Asia (PRIA)

December 8, 2013

- **Project Authorization.**
This is a consulting contract for academic research that is both a deliverable associated with a Masters Project required for the completion of a University of Victoria Masters Degree in Community Development, and which serves the immediate needs and interests of The Society for Participatory Research in Asia (PRIA). The Project is inspired by meetings with potential Canada-based clients and funders of PRIA organized in BC in June 2013.
- **Project Manager.**
John McCormick will provide consulting services while on location in India as well as preparing a report on strategic approaches to generating international support for PRIA with a focus on the Canadian context.
- **Key Stakeholders.**
 - *PRIA is the client organization* and host for the research phase in India. Led by Dr Rajesh Tandon and staffed by a skilled domestic team who direct projects across India, as well as throughout Southeast Asia, and globally through an education portal. Ongoing support and guidance will be important to accessing historical data, identifying key individuals within PRIA's spheres of connections radiating out from board, through staff to program partners, funders, bureaucrats, through to international agencies with an active role (past and present) in the success of PRIA
 - *University of Victoria is the academic institution* that is jointly responsible with the client of accepting the final Masters project, and certifying that it meets the standards set by the institution. *Dr. Budd Hall is the supervisor*, on behalf of the University of Victoria, for the oversight of the consultant/Masters Student
 - *John McCormick is the consultant/masters student*, responsible for gathering research and developing and delivering a strategic plan for PRIA.
 - *Partners of PRIA including funders* inside and outside India have a stake in the outcome of this project because the quality of the strategic plan will inform the priorities and decisions of PRIA to

move forward in fulfillment of its commitments to partners. Their input will be important to the veracity of the strategic recommendations

- *Communities that are the focus of PRIA programs* – both current and potential clients inside and outside India – will benefit from recommendations that lead PRIA toward success and allow the organization to act more effectively toward their welfare as citizens and individuals imbued with inalienable human rights.

- **Project Goal(s).**

The goal of the project is to deliver a strategic plan that:

1. Informs how PRIA moves forward within the changing reality of funding to continue on its organizational mission toward its compelling vision.
2. Provides a road map for PRIA to professionalize its fundraising program – one that determines what is achievable with the budget of PRIA and outlines solicitation strategies, timeframes, assignment of responsibilities, monitoring and evaluation, as well as donor management systems.

- **Project Priorities.**

In order to make the best use of limited opportunity to be embedded at PRIA, it is important that the consultant and PRIA work with a shared urgency of purpose to set up meetings with PRIA staff, executives, the board, as well as other stakeholders who may contribute to the understanding of the opportunity that this represents. To the extent possible, meetings are pre-arranged so that the consultant can have face-to-face briefings to understand PRIA's operational culture and structure, and to meet with stakeholders and prospects. It is also important to find opportunities to visit projects to see firsthand how PRIA is making a difference in community development and how this can be leveraged through communications collateral that will convey the impact of this programming on lives, on communities, and on India as the world's largest democracy.

- **Scope Statement.**

The recommendations for structures and approaches will guide the deployment of resources to build an effective revenue generation program that has the capacity deliver annual funding to underwrite PRIA's existing initiatives as well as the capacity to rally support for lofty organizational objectives.

To this end, the project will conduct a strategic planning process that evaluates the existing capacity of PRIA to manage a fund development program, and through research to both identify untapped and unrecognized internal opportunities and capacities, as well as external opportunities and approaches to fundraising employed by organizationally-comparable NGOs.

- **Product Requirements.**

PRIA staff or stakeholders will contribute to identifying the strategic planning recommendations. Recommendations at the start of the project are embryonic and will be defined during the time in India, and upon further testing and reflection in Canada.

- **Project Assumptions.**

It is assumed that a path to create a professionalized revenue generation program will be identified, and that PRIA is committed to exploring this in good faith. It is also assumed that PRIA and the consultant will find common ground for a highly productive working relationship. It is also assumed that there will be enough time available in India and back in Canada to complete the report with strategic recommendations that deliver as hoped by the consultant, PRIA, and the University of Victoria.

- **Project Constraints & Boundaries.**

The constraints of this project include:

1. Limited time in India
2. Limited resources at PRIA to execute a massive communications program that will require creative deployment of resources to achieve its lofty goals,
3. Time constraints associated with the consultant's need to complete and deliver this plan with a very short time frame after the field work in India
4. The requirements of the University of Victoria's Masters in Community Development program to deliver a masters project that includes academic fidelity and a defense of the project.

- **Initial Project Risks.**

Identifiable obstacles and threats that might prevent the successful attainment of the project goals includes barriers to access stakeholders of PRIA. Travel disruptions also represents a risk that could constrain the collection of data and number of meetings.

- **List of Deliverables.**

India-Based Support and Structures: January 7- February 23:

1. Building the systems, capacities and mechanisms in PRIA to access support from Indian philanthropists and CSR work of corporates.

2. Training staff on the operationalisation of targeted and strategic approaches and activities to generating support and contracts

Mobilizing Canada-Based Support and Structures:

1. Detailed operational plan to mobilize regular stream of support to PRIA's work from Canadian philanthropists

2. Opening doors with operational steps for collaborative projects with Canadian Multi-national corporations with supply chain and operational connections to India

- **Contribution to the Consultant's Travel and India-Based Costs by PRIA**

PRIA will contribute:

1. \$1200 towards travel to India
2. Stay at our guest house suite for 6 weeks which is budgeted at \$300 per week (includes breakfast and lunch monday-friday)
3. \$600 as lump sum towards out of pocket expenses during this period.
4. Any travel for work will be governed as usual by PRIA's tA/DA norms, in addition.

- **Integrated Change Control.**

As a result of research, the consultant in partnership with PRIA may determine that a change to the project statement goals is required. In this event, the University of Victoria Masters Project supervisor will be consulted and a plan forward determined. Costs incurred as a result of this delay (e.g. MACD598 semester registration fees) will be apportioned in a manner that is satisfactory to the Consultant, the client, and UVic.

- **Success Criteria.**

The successful Masters project will be delivered to the satisfaction to PRIA and the University of Victoria's Masters in Community Development Department. This will include a successful Masters defense and determining that the consultant has satisfied the criteria for conferring a Masters of Arts in Community Development.

Signed this _____ day of December, 2013

Dr. Rajesh Tandon, President
The Society for Participatory Research in Asia (The Client)

John McCormick (The Consultant/Masters Student)

11.2 PRIA Strategic Plan 2013-17

Mission

To promote citizen participation and democratic governance---making democracy work for all

Strategy:

PRIA's strategy is built on an understanding of what it takes to make democracy promote social justice, equity and dignity for all citizens, especially the socially excluded and economically marginalized citizens and communities.

Making democracy work for all requires simultaneous efforts at democratizing society and democratizing governance, at the heart of which is active and informed citizen participation.

PRIA's theory of change comprises of three inter-related elements:

- i. Mobilization and collectivization of citizens prepares them in becoming informed and active
- ii. Creating coalitions of counter-veiling power such that pressure to energise and reform governance is generated
- iii. Influencing governance institutions to become accountable to their mandates and citizens

PRIA's Roles

Building on its perspective that Knowledge is Power, PRIA plays following sets of strategic roles in realizing its mission:

- Support enhancement of knowledge and capacities of citizens to become active
- Facilitate building of collectives and associations of citizens so that their voice is amplified
- Enable civil society partnerships and alliances to work towards engaging governance institutions and structures
- Convene multi-stakeholder dialogues between citizens and governance institutions
- Promote advocacy of policies, practices and procedures which support citizen participation

Key Focus

- i. Following thrust areas are the key focus of PRIA's work in this period: Gender Mainstreaming

Initial focus is to undertake the following: campaign for sensitization on issues of violence against women of both girls and boys in high schools and colleges, especially in medium size towns and educational hubs like Sonapat

- iv. scaling-up of SJC-based efforts for addressing violence against dalit women

- v. target public and private sector organizations for sexual harassment at the workplace compliance with regulation
- Urban Poverty and Governance

Initial focus is to undertake the following:

- i. Demonstrate participation of urban poor in making improvements in their contexts through a few intensive pilots
 - ii. Highlight the contributions of the poor in the lives of the non-poor and the inevitable nature of informality in cities
 - iii. Campaign towards strengthening accountable urban governance, especially in small and medium towns
2. Decentralised governance, planning and delivery of basic services (primary health care, drinking water)

Initial focus on the following:

3. Campaign to strengthen DPCs as constitutional mechanisms for decentralized planning
 4. Using Chhattisgarh and Jharkhand experiences to scale-up policy reforms for decentralized planning and delivery of water involving panchayats
 5. Demonstrate value-addition of decentralized health planning, including the private providers
4. Empowering Civil Society

Initial focus on the following:

5. Promoting capacities in engaging with trans-national roles of emerging economies (like India)
6. Building capacities of civil society, including engaging with new citizen movements
7. Facilitating conversations and engagements between civil society and the private sector (especially in light of new policies on CSR)
8. Demonstrating connections across multiple actors in civil society working to promote democratic governance in India and beyond

In addition, PRIA may undertake some targeted projects that may advance work on related thrust areas through focus on methodologies of participatory planning, participatory training, participatory monitoring and evaluation; such projects must aim to strengthen capacities of local institutions to undertake similar programmes.

6. Its overall goal is to enable excluded citizens to be able to access their rights and have a voice on matters that affect their lives; its major focus is on adolescent girls and women, including those from tribal, scheduled caste and minority communities.
7. In today's context, government policies and programmes as well as private business influence the lives of the excluded citizens; hence engagement with both public and private authorities would need to be carried out.
8. With growing urbanization and a larger proportion of population comprising of youth, PRIA's interventions need to focus on supporting the urban youth and their associations to access their rights and have a voice on matters that affect their lives.

1. In undertaking engagement with public authorities, one focus is to make local governance institutions work for the excluded citizens in rural and urban areas. In order to make local governance institutions responsive and accountable, engagements with higher tiers of governance—provincial, national, regional and global—are kept in sight.
2. In light of the present realities, many public agencies are expected to deliver basic services to the citizens, especially the excluded; private business also delivers similar services, sometimes on its own and sometimes in partnership with the government. PRIA's focus now includes making both public and private sector service providers responsive and accountable to citizens.
3. Many governance institutions in public sphere have been mandated to serve the citizens; these include police and judiciary, legislatures and parliaments, commissions and committees. In many democracies, such institutions become passive or deviate from their mandates. PRIA focuses on making them responsive and accountable to work on their designated mandates, as appropriate to current realities.
4. In addition, issues of social justice, dignity and well-being also require engaging with traditional structures, leadership, norms and practices in society itself. PRIA needs to focus on democratizing society itself.

Ways of Working

Over the past thirty years, PRIA has evolved some effective ways of working towards its mission:

5. The key value-addition of PRIA's role is to enable micro-macro and macro-micro linkages in ways that create strong support for influencing various actors. Therefore, PRIA works at the grass-roots level to evolve innovations that need to be scaled-up provincially, nationally and globally.
6. Therefore, PRIA's interventions may begin at any level (micro or macro), but must expand to include influencing of actors and institutions at all levels.
7. In so doing, developing and nurturing relationships with grassroots actors, as well as relevant governance actors, is critical to PRIA's way of working. Valuing their knowledge and contributions is PRIA's way of doing so.
8. While capacity development is at the heart of PRIA's work, its forms and tools may need to be adapted more appropriately. Distance education, field exposures, use of Information Technology and social media and other blended approaches to learning are critical elements of such capacity building.
9. The knowledge generation role of PRIA is anchored in its participatory research perspective; systematization of practical knowledge needs greater integration in its activities and programmes. Dissemination of this knowledge through existing web-sites and portal must be an integral element of all programmes.
1. Resource mobilization needs to be carried out in ways that supports advancement of its own mission; scale of impact is not through size of funds, but nature of its convening and linkage strategy. New sources of funding, as well as new ways of partnering with resource-providers are critical to this stage of PRIA.

- Trans-national programmes need to be based on the principles of south-south cooperation: mutual interest, shared knowledge and resources, value-addition in India as well. PRIA's involvement in regional and global coalitions and consortiums is important to influence governance institutions and to advance its own learning. Its transnational programmes, therefore, should explicitly aim to share its practical knowledge with actors in other contexts, and to learn from practices and innovations from them.
- 2. While some sites in India may be focused upon for deeper intervention geographically, it is important that PRIA's knowledge about those issues remains nationally and internationally relevant; hence, continued programming efforts that link up select field interventions with national realities must be made.
- 3. As PRIA's education programmes through ODL have begun to support professional capacity-building of practitioners, this is integrated in different thrust areas and programmes. Distance education is seen as a vehicle to advance knowledge dissemination and capacity building roles of PRIA.

Operational Steps

- 4. Each of the above thematic thrust areas need to be developed further in ways that gain substantial traction over the next few years, in India and transnationally. Next phase of development of each of the above thrust areas should have the following necessary ingredients:
 - 5. Strengthen/build partnerships with other civil society organizations relevant to the thrust area
 - 6. Focus intensive work on thrust areas in specific socio-geographies
 - 7. Find a way to involve some private sector actors whose interests may intersect the thrust area
 - 8. Engage certain media actors as partners in an ongoing manner in that thrust area
 - 9. Produce educational programmes in blended modes on each thrust area
 - 10. Utilise web, internet & social media in a vigorous manner for informing, mobilizing, campaigning
 - 11. Build/strengthen academic partnerships for participatory research and teaching (use UNESCO Chair strategically)
 - 12. Strengthen partnerships with existing donors to bring in additional resource-providers in the thrust area
- 1. Given the over-lapping and cross-cutting nature of these thrust areas, and PRIA's overall strategy as enumerated above, a dynamic model of internal organization is required. Its basis should be:
 - 13. Knowledge of issues, debates and developments in the thrust area
 - 14. Nurturing relationships with diverse constituencies & actors
 - 15. Capacities for both field work (mobilizing, networking, data-collection) and desk work (systematizing, writing, communicating)
 - 16. Project management—planning, budgeting, coordinating, reporting

This matrix approach to organizing programme work is critical in the present dynamic environment; flexibility in re-organising in response to new opportunities is required.

PRIA's team needs to have deeper and current knowledge of selected thrust areas, yet need to use their professional capacity to work with others in a collaborative manner, respecting others' knowledge and listening to their perspectives.

1. Therefore, the revised structure should comprise of a core team in each of the above thrust areas. Each thrust area develops programmes that have national/transnational dimensions, and field linkages.
1. Distance Education is organised as a dedicated team, with each thrust area responsible for contributions (technical and financial) to developing, supporting and promoting specific educational programmes.
- Communication and IT, along with library, is so organised as to become a part of knowledge services, integrated into every programme and thrust area. All IT instruments and web-sites are integrated into a coherent service, which is managed internally as a core function of all activities of PRIA. The use of websites for dissemination, education and campaigning is the responsibility of each project leaders and thrust area team.

Resourcing

Finding flexible resources for the kind of work PRIA does is becoming a challenge; this is borne out in various trends globally. Resources for undertaking programmes that promote citizen participation, democratic governance and accountability in India are not easily accessible. PRIA's own professional and ethical underpinnings do not permit it to access such government funds which entail quality compromises and corruption.

PRIA is now engaging with new donors – individual and Institutional- to demonstrate the value of its contributions so that its efforts can be supported.

11.3 Kadam Badhao

11.3.1.1 OVERALL PURPOSE OF KADAM BADHAO

The Project:

“Collective footprints to end violence against women and girls” is a campaign conceptualized, designed and implemented by youth, who are the embodiment of change in any society. The thrust of the campaign is based on the premise that youth hold the passion and commitment to build a new world order, defined on principles of justice and gender equality.

The Objectives:

- Develop youth leadership in the campaign to end violence against women and girls.
- Support youth in demanding institutional accountability of universities, colleges, schools, panchayats (grass roots governance systems), municipalities and government offices in ensuring safety for women and girls
- Encourage youth to initiative a multi-stakeholder coalition which supports this campaign

Summary

The campaign will be conducted in an intensive mode in 10 villages in the Bhojipura block of Bareilly district, situated in western Uttar Pradesh, India.

The youth in general and young girls in particular, in this block, are either poorly educated or illiterate. Young girls who do manage to go to school are forced to leave at a very young age, often after grade 5, to help in the household, or contribute towards the family occupation. Confined within their homes, by male members (brothers, fathers, uncles) of their families; these girls are suppressed and consistently subjected to regular beatings, incest, honor killings or forced marriages – it leaves them with little or no opportunities for further education or living an independent life. Outside the home, the girls find themselves once again in hostile settings making them vulnerable to violent acts of eve teasing, kidnapping and abduction, sex trade, acid attacks, rape, and molestation from other men and boys. Most often, gender based violence within their homes and outside is so subtle and deeply ingrained, as a routine part of their everyday lives, that these young girls are unable to recognise such violence even when they are subjected to the same. This includes accepting physical beatings, economic deprivation, sexual innuendoes and other forms of sexual abuse.

This initiative is located in the context of growing incidences of multiple forms of violence against women; lacunae in the implementation of laws and policies; acceptance of families and society in condoning this violence and the urgent need in bringing about attitudinal change at all levels of society. The campaign rests on the premise that youth can be a powerful influence in changing the mindsets and attitudes of individuals and society, crucial to achieving a more equitable society.

What are the current challenges that PRIA and SAKAR seek to address?

5. Lack of access to educational opportunities, due to gender discrimination leaves girls with inadequate skills and exposure to be independent.
6. Gender discrimination resulting in violence against women is a factor that inhibits young girls from pursuing opportunities of growth and development.
7. Lack of financial security leads to exploitation of the girls in their homes and in society at large.
8. Justification of abusive practices against women in the context of cultural norms, religious beliefs, theories and assumptions, leading to distortions, unequal power relations, violence against women.

Religion is used as a front to inhibit the mobility and education of adolescent girls, especially, Muslims. It is important to understand that the socio-cultural context of these young women restricts their access to even basic entitlements like education, health and hygiene, and deprives them of opportunities to grow. The challenge is of identifying the girls who are struggling to establish themselves in the face of this restrictive environment, as they face suppression from their family and outside.

While some of these challenges may be unique to the campaign location, violence against women and girls is not a new phenomenon. Many of the challenges faced by these young women find resonance in the stories of women across the world. An additional challenge for the CORE youth group leading this campaign is to be able to design a model that will inspire replication by other youth across the global arena.

How does this project address the issue?

Collective Footsteps towards ending Violence Against Women is a unique collaborative effort between Help Every Day (Denmark); PRIA (New Delhi, India) and SAKAR (Bareilly, Uttar Pradesh, India) that brings to this campaign its own unique blend of international, national and grassroots experiences. This campaign also fosters another collaboration – that of the university and the community. A unique innovation that seeks to provide opportunities for youth (both boys and girls) from the universities and the communities to come together to design, strategise and spearhead a campaign that will address the issue of violence against women and girls.

This project is based on the principles and tools of a Campaign Approach, in reaching its objectives of ending violence against women. It will draw upon the experiences of PRIA, (garnered through its Pre-Election Voter Awareness Campaign (PEVAC) during the period 2000-10), in creating a campaign that reaches out to the masses. The same approach will be used in this initiative to foster a change in attitude towards women and a subsequent reformation in action and behaviour that reflects and demonstrates the changed thinking. It also draws on experiences from SAKAR's field based experience of working with adolescent girls, including its campaign called Maun Nahi Awaaz Do on stopping violence against women. This campaign had led to and awareness raising and perspective building, with women accepting that they were facing violence in different forms, which should be brought to an end.

The campaign methodology

- envisages mobilizing a large number of young girls and boys from both rural and urban sections. It comprises of the following elements:

- Youth as change agents
- Addressing both sexes
- Attitudinal change and personal responsibility to end Violence Against Women
- Peer learning
- Linkages between educational institutions, civil society and community
- Involvement of local governments
- Demonstrate a model to be replicated in other districts of the state.

Given below are the main activities to be undertaken in this project. It is envisaged that as the campaign picks up momentum in the identified sites, the educational institutions will take on a greater ownership of the campaign and its related activities. With proactive dissemination of the lessons and methodology of this campaign, concrete efforts will be made to initiate the launching of similar campaigns in adjoining blocks and districts in the state.

1. Identification of partners

Partners to be identified will be drawn from schools and higher education institutions, youth groups, community groups, elected representatives, government officials, media, radio partner, theatre personnel, creative artists and other resource persons who will contribute strategically and operationally to the campaign.

2. Formation of CORE Groups

Formation of 1 CORE Group consisting of 8-10 members drawn from university/college students, faculty, Community Based Organization (CBO), Community Based Youth Groups (boys and girls) and PRIA/SAKAR representatives, for launching the campaign in each of the identified locations. The individuals from these groups will be selected on the basis of:

- their interest and commitment to the issue;
- leadership qualities displayed in their educational institutions/communities;
- ability to give time and
- those already a part of the existing youth groups – Kishori Samuhas (groups for adolescent girls) and Yuvak groups (for young boys) in the communities of each of the identified project locations.

3. Capacity Building to develop campaign strategy

Members of the CORE Groups will receive intensive capacity building on various issues including gender-based violence, systems of local governance and administration, legal provisions, campaign management and strategic planning.

Local level workshops with mixed groups of young boys and girls from colleges and the community to build and/or access existing campaign material and other tools, such as banners, posters, illustrations and graphics, songs, jingles, slogans and videos.

4. Launching campaign in the on ground and online modes

- Launching of on ground campaign in the identified locations
- Joining existing online campaign to enable mass engagement of youth in the identified locations and neighbouring states, to spread awareness and make pledges on ending violence against women.

5. Closing of the campaign

A daylong event will be held to culminate the activities of the campaign. It will comprise of bringing together some of the key participants of the campaign and giving them a platform to voice their reflections and opinions on the issue of VAW through music/art/writing, as learnt from the campaign.

6. Highlights from the campaign

One photo- publication that captures the voices of the youth from the festival of expressions

Longterm impact

Initiatives through this pilot phase of the campaign hopes to achieve the following results:

1. Educational institutions are ready and willing to take on the campaign in a more independent manner
2. Women and girls begin reporting an increase in their sense of safety and security in public spaces
3. Men and young boys begin reporting a personal change in their behaviour towards girls and women
4. Police, district officials, and leaders of Panchayats and Municipalities begin to show a positive response and sensitivity in dealing with reported cases of violence against women

Background information about PRIA and SAKAR and the “Collective footprints to end violence against women” campaign

It was in the aftermath of the brutal gang rape of a para-medical student in December 2012 that India awoke to see hundreds of people cutting across class, caste, gender, age, occupation take to the streets in protest of this heinous act and a condemnation of the increasing violence against women. The protests had many unique elements. For the first time, ordinary people, especially women, took to the streets and joined in the public demonstrations, along with their families. The message was clear – acts of violence against women were unacceptable and were no longer going to be tolerated. The realisation was also dawning that violence was no longer a ‘woman’s issue alone’; violence against women affects the lives of everyone and is one of the major obstacles towards the development and growth of individuals, families and societies. Passive acceptance and/or denial of the violence were not the solution to this problem.

The youth were at the front of the mass agitation that shook the country. They were demanding answers; they sought change and most importantly, they were ready to be a part of the change that they wanted in their lives and in the lives of those around them. It was during this period that PRIA convened a Round Table discussion to deliberate upon

ways in which collective action could be taken to address the growing incidence of violence against girls and women in rapidly urbanizing India. This discussion produced a deeper understanding of the components of the strategy that needs to be implemented as a group, concerned about such matters. The challenge that faces all concerned about the increasing incidents of violence against women is to devise new strategies and adopt models that encourage a more egalitarian society, demonstrated in equal power relationships and acceptance of individual freedom, especially for the women in society.

PRIA's theory of change for this project would be that institutions and people's participation could play a major role in changing behaviour of society. Through 13 years of experience in dealing with Sexual Harassment at the Workplace, PRIA's experience has realised that changing behaviour of members of any institution, which are governed by rules and regulations, is the most effective way of bringing about change in the society.

As a voluntary development organization SAKAR strives to make the lives of the marginalized, especially women and children more meaningful by helping them engage in the change process. Key to this lies in fulfilling information needs and facilitating a feeling of togetherness in them.

SAKAR has been working in Bhojipura block of Bareilly district in western Uttar Pradesh with adolescent girls since 2007 on issues related to governance and their collectivization leading to their social and economic empowerment.

11.4 Fundraising Strategic Brief: Kadam Badhao

Description: The following Comprehensive Fundraising Strategy and Brief was completed between January and April 2014 by the researcher with Kadam badhao program managers.

Background

PRIA is an organization well respected and working in the fields of governance, gender and participatory change for the last 31 years. Kadam Badhao means “One Step Forward”.

A. Development Targets:

Primary:

1. Foundations (existing and new)
2. International donor agencies
3. Corporations

Secondary:

1. Public Sector entities
2. Individuals

B. Development Positioning:

1. Violence against women and girls is on the rise. Youth are getting angry and want to participate in bringing about reform.
2. Kadam Badhao gives youth the tools and organizational structure to be heard and effect change to longstanding attitudes, mindsets and behaviors.

C. Development Tone & Manner: Innovative, youthful, modern,

D. Development Promotion Questions:

What opportunity must the fundraising effort address?

- Women’s rights issues are rapidly being recognised as high priorities for urban young people. PRIA must make a positive and enduring ‘first impression’ to potential major gift prospects and granters.
- Work with existing donors to honour our commitments, and secure additional funding
- Corporates in India want to attract women to work for them, and want to demonstrate that they are working toward gender equality.
- The international women’s movement is really gaining traction

To whom are we talking?

- Recent funders and prospective donors connected to PRIA and its work
- Relevant private and corporate foundations with/without history with PRIA
- High net worth Individuals and public sector entities

What are the Overall funding objectives for the next 12 months?

- Build a base for long-term growth of sustainable funding

- Develop Fundraising strategy for grants, major gifts, corporate sponsors, appeals for next 3 years and launch fundraising program.

What are the Fundraising objectives?

- Foundations: Raise XXX funds by June 2016, and YYY funds by June 2017
- Corps: Raise XXX funds by June 2015, and YYY funds by December 2016
- Individuals: Raise XXX funds by June 2015, and YYY funds by December 2016

What do the target groups think and feel about PRIA and Kadam Badhao?

- Some longtime funders may not know about this program direction
- Corps largely do not know about PRIA at all
- No individual support for PRIA, and some crowd funding for Kadam Badhao

What insight do we have about the target groups?

- Donor agencies have had some history of working with PRIA. They have had some prior experiences of working with our programs.
- Corporate foundations have no prior exposure to PRIA
- Crowdfunding of Kadam Badhao demonstrates international individual interest in the program and Ford Foundation support likewise for large-scale funders.

What do we want the target group to think & feel about PRIA's Kadam Badhao Program?

- PRIA is uniquely situated to make a difference in people's lives, bringing about positive change, and I want to be a part of creating this.
- KB is a really innovative way to change attitudes and behaviors toward girls and women

What's the one thing we need to tell the target group?

- Youth involvement is one of the most important ways to reduce gender violence, and KB provides the tools and structure to make change happen at the local level.

What support do we have for that promise?

- Two successful test programs in communities where there was cultural pressure against change
- PRIA has documented that young people are already showing that they can stop violence against women by working together

What's the desired response?

- Support PRIA to help make KB a national and international program success.

Summary:

11.5 PRIA FUNDRAISING ACTIVATION RECOMMENDATIONS

General Recommendations:

- Hire a Director of Development: gender doesn't matter, but India national with exceptional spoke and written English skills, and experience in international fundraising and team development is essentials
- Develop a long-term scaling up plan for Kadam Badhao and determine targets for fundraising from foundations, corporates, and individuals
- Continue with the branding of PRIA, and extend this to Kadam Badhao to make sure there are strong shared elements with the overall organizational branding
- Organizational leadership (Rajesh and Martha) need to spend 25 percent of their time on fundraising meetings that are set up by the Director of Development
- Develop collateral materials (Case for Support etc.) and a very clear budget of program costs that shows how funders' contribution will be used. Be transparent in the organization's use of funds.
- Get a "Donate Now" button on the website.

Domestic Fundraising:

- Create a list of target foundations and corporates
- Arrange gatherings of Delhi and Mumbai society women – start with one hosted by to host evening salons to provide opportunities for Martha and Rajesh (and the Mainstream Gender team to present about KB
- Seek opportunities to get media exposure for KB, and give the youth CORE group media training
- Get social media support to support the program – needed immediately to allow Nandita and Martha to focus on growing it.

International Fundraising:

- Establish a mechanism in Canada to begin North American activities to generate support for PRIA.
- Utilize social media to establish connections through partner organizations such as Royal Roads University and University of Victoria to build networks of interest and capacity internationally.
- Establish an annual Rajesh or Martha speaking tour of North America that engages networks of interest in PRIA. For example, build a speaking tour of North America TiE or SVP chapters that raise awareness of PRIAs activities internationally.
- Repeat the Crowd-funding test when the organization can commit to social media support of the program on a daily basis.

11.6 Target Scaling-Up for Kadam Badao Campaign

Based on Kadam Badao Campaign funded by Ford Foundation, and keeping in mind escalation in staff and other costs, we propose a budget of Rs. 50 lakhs for a period of 1 year @ Rs. 8 per youth.

Looking at a district with a population of 15 lakhs

Youth outreach through the Campaign: 6 lakhs youth

Intensive outreach

20,000 youth reached out to from 100 educational institutions (high schools and colleges)

1000 from 50 small towns and villages

Extensive outreach

Youth:

2 lakhs from 100 high schools and colleges

1 lakh community youth

Others:

Beyond intensive geographic area – 3 lakh

11.7 Cashflow and Growth Projection for Kadam Badhao

CASHFLOW PROJECTION: Kadam Badhao (1st Expansion Year)

	CASHFLOW PROJECTION: Kadam Badhao (1st Expansion Year)												
	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Program Growth													
# Campus Added/month	1.7	3.3	5.0	6.7	8.3	8.3	8.3	8.3	8.3	10.4	12.5	18.8	100
Monthly # participants	333	667	1,000	1,333	1,667	1,667	1,667	1,667	1,667	2,083	2,500	3,750	20,000
Community Youth Added/month	1.7	3.3	5.0	6.7	8.3	8.3	8.3	8.3	8.3	10.4	12.5	18.8	100
Monthly # participants	167	333	500	667	833	833	833	833	833	1,042	1,250	1,875	10,000
External Communities Added	3.3	6.7	10.0	13.3	16.7	16.7	16.7	16.7	16.7	20.8	25.0	37.5	200
Externally Generated Participant	500	1,000	1,500	2,000	2,500	2,500	2,500	2,500	2,500	3,125	3,750	5,625	30,000
TOTAL Communities/Campuses	6.7	13.3	20.0	26.7	33.3	33.3	33.3	33.3	33.3	41.7	50.0	75.0	400
TOTAL Participants	1,000	2,000	3,000	4,000	5,000	5,000	5,000	5,000	5,000	6,250	7,500	11,250	60,000
EXPENSES													
Program Costs: per participant	8,000	16,000	24,000	32,000	40,000	40,000	40,000	40,000	40,000	50,000	60,000	90,000	480,000
cost estimate/month	6,000	16,000	24,000	32,000	40,000	40,000	40,000	40,000	40,000	50,000	60,000	90,000	480,000
Program Costs: Direct Admin	73,750	98,750	123,750	148,750	173,750	173,750	173,750	173,750	173,750	205,000	236,250	330,000	2,085,000
Program Director	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000
3 Program Staff	33,750	33,750	33,750	33,750	33,750	33,750	33,750	33,750	33,750	33,750	33,750	33,750	405,000
Field Staff	25,000	50,000	75,000	100,000	125,000	125,000	125,000	125,000	125,000	156,250	187,500	281,250	1,500,000
Program Costs: General	299,473	340,780	382,087	547,313	464,700	464,700	464,700	588,620	464,700	516,333	691,887	722,867	5,948,160
PRIA Share of Overhead	258,167	258,167	258,167	258,167	258,167	258,167	258,167	258,167	258,167	258,167	258,167	258,167	3,098,000
Travel/Accommodation	41,307	82,614	123,920	165,227	206,533	206,533	206,533	206,533	206,533	258,167	309,800	464,700	2,478,400
Intern'l PR and Academic Trips	-	-	-	123,920	-	-	-	123,920	-	-	123,920	-	371,760
Program Collateral and PR	56,667	103,333	150,000	196,667	243,333	243,333	243,333	243,333	243,333	301,667	360,000	535,000	2,920,000
Print	33,333	66,667	100,000	133,333	166,667	166,667	166,667	166,667	166,667	208,333	250,000	375,000	2,000,000
Video	6,667	13,333	20,000	26,667	33,333	33,333	33,333	33,333	33,333	41,667	50,000	75,000	400,000
Online/Social Media	6,667	13,333	20,000	26,667	33,333	33,333	33,333	33,333	33,333	41,667	50,000	75,000	400,000
International PR	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
EXPENSE TOTAL	381,223	455,530	529,837	728,063	678,450	678,450	678,450	802,370	678,450	771,333	988,137	1,142,867	11,433,160
<i>IND to USD Conversion</i>	<i>6,153</i>	<i>7,352</i>	<i>8,551</i>	<i>11,751</i>	<i>10,950</i>	<i>10,950</i>	<i>10,950</i>	<i>12,950</i>	<i>10,950</i>	<i>12,449</i>	<i>15,948</i>	<i>18,445</i>	<i>184,525</i>
REVENUES													
India Fundraising	34,667	69,333	104,000	138,667	173,333	173,333	173,333	173,333	173,333	216,667	280,000	390,000	2,080,000
Corporates	667	1,333	2,000	2,667	3,333	3,333	3,333	3,333	3,333	4,167	5,000	7,500	40,000
Foundations	667	1,333	2,000	2,667	3,333	3,333	3,333	3,333	3,333	4,167	5,000	7,500	40,000
Major Donors	33,333	66,667	100,000	133,333	166,667	166,667	166,667	166,667	166,667	208,333	250,000	375,000	2,000,000
International Fundraising	1,871,192	631,992	941,792	631,992	1,251,592	631,992	631,992	332,192	2,180,992	631,992	332,192	941,792	10,991,704
Crowdfunding	-	-	309,800	-	-	-	-	-	309,800	-	-	-	1,239,200
Program Contracts	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	3,717,600
Foundations	929,400	929,400	929,400	929,400	929,400	929,400	929,400	929,400	929,400	929,400	929,400	929,400	2,788,200
Online Giving	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	148,704
MNI Corporates	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	3,698,000
Major Donors	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	309,800	3,698,000
REVENUE TOTAL	1,905,859	701,325	1,045,927	770,659	1,424,925	805,325	805,325	495,525	2,354,325	848,659	582,192	1,331,927	13,071,704
<i>IND to USD Conversion</i>	<i>30,760</i>	<i>11,319</i>	<i>16,879</i>	<i>12,738</i>	<i>22,998</i>	<i>12,998</i>	<i>12,998</i>	<i>7,998</i>	<i>37,998</i>	<i>13,697</i>	<i>9,396</i>	<i>21,494</i>	<i>210,970</i>
Rev Less Expenses/month	1,524,635	245,965	515,955	42,595	746,475	126,875	126,875	-306,845	1,675,875	77,325	-405,945	188,544	1,638,544
<i>IND to USD Conversion</i>	<i>24,607</i>	<i>3,967</i>	<i>8,327</i>	<i>687</i>	<i>12,048</i>	<i>2,048</i>	<i>2,048</i>	<i>-4,952</i>	<i>16,758</i>	<i>1,248</i>	<i>-6,552</i>	<i>3,049</i>	<i>26,445</i>
Rev Less Exp Running Total	1,524,635	1,770,431	2,286,386	2,328,981	3,075,457	3,202,332	3,329,207	3,022,363	4,698,238	4,775,563	4,369,619	4,558,544	-
<i>IND to USD Conversion</i>	<i>24,607</i>	<i>28,574</i>	<i>36,901</i>	<i>37,588</i>	<i>49,636</i>	<i>51,684</i>	<i>53,732</i>	<i>48,779</i>	<i>75,827</i>	<i>77,075</i>	<i>70,523</i>	<i>73,572</i>	<i>-</i>

11.8 Annual Appeal Checklist

(Source: Axelrod, 2014, Blog Post)

Are you starting to worry about whether you'll raise enough money this year to meet your goals? Are you concerned because last year's appeal didn't raise as much as you had hoped? Are you fresh out of ideas for what to put into an appeal to generate the giving response you need to sustain vital programs? Fear not! Help is on the way! Just use this 16-point checklist before you send anything to your printer.

1. Have you outlined a compelling problem that *connects* with what your donor cares about?

Begin with a one sentence takeaway – the single most important thing you need to communicate. Something your donor can solve.

Homeless Mom with 2 small boys due to apartment fire. Need food. Please help.

This statement is very clear. It forces your prospective donor to decide: Help; not help.

You may think all the time of the problems your organization solves. Most people don't. You've got to put it in front of them. Make them say "yes" or "no." Spell it out. Speak in language folks can understand; that will resonate with what they care about. Help them visualize a concrete problem; not abstract ideals like health and hope. Use [storytelling](#) and images to really paint a picture for them. Lots of folks will say "no," but at least you've got them thinking about the problem now. It's on their radar for next time.

2. Have you offered a simple, results-oriented solution?

Once you've persuaded folks there's a problem, then you can start talking to them about the solution – and not one minute before. Don't make the all too common mistake of asking folks to fund a teen pregnancy center without making the case as to why pregnant teens are a problem that needs a center as its solution. When you do offer a solution, make sure you connect the dots back to the problem. I understand how a meal ends hunger. I'm less clear how a new tractor does this.

3. Have you described an attainable goal, including what it will cost?

Donors want to know exactly how much their gift is needed, and how much of an impact it will have. Don't just say "We need money to help kids graduate from college." Precisely *what* will the money be spent on – and *how much* money do you need?

4. Have you packed in emotional triggers?

Your case must be capable of being felt on a visceral level, not an abstract one. Human beings are wired this way. Always keep in mind that heart trumps mind. This is why you hear so much talk these days about storytelling. Human beings are wired for stories, not data. One key statistic is fine; just don't expect this to be your key motivating factor. You can prove your case all you want, but it won't drive action. The best it will do is reinforce someone's decision (made by emotion) to give. Talk about feeding people who are hungry; not about giving them hope. Better still, talk about feeding one hungry child and preventing her from starvation and death.

5. Do you have an urgent deadline?

Why must your donor give now? The cold of winter is approaching? They don't want to miss out on a tax deduction? A challenge grant means they can double their impact? Your program is about to shut down? Don't let them put down your appeal without responding – you've just triggered their emotions; strike while the iron is hot!

6. Are you speaking to the donor and using the magic word 'you'?

Speak to your donors, not to your staff or board. Make it reader-centric. Never forget your job: to invite the reader to join you in something amazing... essential... critical... inspiring. Don't make it about you. Make it about *their* experience. Use "you" rather than "I" or "we." Cross out all the ego-centric stuff and rewrite. As direct mail guru [Tom Ahern](#) says: "*you*" is glue. Every time you use it (especially in headlines) the reader pays slightly more attention...involuntarily. It's the best cheap trick I know." In fact, it is classed among the top 20 or so "power words" in advertising because of its magical ability to raise more money.

7. Are you reminding donors of the rewards that come from giving?

Remind your donors of the many *rewards* that come from giving. Include some of these in your fundraising appeal:

- Tax benefits
- Feeling good about yourself
- Fulfilling a religious or moral obligation
- Giving back
- Doing unto others as you'd have them do unto you
- Assuring that help will be there should you ever need it
- Receiving something you value (e.g. a tote bag; preferred seating; membership in an elite society)
- Improving your community (making it more liveable, prestigious, beautiful, fun, etc.)

8. Are you making a clear upfront ask?

Don't bury the lead! Always remember the reason you are writing – and don't waste a stamp by pussyfooting around the ask. Ask in the first few paragraphs; then ask again at the end.

9. Are you coming from an attitude of gratitude?

People love to be flattered, and whatever you can do to put your reader in a positive mood is a good thing. Make your donor the hero. If they've given before, thank them. Assume they're about to give, and thank them in advance. Neuroscientists have observed in the lab that making a gift to charity lights up a pleasure center in the human brain. A good fundraising offer "models" that act for the reader, repeatedly suggesting the good that will come from the gift and praising the giver. The reader begins to envision the gift, and in envisioning starts to feel the pleasure. [It's within your power to light up your donor's 'joy' buttons or the 'disappointment' ones.](#)

10. Is the solution you suggest believable?

If you suggest to me that my \$100 gift will end hunger, I won't believe you. If you tell me it will buy 300 meals for a hungry person, that's something I can comprehend.

11. Is the solution scalable so it can be attained by different donation levels?

If I can afford a \$100 gift then I want to know what I can accomplish with that. If I can afford a \$1,000 gift, I want to know what else can be accomplished. One size doesn't fit all, so be sure you can break your goal down into chunks to suit the needs of different types of donors.

12. Can the donor understand how their gift will be used as leverage?

People love a good 'deal.' There are different ways you can offer them one:

- *Multiplier Effect:* Can you get someone to offer a challenge or matching grant? If I know I can double my gift, I'm excited.
- *Cost:* Food banks are able to leverage your donation because much of their food is donated. So you can buy more food through them than you could at the grocery store. What can you do like this?
- *Impact:* Some gifts have impact far beyond the initial donation. If I pay for a well to be dug in Africa, an entire community will have drinkable water.

13. Is your writing conversational?

Read it out loud. Every place you're tempted to put in a contraction, do so. If you want to begin a sentence with "and" or "but" go right ahead. If you want to have a one-word sentence, that's just fine. If your spell check tells you you've got a sentence fragment you should 'consider revising' ignore it. Go back to middle school. There's something called the Flesh-Kincaid score ([a built-in tool](#) in Microsoft Word will tell you if your writing is above a 7th-grade level. You don't want it to be. Short sentences. Short words. Plus, people respond to warm and welcoming more than they do to technical and corporate. Since folks give from the heart, you're well-served to wear your heart on your sleeve.

14. Have you used simple legible fonts?

Serif fonts are best for text (e.g., Courier or Times Roman); sans serif are best for headlines and sub-heads. 14 is the new 12. It used to be accepted that 12 point text was readable by most people. No more. Baby boomers are aging, and many are your major donors. The new recommended standard is 14 points. Yes, that means you can't fit as much on a page. Turn the paper over and write on the back. People will cheer you for saving a tree. Resist the temptation to eschew editing in favor of squishing your font down to 11 point so you can fit everything in. Less is definitely more here.

15. Have you given your readers' eyes a rest?

Indent paragraphs. Not only is this a more friendly style (something I learned in middle school typing class), it also invites the readers into your copy and gives their eyes a little rest. Our brains use indents in "pattern recognition." Pattern recognition is important to keep reading speedy. And, remember, your reader has no time. Keep lines and paragraphs short. The perfect line length is usually shy of 70 characters (with spaces) according to direct mail guru Use subheads, boldface, italics and underline to emphasize key points. Good direct mail is highly skimmable.

Don't overdo it, of course. I like to consider my letters several letters within one letter. If the reader reads only the subheads, they'll get the gist. If they read only the boldface, they'll get the gist. If they read only what's underlined, they'll get the gist. And so forth. Since you don't really know which part of the letter your donor will actually read, repetition is essential. You've got to hedge your bets and put your key messaging and ask in multiple places.

16. Have you eliminated buzz words and jargon?

You're used to calling your organization by your acronym; your readers aren't. [Jargon is the opposite of constituent-centered writing](#). You use words like "clients" and "caseworkers"; your readers don't. Maybe everyone who works where you work has a PhD and is a stickler for grammar. Your readers aren't. Maybe you love learning a great big new word every day, then figuring out ways to use it. Your readers won't.

It can be hard to avoid these words and phrases because they're so ubiquitous within your culture. But no one will stick with your writing if you use phrases like "leveraging innovative content marketing tools to create cross-platform initiatives" or "providing preventive, educational, therapeutic and supportive services emphasizing inter-generational ties and community responsibility." Huh?

I know that some of this advice may go against the grain. Trust me. You are not your reader. If you don't believe me, listen to veteran fundraising writer Tom Ahern:

"Direct mail appeals are unlike any other writing on earth. ... We write (and review) these letters at 1 mph. Readers, though, read at 100 mph. Things that are said just once tend to be overlooked. When you read direct mail at 1 mph (listen up, reviewers!), it can sound choppy. That choppiness disappears at 100 mph"

11.9 Sample Prospective Family and Corporate Foundations

INTERNATIONAL

- Annenberg Foundation: applications by invitation only; the Annenberg Foundation exists to advance the public well-being through improved communication. As the principal means of achieving this goal, the Foundation encourages the development of more effective ways to share ideas and knowledge.
- Charles Stewart Mott Foundation: As a foundation, we believe that learning how people can live together most effectively is one of the fundamental needs of humanity ... strong, self-reliant individuals are essential to a well-functioning society. Moreover, individuals have a critical role to play in shaping their surroundings.
- David & Lucile Packard Foundation: Families, and Communities (CFC) Program; program works to ensure opportunities for all children to reach their potential.
- Doris Duke Charitable Foundation: The mission of the Child Abuse Prevention Program is to protect children from abuse and neglect in order to promote their healthy development.
- Explore: explore is a philanthropic multimedia organization that makes documentary films and photographs to showcase extraordinary nonprofit efforts and leaders around the world.
- Pew Charitable Trusts: we partner with a diverse range of public and private organizations who share our commitment to new ways of thinking and new forms of action for improving society.
- Rockefeller Foundation: We nurture innovation, ideas that change the way we approach problems and resolutions. We develop and support fresh policy ideas, new products and services, and better research data to help inform and influence public discourse. And in everything the Rockefeller Foundation does, we maintain a singular focus on impact — enabling individuals, institutions, and communities to build better lives and futures
- Skoll Foundation: mission is to advance systemic change to benefit communities around the world by investing in, connecting and celebrating social entrepreneurs.
- Spencer Foundation: We believe that cultivating knowledge and new ideas about education will ultimately improve our planet
- Virgin Unite: We unite great people and entrepreneurial ideas, reinventing how we live and work
- Kresge Foundation: national foundation that seeks to influence the quality of life for future generations through its support of nonprofit organizations
- Kongsgaard Goldman Foundation: Within the program areas of human rights, civic development, environmental protection, and arts and humanities, the Foundation favors projects reflecting a deep and broad level of citizen participation and leadership. Our priority is to help fund the building of grassroots organizations with the power to change their communities and improve their lives.
- MacArthur Foundation: supports creative people and effective institutions committed to building a more just, verdant, and peaceful world
- Rockefeller Brothers Fund: advances social change that contributes to a more just, sustainable, and peaceful world.


NATIONAL

- Audrey S Hellyer Charitable Foundation (Care Canada, Cause Canada, Hope International, Stephen Lewis)
- Barber Family Charitable Foundation (Oxfam, Doctors Without Borders, Unicef)
- Bennett Family Foundation (Stephen Lewis, Doctors Without Borders, Oxfam)
- CAW Social Justice Fund (CHF, Oxfam, Stephen Lewis)
- Fleming Foundation (CHF, Red Cross, Care Canada)

BRITISH COLUMBIA

- Albert Friedland Foundation: foundation's activities are directed towards the support of charitable organizations which support human endeavours in Canada and in other areas of the world directed towards the alleviation of poverty and improving the lives of people and communities through their economic and physical well being.
- Edith Lando Charitable Foundation: focus on child abuse prevention and child dev/edu, welfare; \$2-10m assets
- Hamber Foundation: The Foundation makes grants for cultural, educational and charitable purposes within the Province of British Columbia. The Foundation prefers to support specific projects rather than contributing to general sustaining assistance or to large capital projects.
- Illahie Foundation: Diverse giving interests; grants to Wosk Centre for Dialogue and other progressive orgs
- Ken & Oli Johnstone Foundation: Note 'Success By 6'; lots of inter aid and children's support; \$2-10m assets
- Tides Canada (surely they must have a fund that fits your programs/footprint)
- Meriem Foundation: Donate funds to qualified donees who are involved in: helping youth, community work, education, art and its preservation; "we're a small foundation, but we're always interested in hearing new ideas"
- Somerset Foundation: Dalai Lama connecting for change sponsor; With her brother, Dr. Peter Mortifee, she co-founded the Somerset Foundation, a private charitable foundation committed to "a better world through strategic philanthropy".

11.10 Sample Canada-Based Fundraising for India-Based Program (Chimp Platform)



Search Charities, Giving Groups

Dalit Freedom Network Canada Association



PROVIDING QUALITY ENGLISH EDUCATION TO DALIT CHILDREN IN THE RURAL VILLAGES OF INDIA BRINGING HOPE AND DIGNITY TO CHILDREN WHO ARE CONSIDERED OUTCASTS PROVIDING LIVELIHOOD TRAINING AND MANAGEMENT FOR DALIT MEN AND WOMEN PROVIDING PUBLIC HEALTH, EDUCATION AND DISEASE PREVENTION IN RURAL AREAS OF INDIA DEVELOPING A CANADIAN AWARENESS OF THE PLIGHT OF THE DALIT PEOPLE

📍 PO Box 45645, RPO Sunnyside, Surrey BC, V4A9N3
📞 (604) 535-4240
🌐 <http://www.dalitfreedom.net>
👤 Contact person: Joyce McGregor

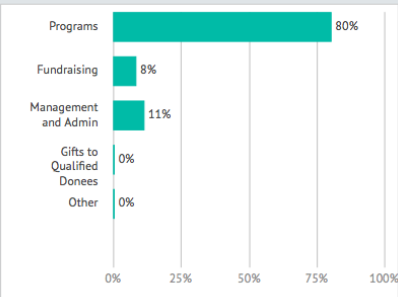
🏛️ Charitable Organization
Business Number: 844803544RR0001
👥 5 full-time staff
@ joycem@dalitfreedom.net

2013 Revenues: \$2,824,272



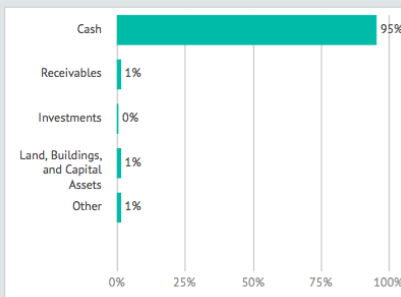
Category	Percentage
Tax Received Cash Gifts	74%
Tax Received Non-cash Gifts	0%
Gifts from Other Charities	22%
Non-tax Received Gifts	2%
Revenue from Government	0%
Other	0%

2013 Expenditures: \$2,705,814



Category	Percentage
Programs	80%
Management and Admin	11%
Fundraising	8%
Gifts to Qualified Donees	0%
Other	0%

Assets, 2013 Year End: \$801,719




Category	Percentage
Cash	95%
Receivables	1%
Land, Buildings, and Capital Assets	1%
Other	1%
Investments	0%

Liabilities, 2013 Year End: \$21,421



Category	Percentage
Short term, arm's length	100%
Non-arm's length	0%
Other	0%

Worldwide Locations



Breakdown of Programs



Fundraising Methods

DINNERS

MAIL

CONTACTS

11.11 Indiegogo Tips for Crowd-Funding Campaign

A soft How to Launch a Campaign With Momentum

In this article we'll let you know how to best prepare your campaign for success.

What is Momentum and Why Do I Want It?

What does "having momentum" mean for a crowdfunding campaign? It means that you're receiving contributions at a rate that will let you reach your goal and may trigger—through social sharing, etc.—other contributions. It means that you've hit at least 30% of your goal and your campaign is vibrant with comments and contributors. It means that contributors see your campaign in motion and clearly headed somewhere.

You may be able to build this momentum by the middle of your campaign, but this delay can seriously handicap your ability to raise funds. The benefits having momentum early in your campaign are huge:

- Having a large number of funders validates your campaign and makes it easier for strangers to trust you and contribute.
- Our data shows that your conversion rate (contributors/visitors) improves once you pass 30% of your funding goal.
- Once you have contributors on your campaign, you have a group to reach out to and incentivize sharing.

Let's walk through how to build that momentum early in a campaign.

Set an Reasonable, Achievable Goal

You've probably seen crowdfunding campaigns that have raised obnoxious amounts of money, so it may seem reasonable to set a sky-high goal. Why not go for big money?

There are many reasons. Goals can vary widely between campaigns, but most contributors won't pay attention to the dollars raised, just the percent of goal. A high goal makes it hard to hit that critical 30% early.

Most campaigns that eventually meet their goal raise ~30% of their funds from their own network. If you have a large network or fanbase, you may not have trouble with a high goal, but otherwise it may be difficult. Any easy way to determine a reasonable goal is to ballpark the amount you think your network will be able to raise and multiple that by 3.33. For example, if your network can provide \$3,000, then \$10,000 would be a reasonable goal.

We recommend that you set your goal at the minimum amount of funding required to move your project forward. You can still raise more— we find that campaigns that do meet their goal exceed it by an average of 32%— but a lower goal will make it easier to build critical momentum.

Where Your First 30% of Your Funding Comes From?

Your campaigning should start at least **one month** before your campaign goes live. As mentioned above, campaigns that eventually meet their goal raise ~30% of their funds from their own network. You have access to your own network at all times, so there's no reasons to use your stressed, deadline-driven live-campaign hours reaching out to them. Start outreach with your own network before you go live and have them ready to contribute right away to boost your momentum at launch. The best way to secure this momentum is with a Soft Launch.

Soft Launch

In a Soft Launch, you let your own close network know about your campaign without pushing through to social media, press, or other long-reach tactics. Over this first day you'll collect these locked-in contributions and ideally hit that 30% of your goal. Campaigns typically have a Hard Launch the following day where they announce their campaign to the rest of the world. You can offer special prices, exclusive perks, and other rewards that are only available on that first day to incentivize your contributors to contribute on the first day.

You may be tempted to hard launch from the beginning, but we warn against drawing major press to your campaign before you've built a base of contributions. Without a base of funds, you'll have a much lower conversion rate from press and media visitors coming to your campaign, and it can be difficult to get featured in these same publications once without a new angle.

The Soft Launch technique has been used by many, many campaigns with great success, and we recommend it in highly.

What does a Soft Launch Email look like?

Hi _____,

I'm writing because you've expressed interest in THE AWESOME PROJECT. Because you've been one of our supporters from the beginning, I wanted to let you in on an awesome secret: We're launching an Indiegogo crowdfunding campaign next Monday, and we've set it up so that on our first day we'll have *special pricing, exclusive perks, and extra content ONLY for our early supporters*. I'll send you an email the minute we launch with a link to the campaign, and please let me know if there are any exciting exclusives you'd like to see on our first day!

Thanks again for your continued support, and we're excited for you to become a part of THE AWESOME PROJECT'S STORY!

Best,

How to Build Momentum with an Email Outreach Campaign

An Email Outreach Campaign is a powerful tool to build momentum before your campaign launches or rebuild it mid-campaign.

The Benefits of Utilizing Your Own Network

While marketing and PR can bring eyes to your campaign, most strangers will be hesitant to contribute to a campaign that hasn't made notable progress towards its goal. Having your own network contribute first will help validate your campaign for strangers: they'll be able to see that others trust you and believe in your project. *We find that most campaigns that meet their goal raise roughly 30% of their goal from their own network before they attract outside attention.*

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Your Outreach Schedule

Every time your campaign raises additional funds, it will have more momentum and a better chance at converting new viewers. Once you've received contributions from your closest contacts (friends and family), you should have the momentum to interest more distant connections (acquaintances and Facebook Friends), and finally media;

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Implementing this strategy might look like this: You email your close network (and include an ask that they forward this email to their close network). Once these contributions come through, email more distant contacts. Don't forget to include tools that will let them share with their own network. Once your wider network has contributed, send out press releases to relevant blogs, media, etc.

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Make It Personal

The most effective means of outreach (beyond face-to-face asking) is an email outreach campaign. A personalized email is very compelling, and if you can make it easy for your close network to email out to their networks, this kind of outreach can cascade into a rush of contributions from people responding to their close friends.

An effective email provides your close network with a form they can easily personalize and share with their own contacts. It has a clear call to action and makes a personal connection with the reader.

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Boosting Your Success with a Host Committee

For an even more effective outreach you can add a Host Committee. A Host Committee is a group of people who are enthusiastic about your project and agree to email their own networks on behalf of your campaign. When recruiting a Host Committee, it's helpful to give them a number so they can easily understand their obligation. Campaign Owners often ask that each member of the Host Committee personally email five people within their own network. An energetic and well-connected Host Committee can have a huge impact on the success of an Email Outreach Campaign.

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An Email Template

1. A personalized paragraph letting them know why your campaign is important, asking them to email just a few of their contacts to help make it happen, and letting them know that you've made it easy to do by including an email template.

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2. Suggested email template:

- Their personal greeting.
- Why your campaign is important and why it is urgent that they contribute now.
- A 3 step walkthrough of contributing
- A 3 step walkthrough of how to share the campaign
- A link to relevant media (Videos, etc.)
- A more detailed description of your campaign

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Case Study

I've included a sample email from Be Brave, an Indiegogo campaign that, with only 6 days left, was able to raise an additional \$83k and meet their goal. The campaign owner attributes this spike in funding and momentum to their email outreach campaign. **The Campaign Owner said "I began with a personalized greeting so my letter wouldn't be confused with a group blast." The email after the personal greeting was as follows:**

It would be wonderful and deeply appreciated if you could help me spread the word about our crowd funding campaign which closes THIS SATURDAY! So far we've raised \$100,000, which means we only have \$83,000 to go. The money raised to date allowed us to film "the return of the bone" earlier this month. What we captured in Mexico holds the power of a landmark movie. We have a little more shooting and a lot more post production. I've prepared just about everything to make this as easy as possible for you:

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**SUGGESTED EMAIL TEMPLATE
(your personal greeting)**

My good friend Mikki Willis of Elevate Films is directing an amazing movie called Be Brave. It's a true story about a young man who set out on a mission to unite the world, but his quest was cut short when he made a critical mistake in a Mayan cave. So far Be Brave has been funded entirely by community. Mikki and team are a few thousand dollars from their goal and the campaign closes THIS SATURDAY. Will you please help me help my friends? Simply follow these easy steps:

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DONATING

- Step 1: Click on this link: <http://www.indiegogo.com/Be-Brave>
- Step 2: Choose the incentive package that makes you smile.
- Step 3: Donate using Paypal or a credit card. It's safe a simple!

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SHARING

- Step 1: Copy and paste the provided email template, or write a letter in your own words.
- Step 2: Email at least 10 people you feel are most likely to respond, and ask that they in turn email 10 people.
- Step 3: Paste your message on Facebook and all other social media platforms you're a part of.

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VIDEOS

Be Brave official community funding trailer:

http://www.youtube.com/watch?feature=player_embedded&v=B9H1N8Xym1k

Latest update from director Mikki Willis:

http://www.youtube.com/watch?feature=player_embedded&v=yBninN7tYkM

Latest update from Dan's sister Erin Northcott:

http://www.youtube.com/watch?feature=player_embedded&v=QK7nl2frcr4

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A few words on Be Brave:

Bursting with unquenchable curiosity and a boundless love for life, Daniel Northcott was a one-of-a-kind filmmaker. Barely 20, he set out on a decade-long quest to travel the world, spreading his infectious enthusiasm across four continents and dozens of cultures. Through ruins and cities, war zones and sacred sites, he captured each precious moment on camera with an eye for colorful characters of every age and description.

In April of 2007, Dan's journey led him to a greater adventure than he had ever imagined. Despite warnings of an ancient curse, he brought home a bone from a sacrificial Mayan burial cave in Yucatán, and just months later he was diagnosed with leukemia – cancer of the bone marrow. When Daniel learned 8 years into his film project that he had only months to live he began a race to complete his unfinished film. Amazingly, he continued to document every detail of the roller-coaster ride that followed —from the doctor delivering the crushing news to every intense medical procedure, losing his hair, and intimate moments with friends and family.

With over a thousand hours of footage and no energy or time left he made a 40-minute sketch of the film he dreamed to make and left the footage in his will to his sister Erin Northcott. His last wish was to request she oversee the completion of his legacy, his film.

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