

Indian Giving Benchmarking Report

Results of Indian NGO Survey on Fundraising from Individuals

December 2019

By Morry Rao Hermón,
Director of Philanthropy, UC Berkeley
In collaboration with Samhita GoodCSR

Berkeley UNIVERSITY OF CALIFORNIA | Samhita BETTER CSR. TOGETHER.

1. Introduction 1

2. Acknowledgments 4

3. Background 5

4. Survey Results 7

A. Fundraising by the Numbers: *Total figures about sample NGOs in India* 8

B. Fundraising by the Numbers: *Snapshot of an Indian NGO* 9

C. Size of Nonprofit Organization 10

D. Type of Nonprofit Organization 11

E. Where are We Working? 12

F. Who are We Serving? 14

G. How Much Are We Raising from Individuals? 16

a. Percent of Income 16

b. Amount Raised from Individuals 18

c. Number of Individual Donors 19

d. Size of Donation 20

H. Donor Acquisition: *What strategies are we using to attract new givers?* 22

I. Making the Ask: *Strategies used to solicit gifts from individuals* 23

a. Face-to-Face Asks 23

b. E-Mail Appeals, Crowdfunding 24

c. Fundraising Events/Benefits 25

J. Donor Stewardship: *Strategies used to keep in touch with donors* 26

K. Fundraising Challenges 30

L. Desired Training Topics 31

5. Appendices 32



1. Introduction

A message from the study's author...

Five years ago I was invited by Ashoka India to facilitate a skills-building workshop on fundraising at their headquarters in Bangalore. The country's new Corporate Social Responsibility (CSR) law had come into effect (requiring large companies to give at least 2% of their annual profits to charities), and social entrepreneurs were scrambling to get a piece of the pie. At the request of the Ashoka Fellows, I conducted a training on writing winning grant proposals.

The following year I returned to India with my wife Sandhya and our twin boys Arjun and Kabir. As part of our service holiday, I offered to conduct another free training workshop for Ashoka. I asked the changemakers what they wanted to learn this time, and the overwhelming response was, 'how to raise money from individuals.' There were a few reasons for this demand.

First, many social sector leaders were adept at securing support from companies, but were struggling to figure out how to unlock individual giving. They found that an over-reliance on any source of income (government or CSR) left them feeling vulnerable. To ensure long-term sustainability, non-governmental organizations (NGOs) need diverse funding streams.

Second, CSR can be fickle. One day they support women's health, the next day something else. And third, funding from foundations and foreign organizations was on the decline (in 2017, for example, the Tata Trust stopped doing grants and instead began running their own programs).

In the summer of 2017, I was introduced to Priya Naik, founder & CEO of Samhita Social Ventures, a social enterprise that connects corporate philanthropy to great nonprofits in India (www.samhita.org). When I told her about my upcoming workshop for the Ashoka Fellows, Priya asked if I would offer it for her network of NGOs as well. We organized two trainings on fundraising from individuals for Samhita in Mumbai and Bangalore. Over 30 NGOs attended my hands-on workshops. In the process, the participants learned from each other, while I gathered qualitative data about the challenges and opportunities they faced as front-line fundraisers. I gleaned many important lessons about the Indian fundraising landscape, which is quite distinct from the U.S. in terms of its history and culture.

For example, in India:

- Nonprofit work is not as valued as a career path. Salaries are low, and fundraising is not recognized as a profession. Plus there are few academic programs in nonprofit management;
- There is a deep mistrust of nonprofits—a suspicion that the money is not being used the way the NGOs say (due, in part, to a history of corruption). Perhaps as a result of this trust gap, middle class giving in India is not as robust as could or should be (although this is changing);
- There is a scarcity of research on individual donors and giving trends in India (a data gap that I also discovered when trying to find country-specific content for the workshop). Without individual donor benchmark studies, it is impossible to compare your NGO's performance;
- Large organizations are very successful in the CSR and High-Net-worth-Individual (HNI) fundraising arenas, but they are reluctant to share their 'secret sauce' with others. Smaller organizations are hungry for tips on what is working elsewhere in India that they could apply.

The response from my fundraising training workshop participants was overwhelming. Many of the attendees liked the interactive format, hands-on exercises, peer learning, and information that I presented on best practices for raise money from individuals in the U.S. In one of the workshop evaluations, however, a participant wrote in that that my training could have been better if "it had an Indian perspective." When I returned to India in December of 2018, I was determined to give the NGOs what they wanted. I set out to create new materials that would be useful to the participants, this time from an Indian perspective.

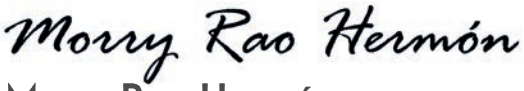
Given the lack of primary data, I began developing my own benchmarking study of individual donor fundraising in India so that NGOs would have a baseline of data against which to compare their performance. I started my research with a survey of the Samhita GoodCSR network of close to 3,000 NGOs—a representative sample of the Indian nonprofit sector. Last summer we sent the online survey out to all the members in the network. Thanks to Samhita's outreach and various incentives, we received over 680 responses (a 24% overall response rate).

This report lays out the details of our survey on donor giving in India. I offer it as a way to learn about what organizations are doing, and what is working, in the individual fundraising space across the Indian nonprofit sector. This comprehensive data set is also intended as a tool for organizations to benchmark their performance against the average in the field. Resources permitting, we would like to produce this benchmarking report on individual giving in India annually so that the country's growing social sector will be able to learn from their peers about best practices and changes over time. We also hope to collect additional data on fundraising activities and outcomes from smaller organizations in more rural, remote areas.

During Phase II of my research project, I will lift up a handful of examples of Indian organizations that are enjoying unusual success in the individual donor arena so that others can learn from them and hopefully adopt some of the guiding principles behind their success. This survey has helped us to identify fundraising 'bright spots' worth highlighting in the case studies.

I hope you find this report useful. Please feel free to reach out (email: morryhermon@berkeley.edu), and thank you for reading.

Sincerely,



Morry Rao Hermón
San Francisco, California,
December 25, 2019

2. Acknowledgements

This report was made possible thanks to colleagues who share my commitment to building nonprofit capacity. First I would like to acknowledge Steve Lew at CompassPoint Nonprofit Services, and fundraising consultant Kim Roth Klein & Roth Consulting, for their guidance on this project, which was inspired by their research on best practices among grassroots NGOs. In their groundbreaking report entitled "Fundraising Bright Spots: Strategies and Inspiration from Social Change Organizations Raising Money from Individual Donors," they lift up examples of American organizations that are enjoying unusual effectiveness in raising money from individuals, drawing out the guiding principles behind their success (CompassPoint, 2016).

My in-depth questionnaire was originally adapted for the Indian social sector from a fundraising assessment form created by Steve and Kim for their fundraising "Bright Spots" research, which used as a pre-training survey for over 60 Samhita GoodCSR members that participated in a skills-building workshop on individual fundraising that I conducted in Mumbai in August 2017. This benchmark report was modeled after a similar study designed to show U.S. nonprofits with budgets under $2 million how they measure up against their peers (Third Space Studio 2015).

I would also like to thank my wife Sandhya Rao Hermón, PhD, for her assistance with crafting the quantitative and qualitative questions for the survey instrument, as well as Anushree Parekh, Director of Research & Knowledge at Samhita, for her invaluable input on the questionnaire and data analysis. Starting from my pre-training assessment form, last year I designed a comprehensive, 40-question online survey that would provide the field with a baseline of activities and outcomes in India's individual fundraising arena. I worked with Sandhya and Anushree to ensure that it was easy to understand and user friendly for NGOs with varying levels of staff capacity. After testing and refining the survey with a small sample of Indian nonprofits, last summer we sent it out to all 2,800 members in the network. Thanks to the proactive outreach efforts of Sandhya Tenneti, Manager of Research and Knowledge at Samhita Social Ventures, we received over 680 responses (a 24% overall response rate).

Finally, I would like to acknowledge Priya Naik, founder & CEO of Samhita Social Ventures, a social enterprise that connects corporate philanthropy to great nonprofits in India. Priya has built an effective NGO network and platform (Samhita GoodCSR) for building resource development skills and capacity. Her staff have been indispensable in organizing the fundraising training workshops and connecting with the nonprofit participants of this research project. I am also extremely grateful to the frontline fundraisers who took the time to complete the survey.





"If we work for the cause nothing is impossible."
--Survey Respondent

3. Methodology

The Opportunity. The Indian middle class is growing at a fast rate. Now representing more than 80 million people, India's middle class is projected to grow to 580 million by 2025—which will represent over 40% of the country's total population (India's rapid rise and growing middle class creates hunger for commodities by Tania Constable, Financial Review, 2018). According to the 2018 India Philanthropy Report put out by Bain Capital, these economic and demographic shifts has contributed to a sixfold rise in philanthropic giving from individuals. Annual giving to charities hit an all-time high of INR 36,000 crore ($5.6 billion),exceeding the amount and percentage of funding to India's social sector by private companies. In fact, individual givers represent the largest and fastest growing source of income for Indian nonprofits. Every day, more and more members of the Indian middle class are experiencing the joy of giving, volunteering both time and money to causes near and dear to their hearts.

Goals and Objectives. While much research has been done on the philanthropic activities of High Net-worth Individuals (HNIs) in India, little is known about the giving patterns of the country's burgeoning middle class. The overarching goal of this research project was to help fill this gap in the knowledge base. I wanted to find out how much Indian NGOs were raising from their retail fundraising efforts, how many individual donors they had, average gift sizes, percent of income from various sources, and the strategies commonly used for donor acquisition, solicitation, and stewardship. The primary objective of the survey was establish a baseline of activities and outcomes in the area of fundraising from individuals in India so that nonprofits had the data they needed to compare their performance to that of their peers, and learn from best practices in the field. The intention was also to use this comprehensive survey process to identify fundraising 'bright spots' worth lifting up and profiling in Part II of the research.

"It's very easy in today's CSR world to allow all of your funding to come from CSR. We want to keep the diversity for two reasons—one because CSR can be a little unsteady; they may have a change in strategy or senior management and overnight they can pull the rug out from under your feet. Whereas I find that individual donors tend to stay for a much longer time. Therefore bringing in the diversity even if it takes more time is well worth it."

--Vanessa D'Souza, CEO, SNEHA

Data Sample. I selected Samhita Good CSR's network of 2,800 NGOs as a representative sample of the larger nonprofit space in India. The organizationscome in all sizes, from tiny organizations with no paid staff and budgets of INR 15,000 ($200) a year to huge nonprofits with over 5,000 staff and annual operating budgets of 180 million INR ($2.5 million). Samhita members serve every constituency (children, youth, women, elderly) and cause (education, the environment, healthcare, animals, reproductive health, anti-corruption, job training, disabilities, mental health, microfinance) in every region of the country, both urban and rural.

Survey Instrument Development. Starting from the 24-question pre-training assessment form I had developed to inform my 'fundraising from individuals' skills-building workshops in 2017, last year I designed a comprehensive, 40-question online survey instrument (mainly multiple choice with a few open-ended ones to elicit qualitative information). I worked with my wife Sandhya Rao Hermón, PhD, and Samhita's Director of Research & Knowledge Anushree Parekh to ensure that the survey was clear, easy to understand and user friendly for full range of nonprofits. We then tested the survey by sending it to a small sample of NGOs. Based on their feedback and responses to the questions, we then refined the questionnaire for the entire base.

Survey administration. The survey was administered using a sophisticated online platform, and conducted in Indian English (a regional variation of the English language widely used in India). The questionnaire was distributed via email to Samhita network over the summer of 2018 (July and August). Samhita staff encouraged NGOs to fill out the survey four times, offering various incentives and 'office hours' to walk them through the questions if they needed assistance.

Response Rate. We received a total 682 responses for an **overall response rate of 24%.** 281 NGOs completed all 40 questions in the survey, and 300 completed the majority of questions. The average time to complete survey was 37 minutes; the median duration was 24 minutes.

Data Analysis. In fall 2018, I analyzed the survey results for the total, average and median figures on fundraising performance, and parsed the data by size of organization to make the information more meaningful to use for benchmarking[1].



bench•mark

/'ben(t)SHmärk/

Noun: A standard or point of reference against which things may be compared or assessed.

Verb: To evaluate or check (something) by comparison with a standard.

e.g. "We are benchmarking our performance against external criteria."

[1] *Given the wide range of budget sizes and fundraising capacity among the NGOs, averages can be less helpful for nonprofits who wish to compare their performance against their peers. By organizing and analyzing the data by the annual revenue (budget size) of the nonprofit organization, NGOs can see how they stack up against NGOs of similar size (small, medium, large), for a more meaningful comparison.*

NGO Size. We organized the data into four categories based on their size of their budget:

- **Small** (Annual revenue under INR 10,00,000 i.e. INR 10 lakhs, or $13,500)[2]
- **Medium** (Revenue INR 10 lakhs and INR 99,99,999, i.e. INR 10 lakhs to INR 99.99 lakhs,or ~ $13K-$135K).
- **Large** (Revenue between INR 1,00,00,000 and INR 9,99,99,999, i.e. INR 1Cr to INR 9.99Cr. or ~ $135K-$1.3M)
- **Super** (Revenue over INR 10,00,00,000 i.e. INR 10 Cr. or ~ $1.35M)

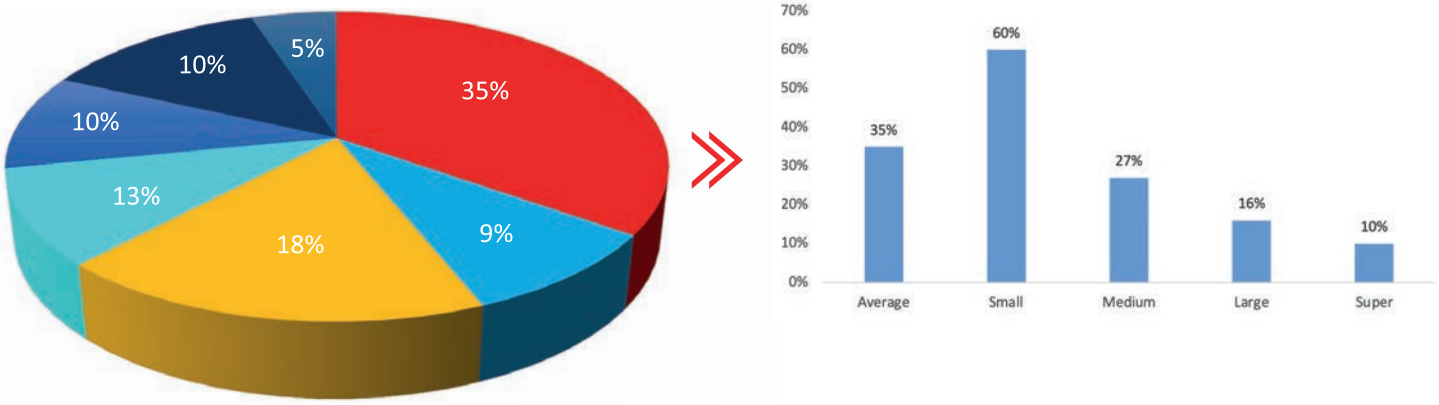
In December of 2018, I presented the preliminary data and analysis to the Samhita GoodCSR network via webinar and in-person at a *"Fundraising from Individuals"* workshop in New Delhi. This report provides the full survey results and analysis for nonprofits and their supporters.

[2]*Note that for this report we use the Indian numbering system to display large numbers. The placement of the comma in Indian English is slightly different than in American English (for example, one million is displayed as 10,00,000 rather than 1,000,000). Common terms for money include INR for Indian Rupees, lakh (which equals 100,000) and crore (10 million). 150,000 rupees, for example, is referred to as INR 1.5 lakh; 30 million rupees is called "3 crore rupees", written as INR 3 crore.*

4. Summary of Findings

Survey Highlights. The hard data generated from the survey provides valuable insights into the state of fundraising in India. There are a few findings worth lifting up:

- Only one third of respondents have dedicated fundraising staff;
- Two-thirds of NGOs have a written fundraising plan;
- 35% of Indian nonprofit annual revenue comes from individual donors (the largest single source), followed by government (18%) and companies/CSR (13%).The responses varied quite a bit by the size of the organization and by their location;
- Smaller nonprofits rely on individuals more extensively than the biggest NGOs (60% compared to 10%); large organizations receive significantly more from CSR (35% of their income). They also receive much bigger gifts from wealthy individuals;
- Most (72%) NGOs find new donors through their founder's network;
- Asking for money face-to-face is the most effective method for soliciting donations, while the more popular approach of launching a crowdfunding campaign is not;
- 54% of NGOs had a volunteer program to engage their donors/prospects in the mission of their organizations. Volunteers help with organizing events, providing advice, serving on governing boards/committees, and working directly with the beneficiaries;
- Only 38% of nonprofit board members give money or are involved with fundraising;



- Individual donors
- Indian Foundations
- Central / state governments
- Foreign foundations / multilateral organizations
- Fees for services or other earned income
- Companies (Corporate / CSR)
- Others

2 in 3 have a written fundraising plan

1 in 3 have dedicated fundraising staff

30 - Median no. of individual donors per NGO

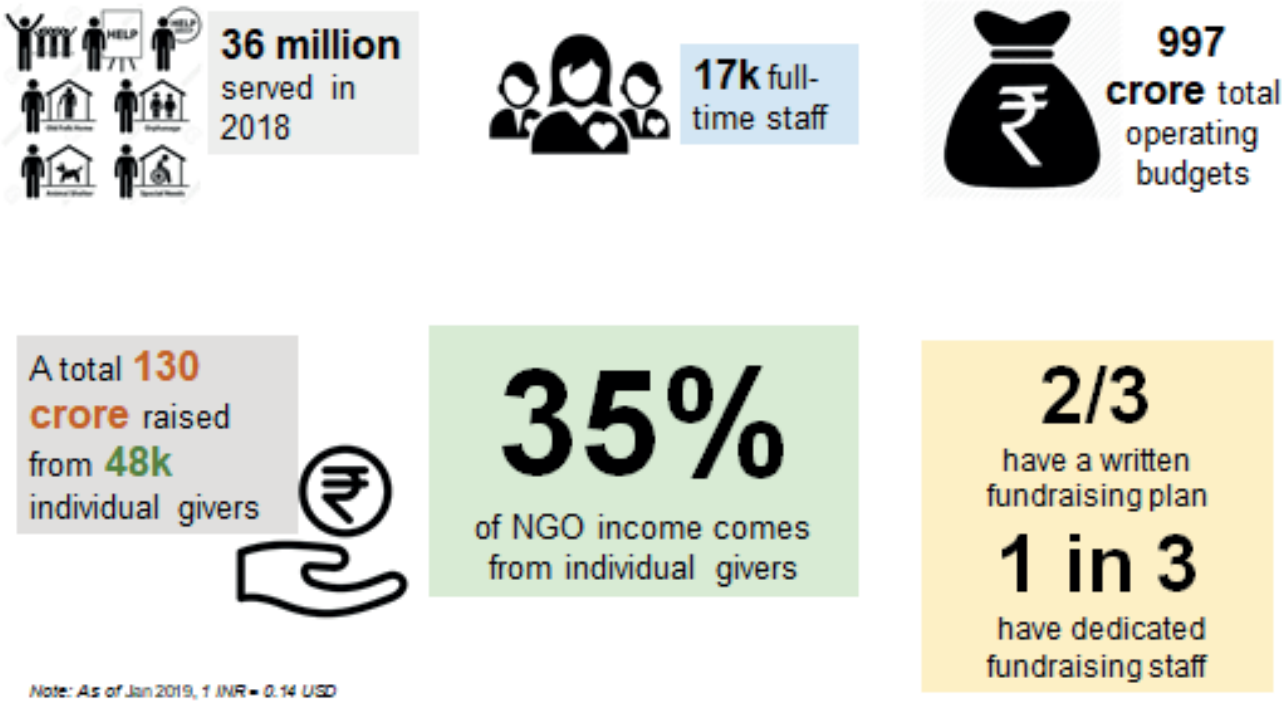
Rs. 6000 - Median donation amount per individual

5. Survey Results

A. Fundraising by the Numbers: *Total figures about sample NGOs in India*

In 2018 the survey respondents:

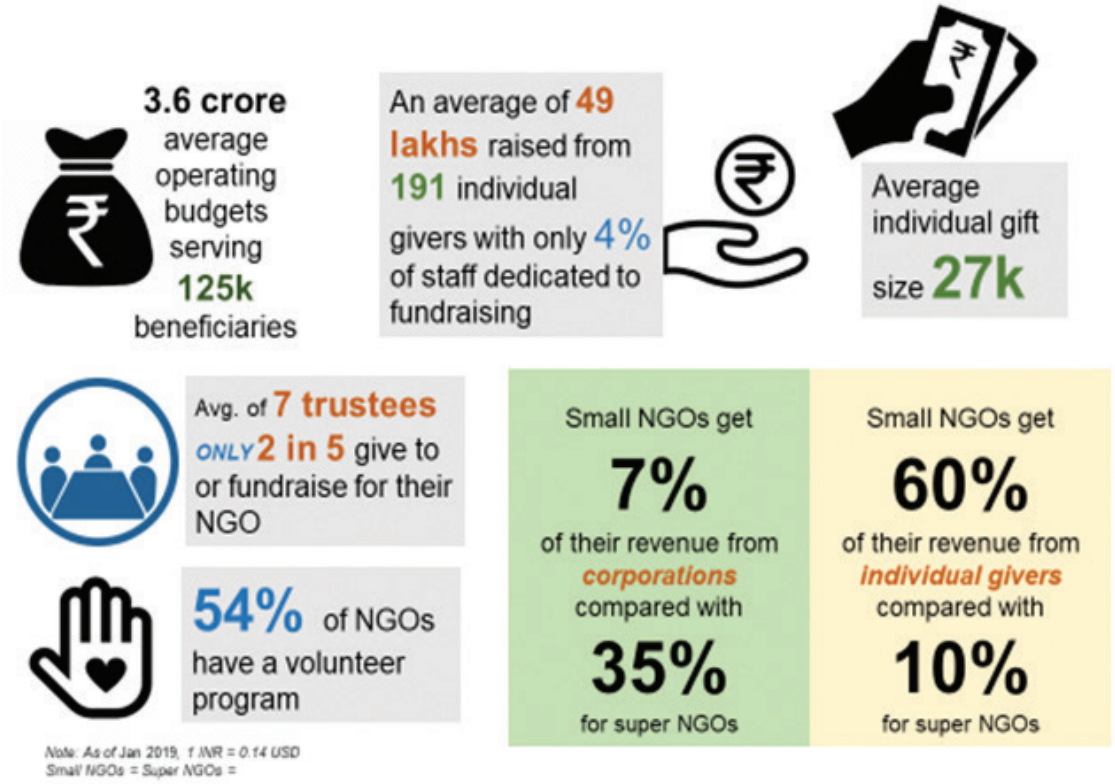
- Served 36 million beneficiaries
- Employed 17,000 full-time staff members
- Managed INR 997 crore in total operating budgets
- Raised ~INR 130 crore ($18 million) from 47,514 individuals (up by 16% from 2017)



B. Fundraising by the Numbers: *Snapshot of an Indian NGO*

According to our survey, in FY18 nonprofits in India:

- Served an average of 1,25,626 beneficiaries[3]; the median number of clients was 2,300
- Employed an average of 66 full-time paid staff, with a median of 10 paid staff
- Managed average operating budgets of INR 3.6 crore (3,60,00,000, + $500K)
- Raised an average of INR 49 lakh (~ $68,000); from 191 individual givers
- Median amount raised from individuals was INR 3.5 lakh ($4,860) from 30 donors

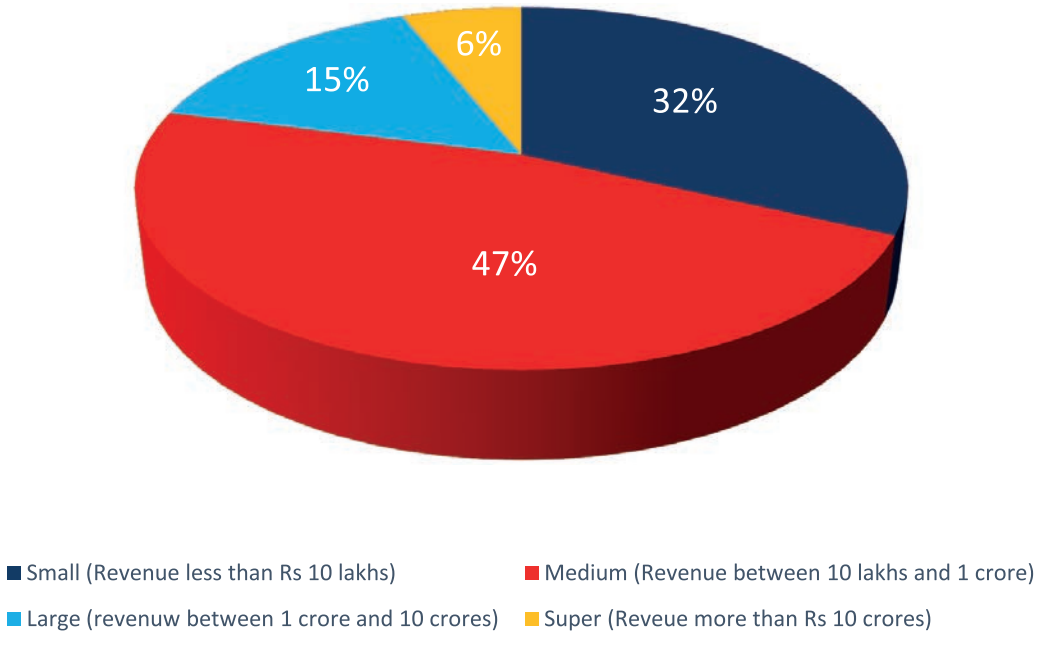


[3]*Note that given the wide range in NGO sizes in India, the average or mean could be misleading; median values convey a more accurate picture of the experiences of individual nonprofits*

C. Size of Nonprofit Organization

Survey respondents reflect the organizational sizes in India's robust nonprofit sector:

- **Small** 32% (Annual revenue under INR 10 lakh, or $13,500)
- **Medium** 47% (Revenue between INR 10 lakh and INR 99.99 lakh, or ~ $13K-$135K).
- **Large** 15% (Revenue of INR 100,00,000 to INR 9.99 crore, or ~ $135K-$1.3M)
- **Super** 6% (Revenue over INR 10 crore or ~ $1.35M)



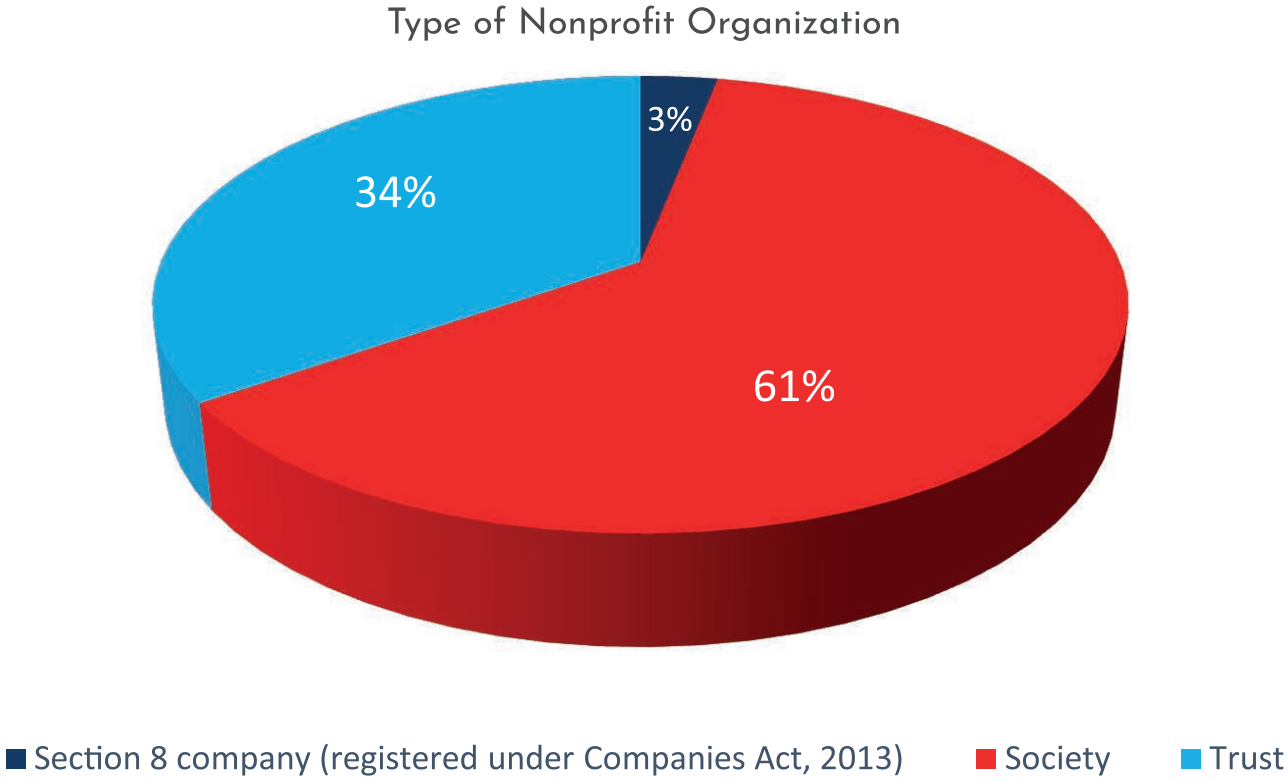
"Fund raising is critical for projects with administrative expenses. We usually face difficulty funding administrative costs."

--Survey Respondent

D. Type of Nonprofit Organization

The first question we asked in the survey was, '*What is your organisation registered as?*'

The majority (63%) of NGOs polled are registered as a Society, followed by about a third (34%) registered as Trusts. Only 3% are registered as Section 8 under Companies Act of 2013.



"1. CSR is more focused today on funding big NGOs (may be authenticor not) rather than funding NGOs who need funds seriously to carry their objectives to a big level.
2. People are now a days interested in giving donations to religious purposes than giving donations for the social causes."

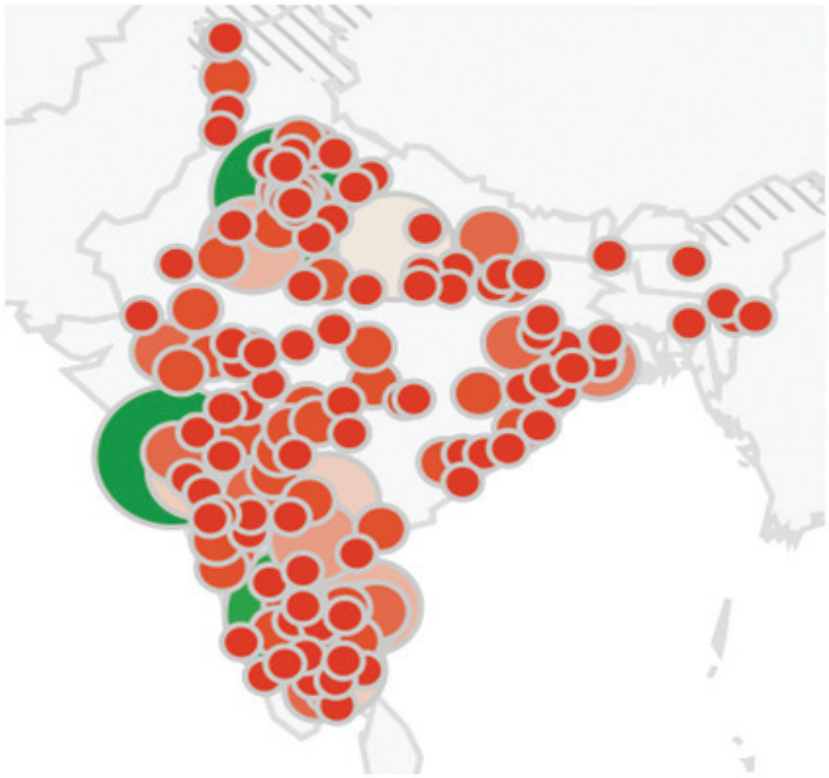
--Survey Respondent

E. *Where are we working?*

Respondents are working in all 29 States in India…



…but concentrated in the big cities…



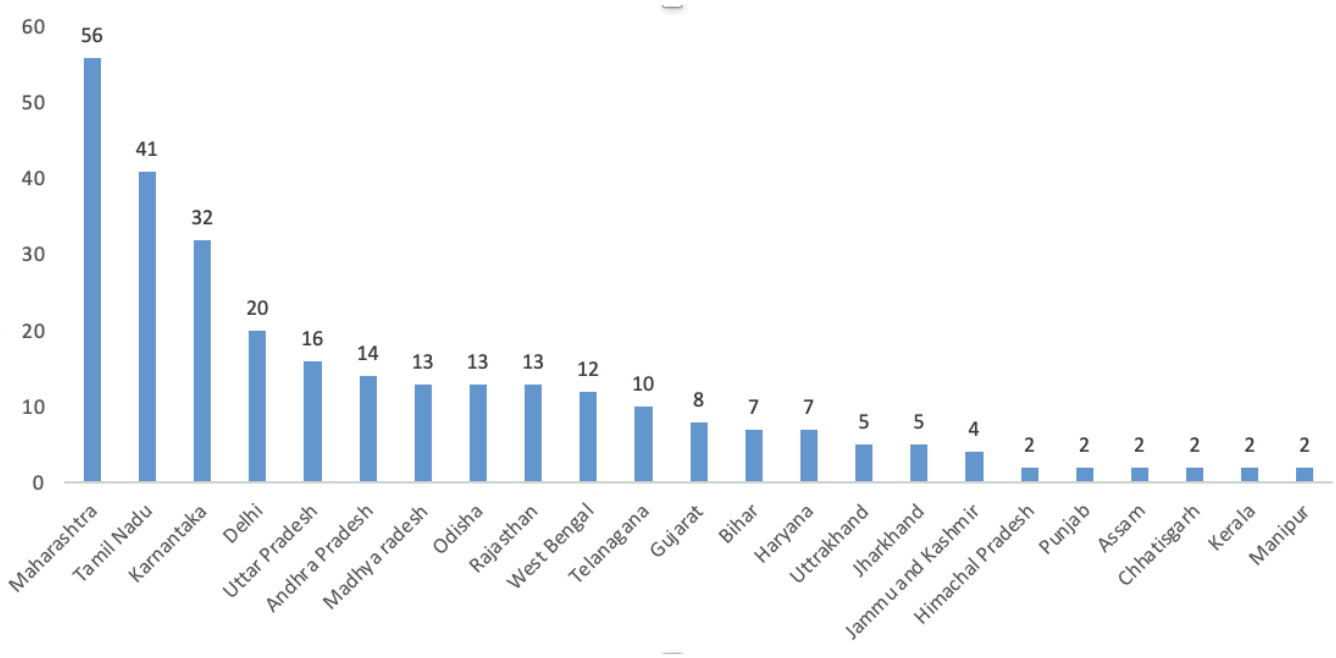
Head Office Location

The survey respondents are a representative sample of the entire country in terms of where they work, but their head offices are concentrated in a handful of big, wealthy cities.

Maharashtra is the largest (where the most NGOs are located), with 56 respondents located there (19% of total), followed by the states of:

- Tamil Nadu (41), 14%
- Karnataka (32), 11%
- Delhi (20), 7%

Combined these four regions represent the majority of respondents (51%)



Not surprisingly, large metropolitan cities such as New Delhi, Mumbai, and Bangalore are home to the highest concentrations of NGOs in India.

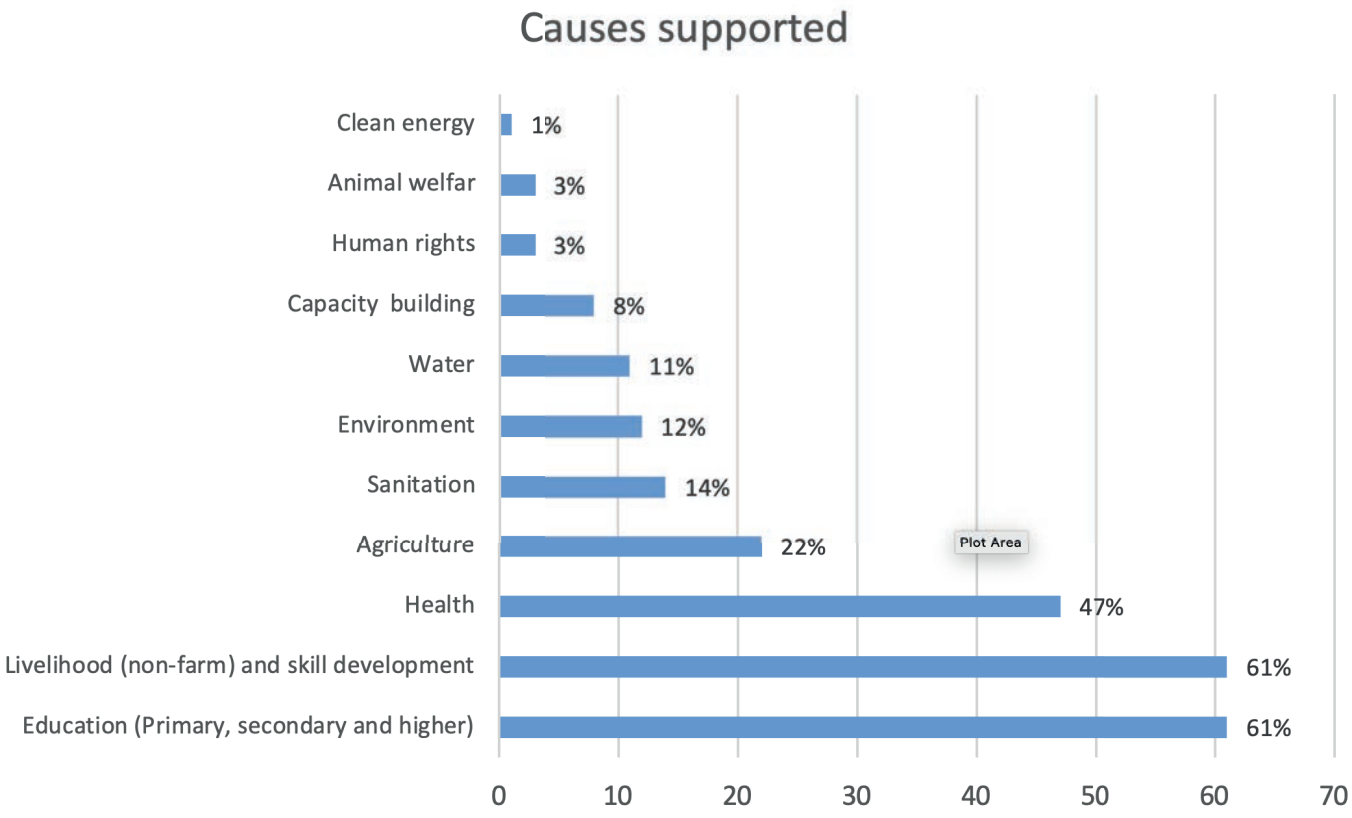
"The decision of individual donation is made by the heart and not by the head. The head comes later!!"

--Survey Respondent

F. *Who are we serving?*

Causes Supported. The top three causes that account for a majority of Indian NGOs' work are:

- Livelihoods (non-farm) and skills development: 61% (180 NGOs)
- Education (primary, secondary, higher): 61%* (180)
- Health: 47% (138)



* Totals equal more than 100% since NGOs work across multiple causes

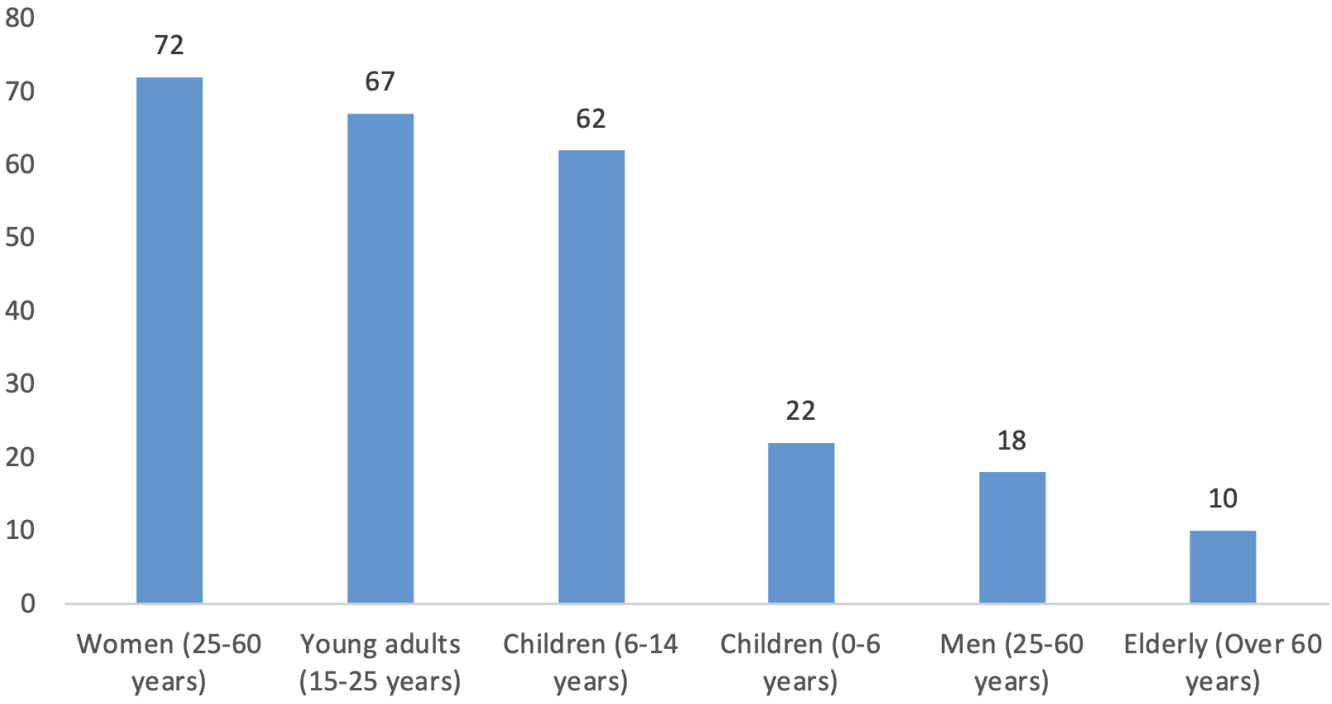
"Getting support for rights-based work seems very difficult, as many Indian donors think that rights work means creating unrest, which may be in a way true as unless we make noise the have nots will not get justice. But such work is not appreciated at all. Hence getting funding for it is very difficult."

--Survey Respondent

Who are we serving?

Beneficiaries Served. Respondents support all demographic groups, but the most common are:

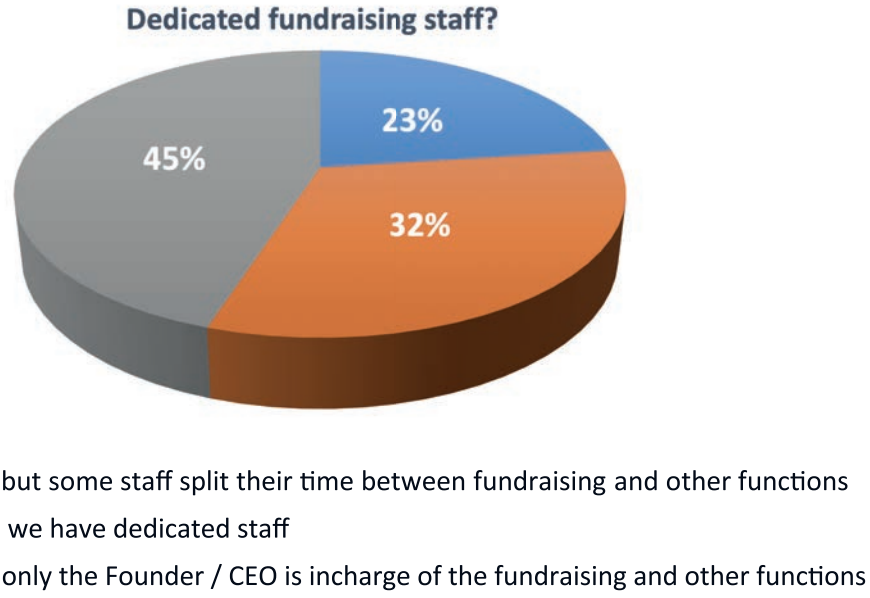
- Women
- Youth (ages 15-25)
- Children (6-14)



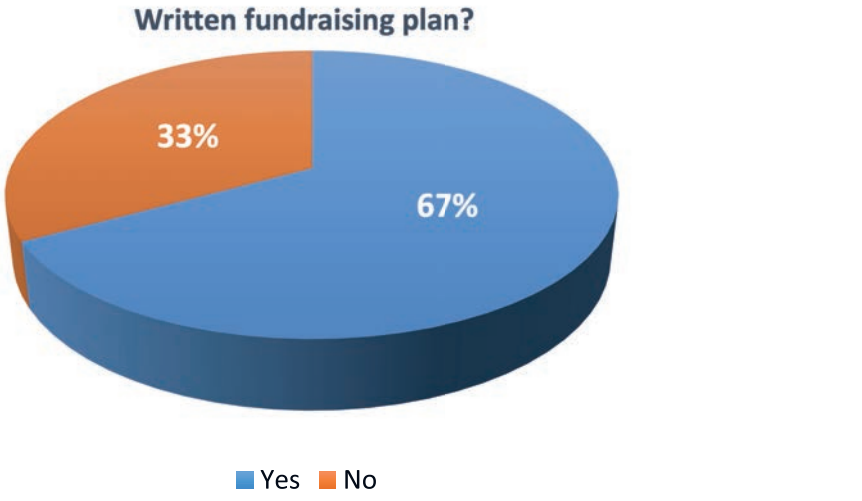


Organizational Resources for Fundraising

A third of organizations surveyed have dedicated fundraising staff. The average number of fundraising staff is six (6), and the Median is three (3). On average, only 4% of NGO staff are devoted to fundraising; 2% split their time between fundraising and other duties. Professional fundraising staff ranges from one for small NGOs to 113 for big ones.



Despite these limited human resources, two thirds of organizations have a written fundraising plan with numerical goals, objectives, strategies for raising money from various sources.

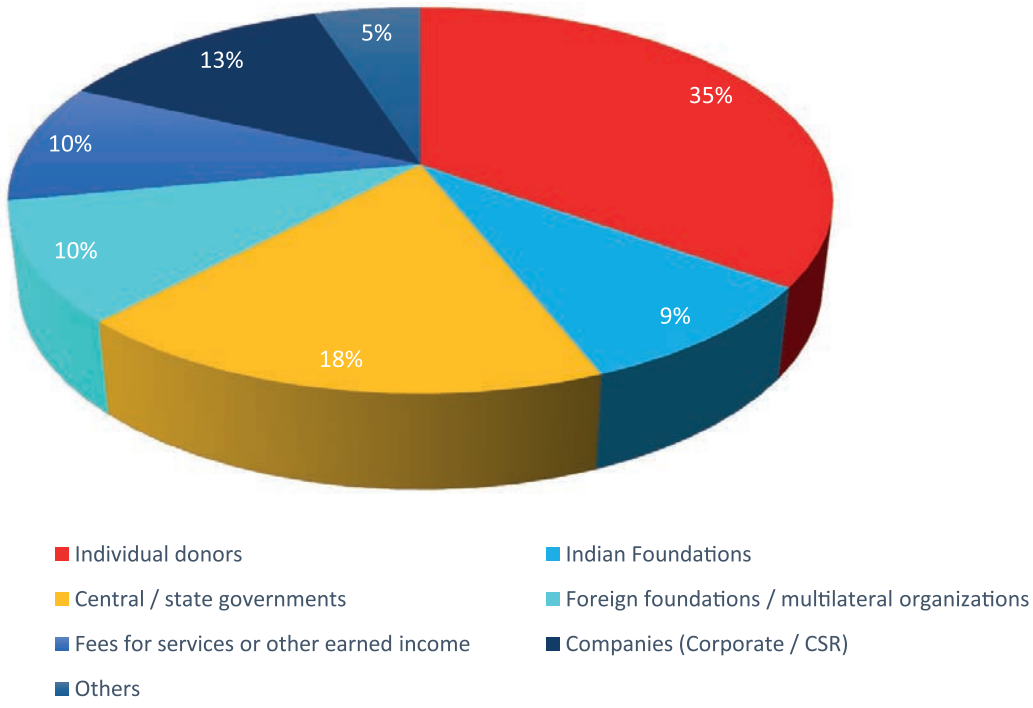


G. *How much are we raising from individuals?*

Percent of income from individual givers

As a whole, NGOs in India enjoy a diverse mix of revenue sources, with individual donors representing the largest share at 35% of total income. Government support is the second largest income category, on average, with 18% coming from Central/State Government, followed by companies (CSR) at 13%.

Sources of income

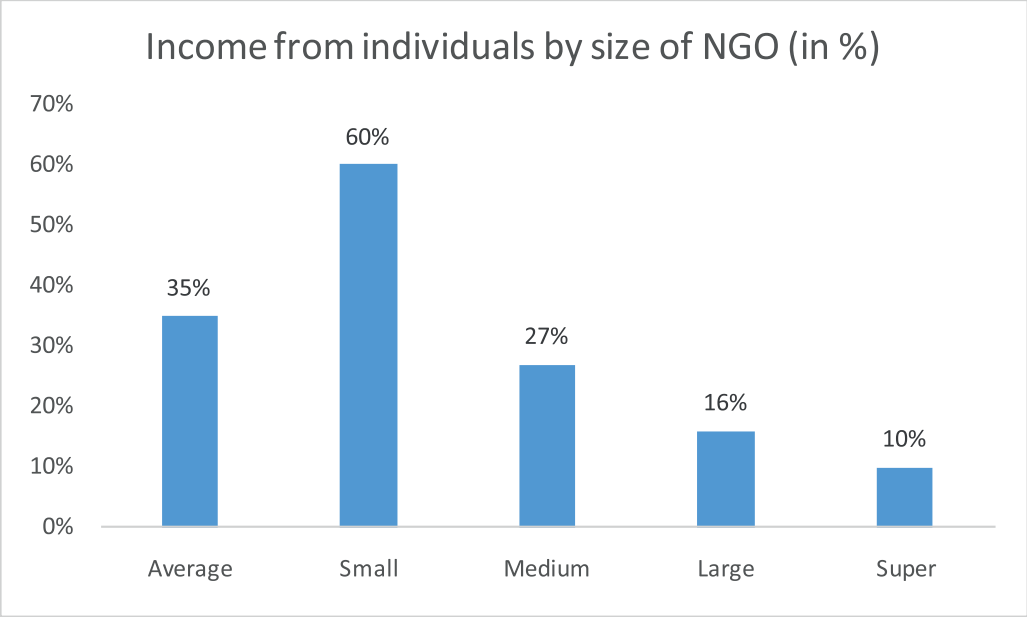


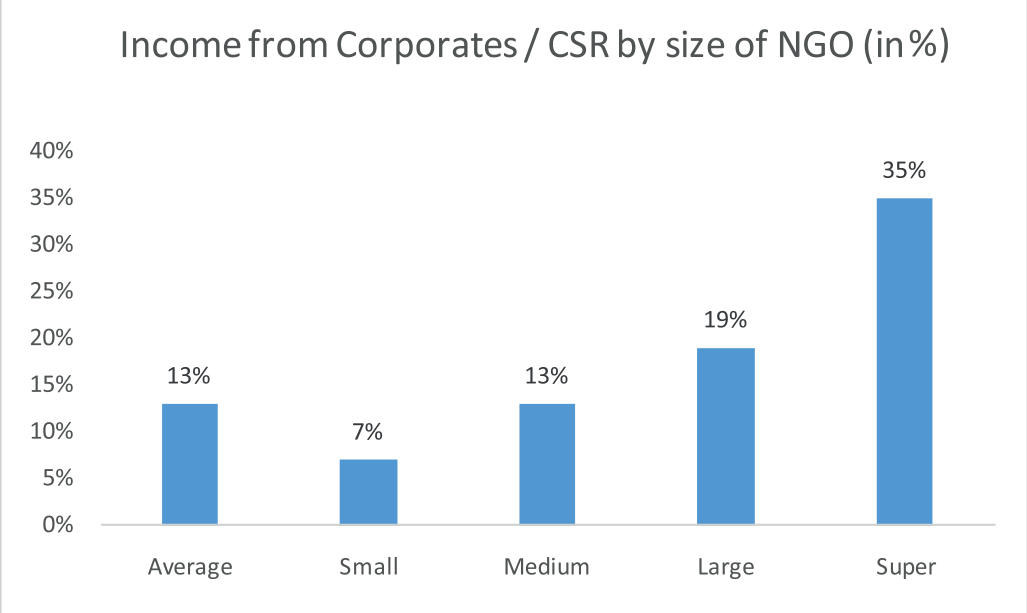
The percent of income generated from individual donors varies significantly by the size of NGO. For small organizations, givers account for 60% of their revenue, while only 16% of income comes from individuals for large nonprofits, and 10% for very large ones (see Table 1 below).

Conversely very large NGOs received 35% of their income from companies/CSR, compared to only 7% for small organizations. As one survey respondent commented, *"CSR doing companies are more focused today on funding big NGOs (may be authentic or not) rather than funding NGOs who need funds seriously to carry their objectives to a big level."*

Organizational Resources for Fundraising

A third of organizations surveyed have dedicated fundraising staff. The average number of fundraising staff is six (6), and the Median is three (3). On average, only 4% of NGO staff are devoted to fundraising; 2% split their time between fundraising and other duties. Professional fundraising staff ranges from one for small NGOs to 113 for big ones.



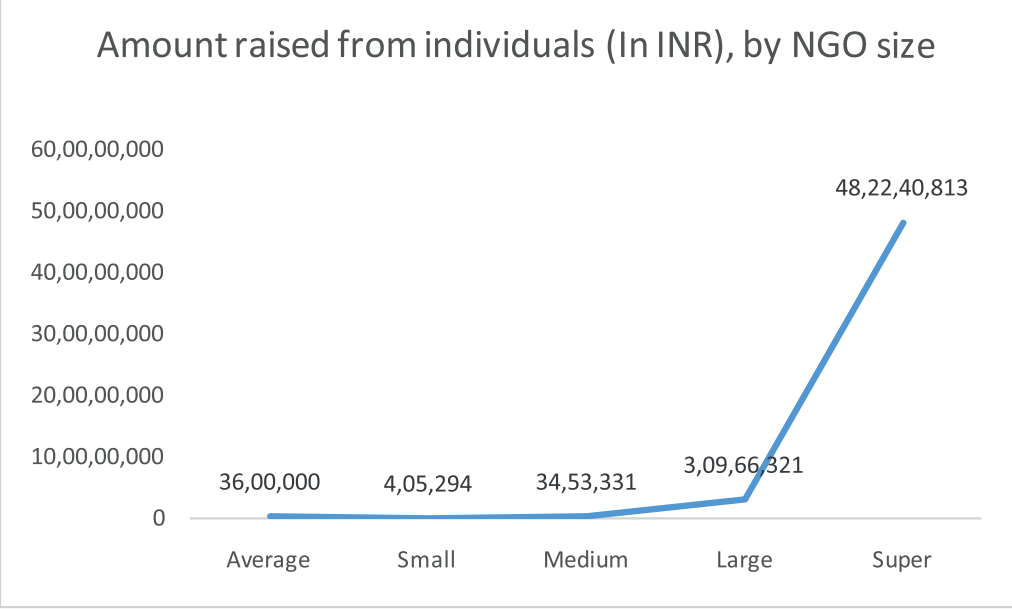


	Individual donors	Government	Companies (Corporates/CSR)	Foreign foundations/ multi-lateral organizations	Fee for service / earned income	Indian Foundations / Trusts
Small	60%	12%	7%	1%	13%	4%
Medium	27%	22%	13%	11%	10%	12%
Large	16%	23%	19%	18%	7%	12%
Super	10%	11%	35%	30%	1%	12%
Average	35%	18%	13%	10%	10%	9%

Table 1: Distribution of income sources by size of NGO (i.e. size of organizational budget)

Amount Raised from Individuals

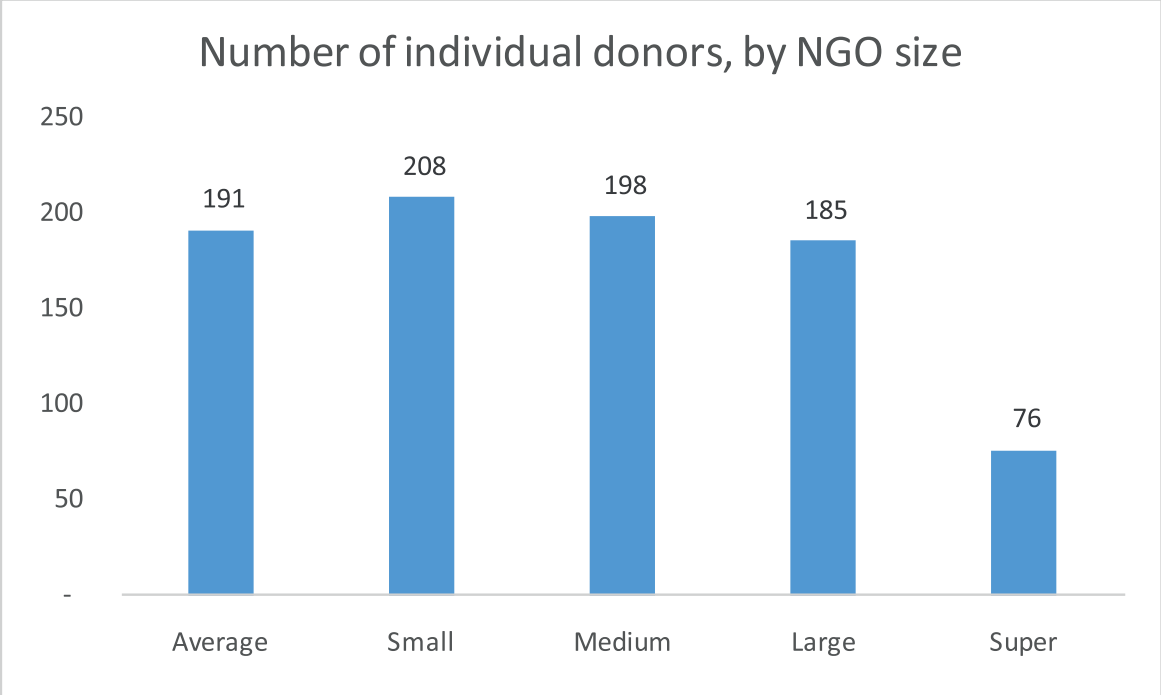
In 2018, Indian NGOs raised an average of INR 48.88 lakhs (~ $68,000); the median amount raised from individuals was INR 3.5 lakhs($4,860). This was a huge leap from the previous year (FY17), when the average raised from individuals was INR 20.7 lakhs ($29K)– a 136% increase –and the median was 2.1 lakh rupees ($2,900). The amount of money raised in FY18 ranged widely from 0 for 10% of respondents to INR 55 crore ($7.7M) for one very large organization. The top four 'super' NGOs raised over 106 crore rupees ($14.5 million) from individuals.



Number of Individual Donors

How many givers does the average Indian NGO have? In FY18, that number was 191, but the median number of donors was 30, reflecting the very wide range from 0 at one end of the spectrum (11% of respondents had no individual givers at all) to 7,000 donors at the other end. In fact, the majority (58%) of NGOs had less than 10 donors in 2018. The good news is that the average and median number of donors is on the rise, with a 13% increase from FY17 to FY18.

Interestingly enough, there is little variation in the number of individual donors by budget size.

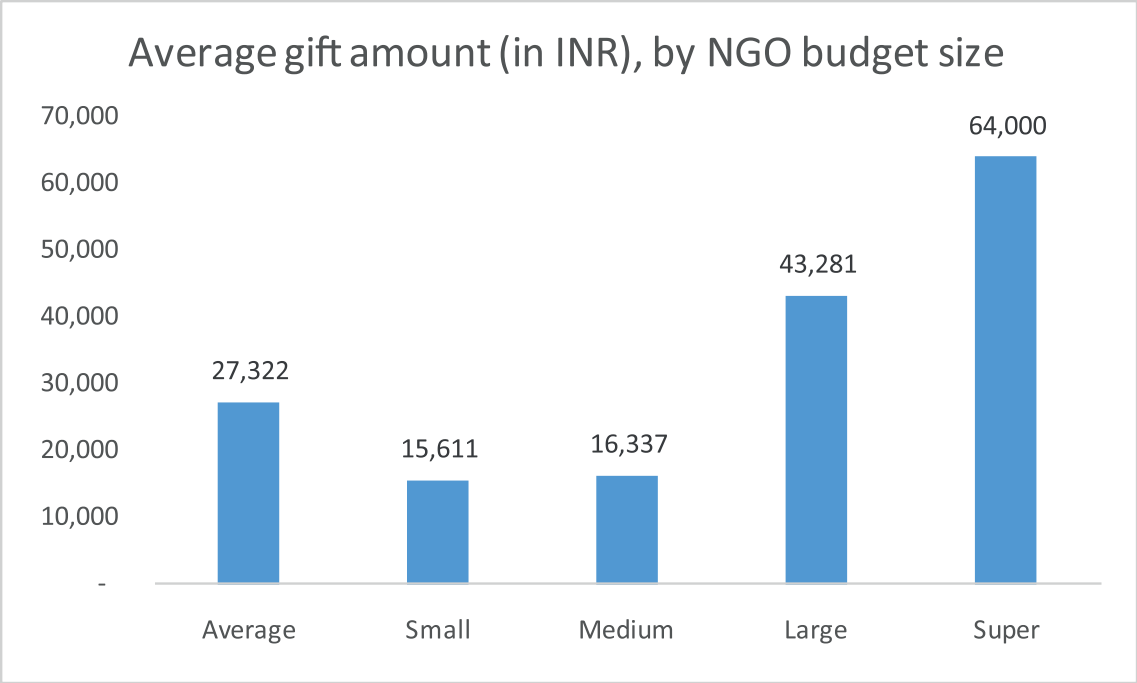


"Donors are more comfortable when money is raised for a specific cause. Since last year we started raising funds for girls' education (transport facility to school and college) and college fee. They feel money is dedicated for a good cause."

--Survey Respondent

Size of Donation

On average, individual donors contributed INR 27,322 ($378) in FY18. The median gift size was INR 6,000 ($63). Gifts range from 50 rupees at the low end to 7 lakh rupees ($10,528) at the high end. 46% of donations are 5,000 rupees or below. Not surprisingly, the average gift size increases from INR 16,000 ($217) for small NGOs to INR 64,000 ($889) for very large ones.



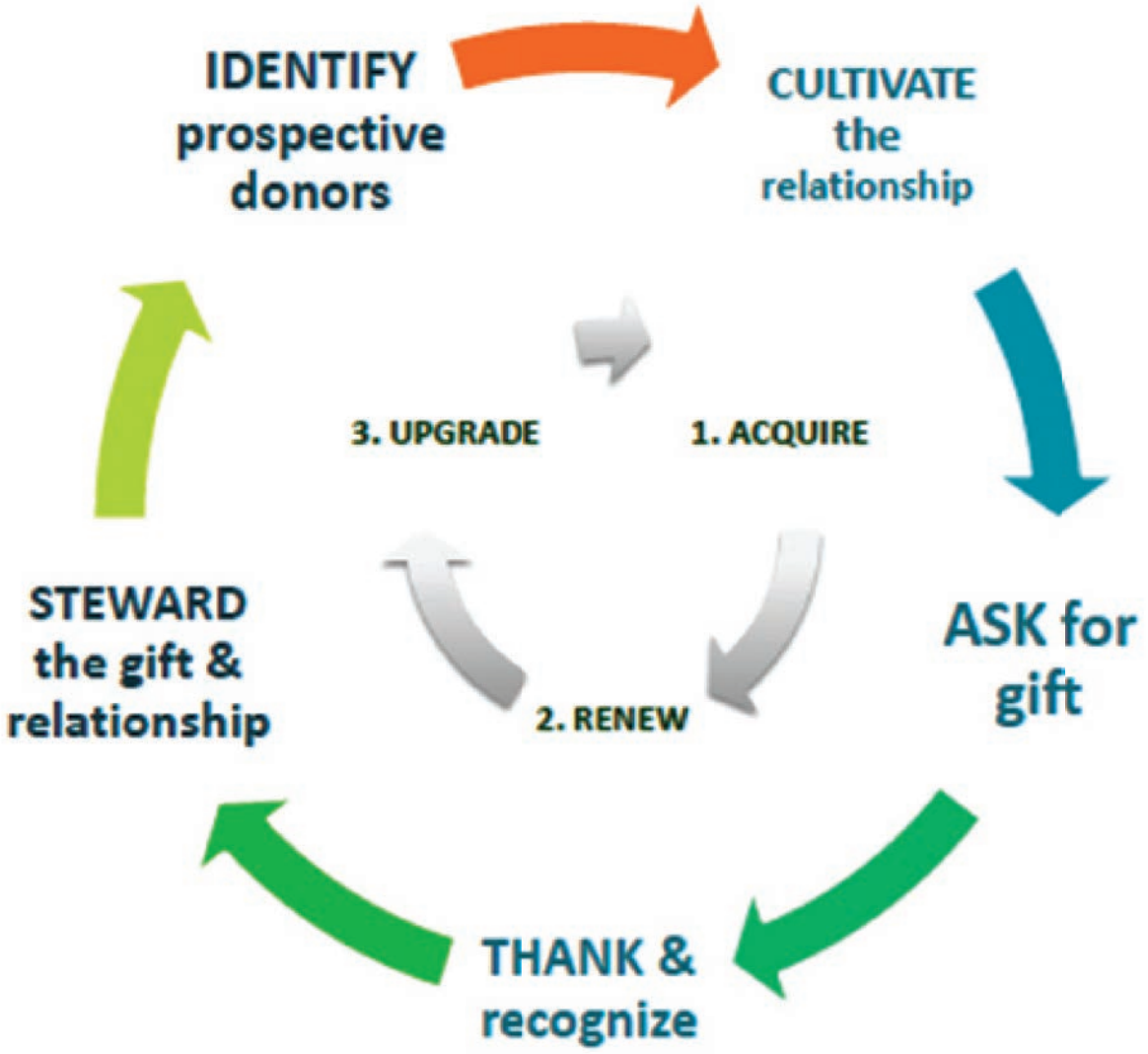
"Our organization is working in rural areas, but most donors are interested in giving funds for city organizations. This is our main problem."

--Survey Respondent

The Fundraising Cycle

What are Indian NGOs doing to attract new individual donor prospects, ask them for money, and steward the relationship?

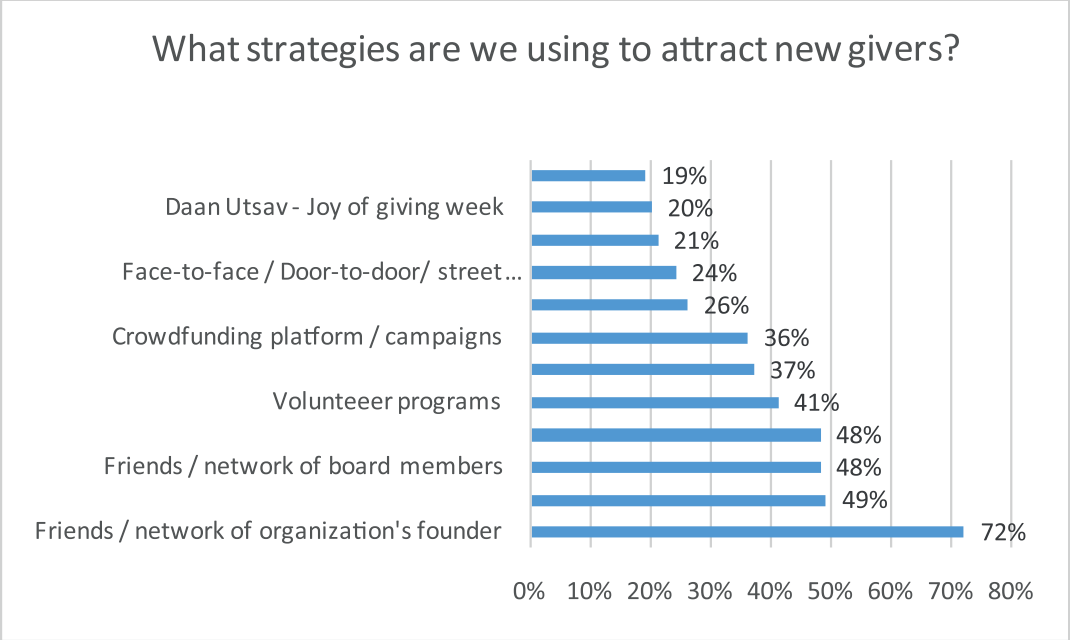
And which fundraising methods are most effective?

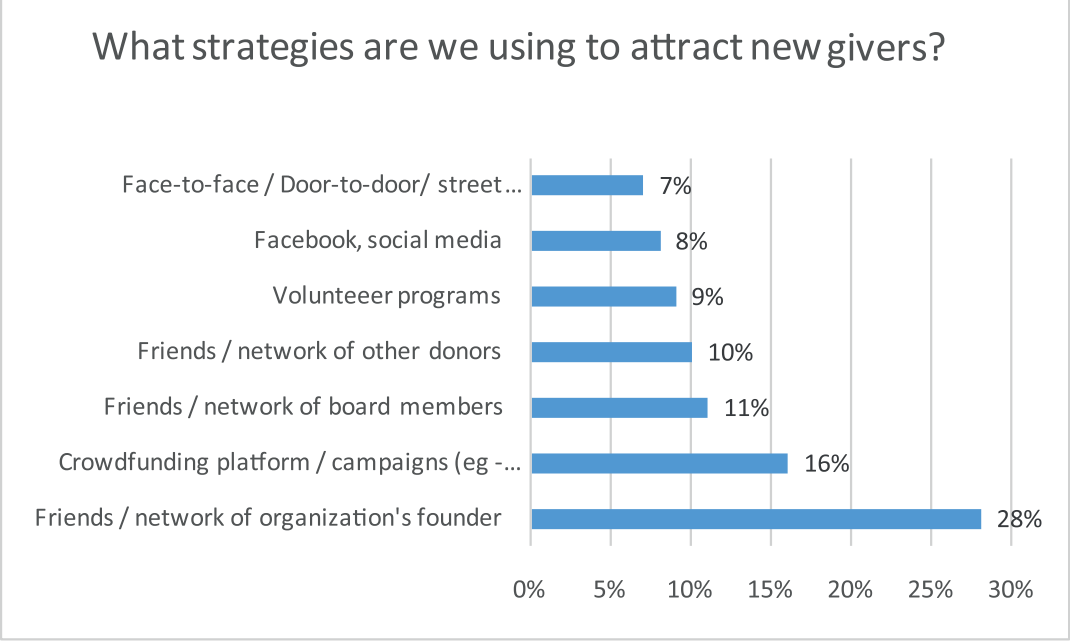


H. Donor Acquisition Methods

What strategies are we using to attract new givers?

Most (72%) NGOs find new donors through their founder's network. The use of social media and friends of board members are also common methods for attracting new donors





I. Making the Ask

Strategies used to solicit gifts from individuals

And now for the hardest but most important part of the fundraising cycle. We asked NGOs what kinds of fundraising methods they use regularly to ask people for money, and if they have tried it, how effective was it in closing a gift for their organization.

Face-to-face asks (in-person)

Not surprisingly, the more personal the approach the greater the results. This is a well-known fact in fundraising practice around the world. Making the ask in-person is the most effective way to solicit a donor for a gift. 68% of those who have tried it say it that asking for a donation face-to-face is an effective method for raising money, and one in four find it very effective. Almost one in three (27%), have never tried making a face-to-face ask to individuals.

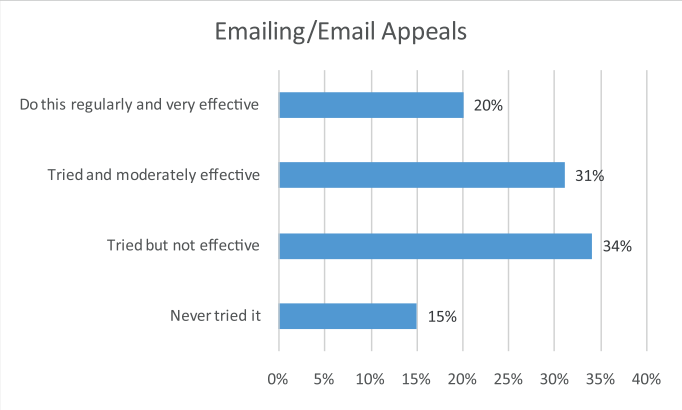
From my experience conducting training workshops in India, this is one area where social entrepreneurs and front-line fundraisers would like additional capacity-building support. They really appreciated the opportunity to practice asking for money—especially the role play exercises where they simulated calling prospective major donors to get the meeting, asking them for advice, and pitching giving opportunities that match the prospect's interests.



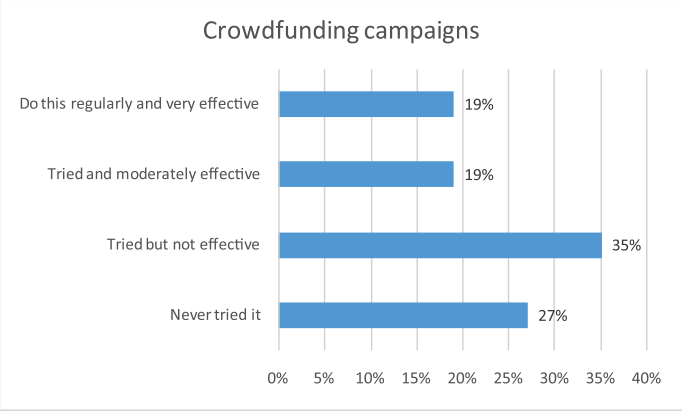
"You can't get milk from a cow by writing her a letter."
--Harold "Sy" Seymour, Legendary American Fundraiser (1894-1968)

Emailing/Email Appeals

The majority of respondents (51%) find that sending email solicitations to potential givers is an effective fundraising method for them, with 20% experiencing very good results. One third of NGOs have tried it but find it be ineffective at securing gifts, and only 15% have never tried it.



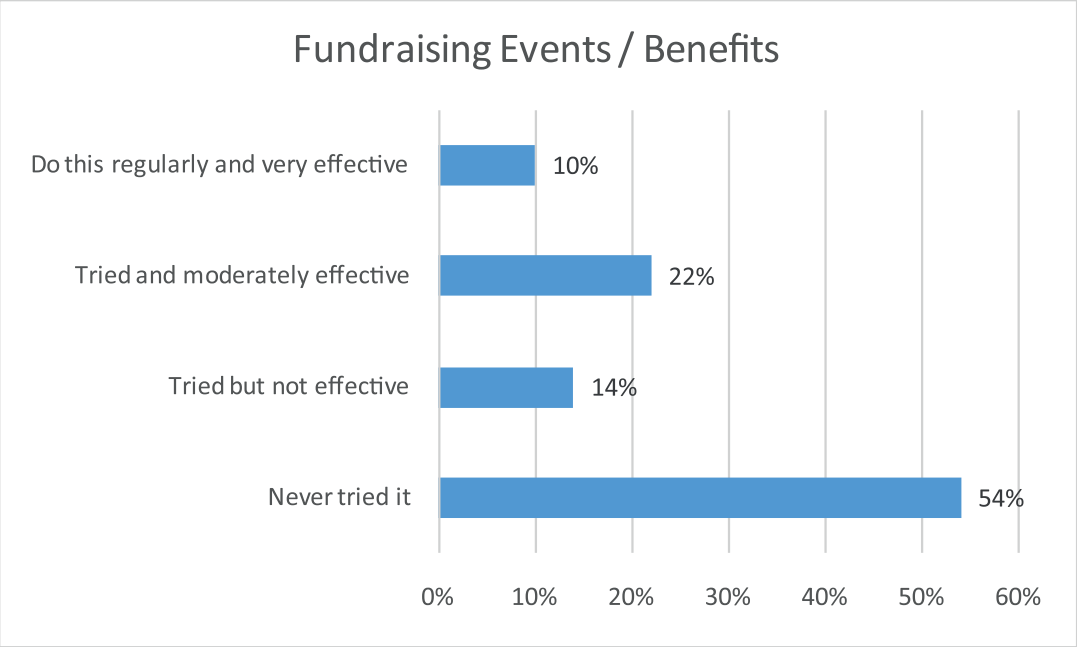
Crowdfunding Campaigns are not very effective as a whole. This is something that I heard over and over again in the individual fundraising training workshops in Mumbai, Bangalore and Delhi. However, when the founder has a good network and is willing to ask his/her friends and colleagues for money it can be very effective. While many of the large and super-sized Indian NGOs are experiencing positive results employing online crowdfunding platforms like GlobalGiving, Milaap, Impact Guru, and Ketto, over a third are not, and 27% have never tried it.



"Donors donate if they find transparent system of utilization of donations."

--Survey Respondent

Fundraising Events/Benefits are not very common in India generally speaking. A few large NGOs such as Magic Bus India, Light of Life Trust, Akshaya Patra Foundation and SNEHA do this regularly to attract HNIs and find it very effective (because they personally know/are connected to rich people), but the majority (54%) have never tried it.



"What are the reasons for not being successful in fundraising?

Our experience:

Donors do not want to invest in Eastern region of India, remote regions/areas, marginalized people, poor people, those living below poverty line, areas which represent social and economic backwardness, the reason being returns on investments is low or slow pace.

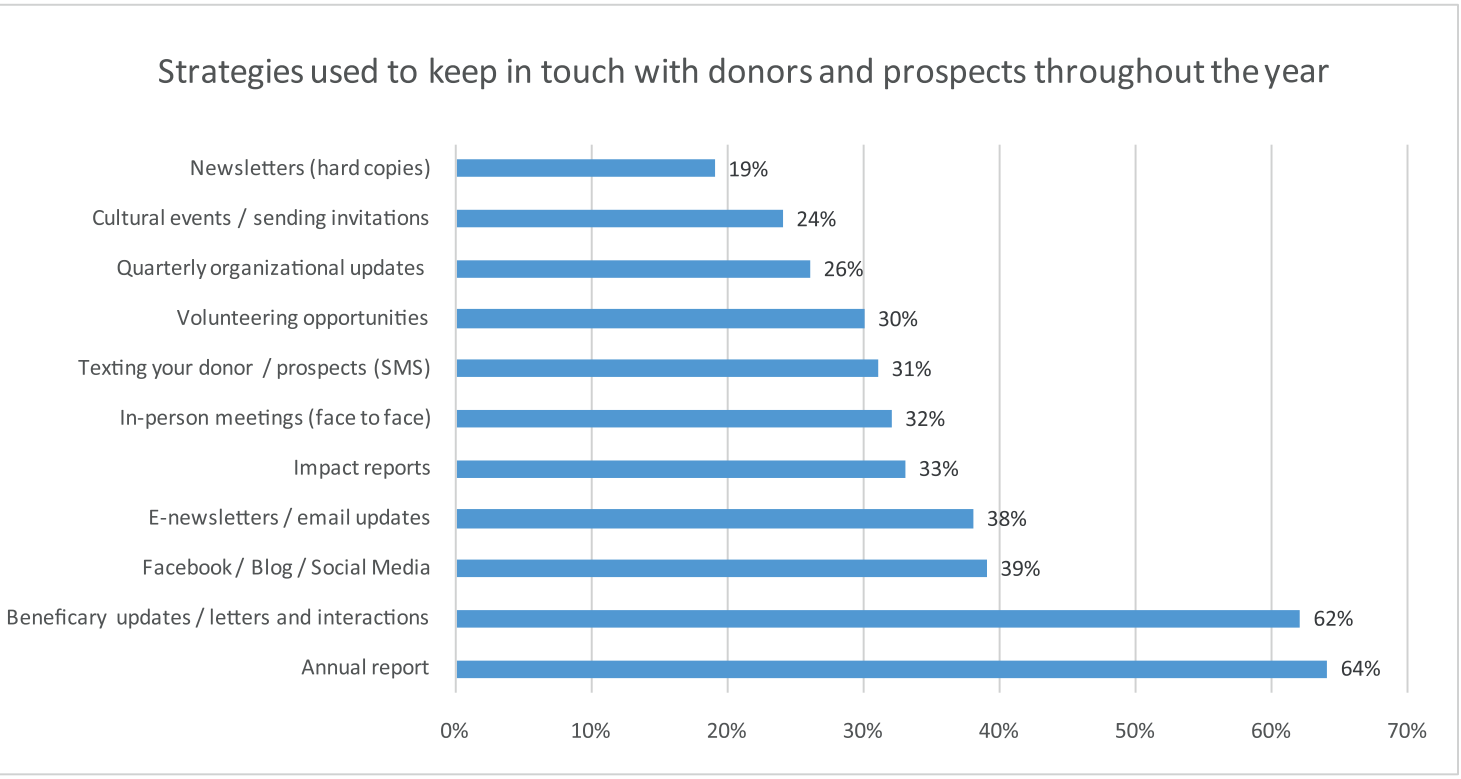
Immediate results of the funding are not visible and impact factors cannot be directly attributed on an individual basis. Donors also want to engage with gut wrenching or soul stirring themes and poverty alleviation is not one of them.

Donors prefer to give tried and tested large organizations with substantial payroll and volunteer staff and small organizations fade in comparison, both in numerical terms and geographical coverage."

--Survey Respondent

J. Donor Stewardship : *Strategies used to keep in touch withdonors and prospects throughout the year*

What are NGOs doing to keep their donors informed and engaged after they make their gift? Annual Reports and 'Beneficiary updates, letters and interactions' top the list of stewardship activities, and there are many other useful strategies employed to deepen the relationship over time, including texting your donors (31%), providing volunteer opportunities (30%), impact reports (33%), social media (39%), e-newsletters, and face-to-face meetings (32%). As one respondent shared, *"Personal visits of the individuals makes the difference and they donate."*



"People like tangible targets, not too keen on awareness building, capacity building work. It seems everybody wants feed the hungry, but may not contribute for the commute of the hungry to the nearest shelter."

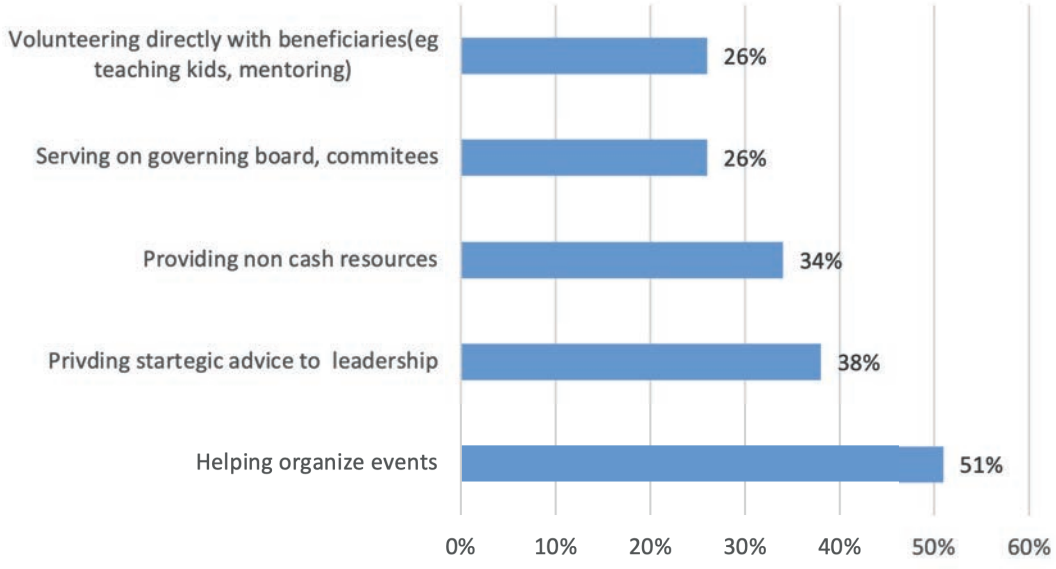
--Survey Respondent

Volunteer Engagement

The Majority (54%) of NGOs surveyed have a volunteer program to engage their donors and prospects in the mission of their organization.



For those NGOs with volunteer programs, the majority (51%) get donors to help organize events. Other common engagement methods include providing advice to NGO leadership, volunteering directly with the beneficiaries (e.g. teaching kids, helping with job search, mentoring program), and Serving on a governing board or a committee.



Board Involvement

One of the most valuable groups of volunteers an organization can have in the resource mobilization process is its board of trustees. We asked NGOs about their governing boards and their involvement in fundraising. The average and median number of trustees is seven (7). Only 38% of nonprofit board members give to their organizations. 30 respondents (13%) had 100% board giving rates, and 45 NGOs (20%) had most (80%+) participation.

Similarly, the majority of NGO board members (over 60%) are not involved in fundraising for their organizations. We found no difference by size of organization (i.e., there is the same level of involvement in fundraising for small, medium, large or super-sized NGO). Unlike in the U.S. the Indian Trust Board is generally speaking not a fundraising board. As one participant shared, the expectation is that since they are volunteering their time they don't need to give money. This can present a very big challenge for individual fundraising.



K. Fundraising Challenges

What are some of the biggest challenges facing NGOs in their fundraising programs? Almost half of survey respondents (46%) don't know how to attract new donors, one third don't have a clear fundraising strategy. A lack of staff resources is another common challenge (26%), as is a lack of a compelling message. For many of the smaller nonprofits, a lack of access to wealthy people is a problem for major donor fundraising.



One of the key challenges we face is identifying and connecting with Indian Philanthropists/HNIs."

--Survey Respondent

L. Desired Training Topics

Towards the end of the survey we asked NGOs which resource development strategies they would most like help with. "Retail" fundraising(i.e., individual fundraising with non-wealthy donors vs. major gift/HNIs) tops the list, including how to run effective crowdfunding campaigns, email appeals, direct mail, etc. NGOs also want training on CSR (presentations at companies), events/benefits (galas, etc.), and makingface-to-face asks (in-person solicitations).



We hope that this benchmarking report will help NGOs to understand what is possible and promising in building a base of life-long donors in India. In Part II of this research project I will lift up specific examples of fundraising 'bright spots' that are having unusual success in raising money from middle class givers in India. Please stay tuned for these inspiring case studies!



6. Appendices

Appendix A – Qualitative Remarks

Responses to final survey question, *"What else would you like to tell us about your experience raising money from individuals that we haven't asked you?"*

We received over 140 comments from the survey recipients, many of which are thoughtful reflections on the challenges and opportunities facing Indian NGOs in the individual fundraising arena. As you have noticed, we have peppered these valuable insights in quote boxes throughout this report. Here are some more comments worth highlighting:

- *"Charity, Donation in India has a typical narrow connotation to individuals. 64% of people prefer to donate in religious places like Temples, Masjids etc. This narrow mindset controls people in India to donate it generously and even if they donate they will hardly trust if the money is used in the right cause even if it would not be used rightly by the temples and masjids if donated there."*
- *"In my opinion, hardly 1% people have the right attitude towards donations and charity. Mostly individuals these days donate to get tax exemptions. So approaching individuals for donation is like breaking an iceberg, but still it's the most valuable part of fundraising as even 100 rupees per person makes lot of difference to small NGOs, trust and other startups who has great intentions, goals and objective to make this world a better place to live in."*
- *"Individuals are not patient enough to understand the NGO objectives. All that individuals have in mind is NGO's are running fake objectives. There is no trust on NGOs."*
- *"Even if you know a person for many years and if it comes to donations, that known person would refrain from donating."*
- *"Raising money is not easy but with heart of service, we motivate our donors to help needy people who are abandoned and longing for love and care. At least we are happy that we are doing something for the affected."*

- "I would have asked,'How many 1:1 meetings did you and your team conduct last year? How many turned out to into donations?' Identifying shared values and establishing trust is only possible in 1:1 meetings."
- "The domain we are engaged in is below the radar for most donors and CSR programmes. We need large, institutional funders who donate on a, say, annual basis."
- *"It is a constant effort. It takes times to build relations with donors,with regular contacts."*
- *"Need for experienced fundraisers and communication material is an imperative and an area of concern for us. Out of our 18 members we are a team of 10 on tele-facing; 2 on retention; 2 on trusts, Foundations & Corporate. Others are all ancillary support. We need to have a more robust Individual engagement plan that can be self-sustaining; most turn out to be expensive and therefore we can't follow through. What is needed is brand building and brand identification which we need help in developing. Our digital engagement is also not successful and we lose on potential donors there."*
- We would like to understand & learn how to tap high wealth individuals & celebrity network.
- *"We have received donors after coverage given in Media i.e., TV Channel, wherein even 15 minutes documentary about F4TF has helped to raise new donors."*
- *"Many people are not interested to give money to NGOs. NGOs should have to make arrangement funding support philanthropist funding agencies support and invite to the long time investors through the financial institutes like bank, NBFI."*
- *"Organizations need to have a Strategic action plan, budget allocation with their own funds and have to run the fundraising activity with expertise guidance etc."*
- *"Raising money from individuals is definitely a hard task, but if dedicated person available for fundraising & communication will definitely help in raising funds from Individuals."*

- *"Starting this year, we have begun working to a plan to raise funds from individuals"*
- *"I would like one or two large donors to sponsor my programs and would like them to see the impact we create in bringing about positive change."*
- *"We need reporting strategies that make donors understand the use of the donation."*
- *"Fundraising is very difficult."*
- *"We have need of capacity building training for fund raising and hand holding support."*
- *"Even though the years are long, i.e. more than 33 years of existing, we don't have any infrastructure to cover the donors or to cover the volunteering program. We send many proposals to the donors and being the competition we get negative reply and only one or two are supporting and even it is very small amount i.e., 2 to 4 lakhs. We need skills to identify potential donors for children education, skills promotion for women, support for women in distress."*
- *"Important and very good survey."*

Appendix B: List of Survey Questions

Q1: What is your organisation registered as?

Q2: Your organisation's name

Q7: Head office (state and district)

Q8: Year Founded

Q9: Causes supported (select up to 3 'main' causes that account for a majority of your work)

Q10: Which states are you currently working in? (select all that apply)

Q11: Who are your primary beneficiaries? (main groups that account for a majority of your work)

Q12: How many beneficiaries/ people did you cover in FY 2017-18?

Q13: What was your organization's revenue for the last two fiscal years? (in INR)

Q14: How much of your annual revenue in the last fiscal came from the following sources?

Q15: Can you state the amount of money raised from individual donors for the last two fiscal years?

Q16: How many individual donors did you have in the last two fiscal years? (count only those who donated at least Rs. 500 in that year)

Q17: On average, how much does an individual donor contribute in a year? (in INR and in lakhs)

Q18: How many of your individual donors are recurring (donate regularly every month/quarter)?

Q19: What donation amount is considered to be 'big' or substantial for you?

Q20: How many Board members do you currently have?

Q21: What % of board members made a financial contribution to your organization in the past year?

Q22: What percentage of board members were involved in your fundraising in the past year?

Q23: How many full-time (paid) staff members do you have?

Q24: Do you currently have dedicated staff for fundraising?

Q25: If you have dedicated staff, how many members are dedicated to fundraising?

Q26: If staff time is split, how many people participate in fundraising?

Q27: What percent of your donor base who made a contribution in 2016 renewed their support in 2017 (i.e. what is the rate of donor retention from year to year?)

Q28: What kinds of things do you do to try and attract NEW donors? (select all that apply)

Q29: Which of the above methods has been the most effective for acquiring NEW donors?

Q30: Which of the above methods has been the least effective for acquiring NEW donors?

Q31: Do you have a written fundraising plan with numerical goals, objectives, strategies/ activities for raising money from various sources?

Q32: What kinds of fundraising methods do you regularly use to ask people for money?

Q33: What are the biggest challenges you're facing in your fundraising program at this time?

Q34: Which individual fundraising strategy would you most like help with? (select up to three)

Q35: What strategies do you use to keep in touch with donors & prospects throughout the year?

Q36: Which software program or CRM do you use for keeping track of donors?

Q37: Do you have a volunteer program to engage your donors?

Q38: If yes, how do you engage your donors in the mission of the organization? (select all)

Q39: What else would you like to tell us about your experience raising money from individuals that we haven't asked you?



Appendix C: List of Survey Respondents

Aadhar Magaswargiya Mahila Sanstha

AAS

AASHRAY

Association for Active Service in Rural Areas

Abhivyakti Media for Development

Adarsha Shishu Mandir

ADHAR

Adhikar Foundation

Ahillyabai Holkar Bu. Sanstha

Aim Education And Research Society

Akhil Bhartiya Jan Kalyan Seva Sangh

Akhil Bhartiya Manav Vikas Sanstha

Akshaya Patra Foundation

All Jammu & Kashmir Pasmanbda Tabaka Development Welfare Society

Amar Shahid Rajaram Meghwal Memorial Trust

American India Foundation Trust

Angels Social Development and Research Association

Animedh Charitable Trust

Annamrita Foundation

Arpan Seva Sansthan

Arthritis Foundation of Asia

Arulchandru Special School for Mentally Retarded

Arunodaya Bahuuddeshiya Gramin Va Shahari Vikas Sanstha

Arunodaya Shikshan Samiti

Arushi Gramin Sansthan

Ashamant Foundation

Ashoka Trust For Research In Ecology And The Environment (ATREE)

Ashwamegh Gramin Panlot Kshetra Vikas Va Shaikshanik Sanstha (AGVSS)

Association for Social & Humanize Action

Association for Sustainable Community Development (ASSCOD)

Association for Women Agriculture and Rural Development

Association of Parents of Mentally Retarded Children (ADHAR)

Avadh Seva Sansthan

Bahara Sidapara Adibasi Mahila Samity

Bangalore Rural Educational and Development Society (BREADS)

Bappa Pratishthan Pune

Barnamala Educational and Cultural Society

Bhaktivedant Model School

Bharath Abhyudaya Seva Samithi

Bhawishya Foundation Trust

Bhoj Shodh Sansthan

Bhojpur Mahila Kala Kendra

Bhumi

Blind Welfare Council

Bypro Technologies

Care Trust

CBED

CBM

CEEO India

Center for Community Solidarity

Center for Community Solidarity Trust

Center for Rural Education and Development

Centre for Wildlife Studies

Centre for Women's Development and Research

Centre for Youth Development and Activities

Ch Telu Ram Trust of Education Management and Technology Charitable

(CHAMP) Foundation

Cheyutha Foundation for Organ Transplants

Chhattisgarh Agricon Samiti

Child First Foundation

Community Action, Development, Liberative A=and Education (CANDLE) NGO

Community Development Centre

Community Development Trust

Compassion 24 Foundation

Crescent Foundation

Crust Foundation

Centre for Unfolding Learning Potentials (CULP)

Development Agency For Social Improvement (DASI)

DIKSHA

Dopha Hamkwrai Bodol

DPG Sansthan

Dr. Sarvpalli Radhakrishnan Trust Shravasti

Dreamz Foundation Trust

Dwarka Pratishthan

Edufun Foundation Trust

Eega Trust

Elimination of Rural Poverty Service

Farms and Farms Foundation

Fight Hunger Foundation

Food4thoughtfoundation.Org

Forum of Communities United in Service (FOCUS)

Forward

Foundation for Initiatives in Development and Education for All (IDEA)

Gandhian Unit for Integrated Development Education (GUIDE)

GANGA

Ganga Devi Memorial Trust

Gaurav Memorial Trust

Gitika Trust

GOONJ

GP Foundation for Sustainable Agriculture

Graham Bell Centre for the Deaf

Grama Vikas Sangha

Grameenmall Foundation

Gramin Computer Educational Academy

Gramin Punarnriman Sansthan

Gramin Samaj Kalyan Sansthan

Gramin Utthan Society

Gramonnati Sansthan

Gramya Vikas Parishad Mangalpur

Gujarat Voluntary Health Association

Jai Vaishanavi Mata Education Society Kherda

Hamrah Charitable Trust

Helena Chellamani Charity Foundation

Helping Hand Foundation

Hope House

Hulchal Bal Vikas Sansthan

Hum Hindostani

IBTADA

Ideal Development Agency (IDA)

Driving Education Empowerment and Development Foundation - India

Indian Society of Agribusiness Professionals

Indo - Global Social Service Society

Institute for Social Awareness and Rural Development

Institute of Education Training and Development

Jai Bharati Shiksha Kendra

Jaisakthi Women Empowerment Trust

Jalpaiguri Swapnatoron Welfare Society

Jamiatul Taibat Khariyodih

Janakalyan Welfare Society

Jay Ganesh Samajik Sanstha

Jnanasudha Rural Development and Education Trust

Journalist and Public Welfare Trust

Jyoti Bahu Udesiya Seva Bhavi Sanstha

Kalyani Life Institute

Karntaka Prajwal Seva Sansthe

Kiran Deep NGO

Lantern Edusports Foundation

Learning Links Foundation

Light Foundation Nagpur

Light Of Life Trust

Lok Kala Jagurite Manch

Madurai Non Formal Education Center (MNEC)

Magicbus India Foundation

Magician India Foundation

Majhipara Ambedkar Centre for Human Research and Development

Malenadu Education and Rural Development Society

Mamta Health Institute for Mother and Child

Manav Adhikar Seva Samiti

Manav Vikas Kendra Bijapur

Manikjore Seva Sangha

Manoday Samaj Kalyan Sanstha

Manorama Dabral Jan Kalyan Samiti

Mata Aadishakti Samajik Pratishthan

Mentors Foundation

MHR Foundation Of India

Miracle Educational and Social Service Society

Mobility India

Monk Prayogshala

Mudra Social Welfare Society

Nana Nani Foundation

National Environmental Social Trust

National Industrial Training and Consultancy

National Social Society

Navasrushti International Trust

Navodaya Seva Sangam

NEG-FIRE

Nehru Yuva Mandal Gadkhamb

Nesam Trust

New Life

Nirmaan Vidya Helpline

North Kolkata Yuger Yatri Foundation

Opportunity Foundation Trust

Oxford Trust

Palli Vikash

Panchavati Rural Development Society (Panchavati)

Paragon Charitable Trust

Parinaama Development Foundation

Patmos Educational and Charitable Trust

Peace Rural Development Society (PRDS)

People's Action for Social Service (PASS)

People's Participation

PK Skills Consultancy & Services

PRADAN (Professional Assistance for Development Action)

Pragti Education and Welfare Society

Pranjali Trust

PRASTUTEE

PRATIGYA

Praveenlata Sansthan

Prayas Rural Development Foundation

Priya Grih Udyog Vikas Evam Shiksha Prasar Samiti

Progressive Development Society

Pss. Educational Development Society

Public Welfare and Development Society

Puttenahalli Neighbourhood Lake Improvement Trust

R.K. Foundation

Radix Information Social Education Society

Rajasthan Bal Kalyan Samiti

Rajasthan Nut Samaj Sudhar Samiti

Rajasthan Samgrah Kalyan Sansthan (RSKS) India

Rashtrahitam Social Organization

Reads-Rural Education and Development Society

Redemption Research for Health and Educational Development Society (RRHEDS)

Rural Education Environment Development & Multipurpose Awareness Society (REEDMAS)

Renuka Mauli Sevabhavi Sanstha

Resource Exchange Trust

Rostrum India Social Organization

Rural Organisation for Social and Education

Trust

Rural Socials & Economics Empowerment

Sahaj -- An Organisation For Women's Development

Sahyog Care For You

SAHYOGINI

Sakaar Outreach

SAMA Foundation

Sambandh Health Foundation

Sampark Trust

Samruddhi Trust

Sandeshkhali Maa Saroda Women & Rural Welfare Society

Sandhu Association Social Welfare Society

Sankalp Yuva Prerit Sanvardhan Bahuudeshiya Sanstha Khutala, Chandrapur

Santhi Medical Information Centre

Saraswathi Shanmugam Public Charitable Trust

Saraswati Institutions of Computer Educational Society

Saraswati Sevabhavi Sanstha Bhatwadgaon

Sarv Shri Maa Narmada Shiksha Avam Jan Kalyan Seva Samiti

Sathanai Educational Economical Rural Development Trust

Save The Children India

Search Foundation

SEEAS

Self Care Trust

Sense International India

Serve Train Educate People's Society (STEPS)

Shirdi Sai Baba Temple Society

Shishu Sarothi Center For Rehabilitation & Training For Multiple Disability

Shramik Janata Vikas Sansths

Shri Kalyan Women Welfare Society

Shri Sangameshwar Multipurpose Sevabhavi Sanstha

Shri Shivyogi Grameen Abhirvuddhi Sansthe Athani Karnataka India

Shri V R Deshpande Memorial Trust

Shri Vansh Gopal Lok Kalyan Samiti

Shrinevelankanni Magalir Sangam

SHRSS NGO

SIKSHA

Sir Syed Trust

SMSS

SNEHA (Society for Nutrition, Education and Health Action)

Social and Literacy Development Association

Social Education for Rural Development

Society for Conservation and Protection of Environment (SCOPE)

Society for Helping Integrity Network for Empowerment (SHINE)

Society for Nurturing Education Health and Awareness (SNEHA)

Society for Participatory Research In Asia

Sosva Training and Promotion Institute

Spandan Samaj Seva Samiti

SPEED Trust

Sree Jnanodaya Grameena Vidya Trust

Sreenivasa Youth Association

Sri Abhinav Educational & Cultural Society

Sri Bcm Grameen Abhivraddi Hagu Swaym Udyog Tarabeti Samsthe Badaradinni

Surabhi Foundation Trust

Suraksha

Suvarna Karnataka Integrated Rural Dev. Society

Swa Sahyog Sanstha

Swachha Bahuuddeshiya Sanstha

Society for Women and Downtrodden Development (SWADD)

Swayamsiddha Mahila Mandal Latur Maharashtra India (SMM)

Tapas Educational Foundation

Tarun Chetna

Teach A Class Foundation

Teach For India

Tejas Foundation

Tejaswini Educational and Charitable Trust

Thinksharp Foundation

Turnstone Global

Uday Vikas Seva Samiti

Udhhar Multipurpose Society

Udyogini

Unique Educational Society

Universal Versatile Society

Uttarakhand Association for Positive People Living with HIV/AIDS

Utthaan India Foundation

Varitra Foundation

Vasundhara Sevarth Samajik Sansodhan Ani Vikas Seva Sanstha

Victory Educational and Welfare Society

Vidya Poshak

Vidyaranya

VIKALP

Village Development Centre

Visha NGO

Vivek Jyoti

Vks Sharanya Welfare Society

VOICE Trust

Vrutti

We Care Society

Welfare Org. for Rural League Development

Welfare World

Widow Women's Welfare Trust

Youth for Unity and Voluntary Action (YUVA)

YUMDHA

Yuva Grameena Abhirudhi Samsthe