

DOCC Project Report

(SAATH CHARITABLE TRUST)

(Fundraising for NGO and social awareness)

By

(NiketRathi – 085)

2016

**Center for Development of Corporate Citizenship
S P Jain Institute of Management & Research, Mumbai**

Preface

Working with an NGO full time for the first time in my life, I got immense opportunity to understand the various challenges that grapple our society right from youth unemployment, early age school dropouts, women from affirmative action group who are deprived of various opportunities, and various artisans in the interior sector of Ahmedabad who despite working hard and soul for their craftwork do not get the required returns. SAATH - an NGO based in Ahmedabad, Gujarat believes in empowering the lives through its vision of creating inclusive societies and thereby wants to turn slums into vibrant neighborhoods. It undertakes various initiatives to cater to the people from the backward classes (affirmative action groups included) and giving the children, the youth, the women and the family to explore better avenues in life by imparting them various skills in the formal and informal sectors. But all these initiatives need funds at various stages and funders more importantly. This is where, I was assigned the responsibility to undertake the fund raising campaign and seek connect with potential donors including corporates and other entities.

But, needless to say, any fundraising campaign can be more impactful if people are aware of the NGO and the various initiatives that are carried out some of which might be in sync with the corporates' CSR activities. Thereby, I leveraged the social media tools around us to spread more awareness of the NGO in parallel to my field visits for fund raising. Within 2 weeks, I had to do story creation by visiting various fields where artwork dated at 600 year old is performed, known as Tangalia and Patola, which the NGO has worked through its program R-Weaves to spread awareness to the markets in Ahmedabad and thus enable greater rich for the artisans doing these artworks. Also, UDAAN and other youth employment programs are implemented to educate the youth and the families including women to get them prospective employment in service sectors like DOMINOS, and other stuffs. All these stories are covered in this report and posted on social media sites like Facebook and others to spread awareness. This opportunity has helped me immensely in adding value to myself and to the NGO as people are made aware of the wonderful transformations that are happening through stories and establishing a connect with the corporates for becoming a SAATHI of SAATH in future.

Acknowledgement

I take immense pleasure in extending warm thank you to my institute SP Jain Institute of Management and Research for the DOCC initiative through which I got such a great opportunity to work with reputed non-profit – SAATH Charitable trust. SAATH provided me the opportunity to learn the various socially impactful initiatives undertaken by them and giving me a deeper understanding of the grass-root issues that plague the society around us. Without the DOCC initiative, it would have been impossible to get an insight into such impactful projects at the rudimentary.

To take this forward, I would like to extend my Thanks to my professor Dr. NirjaMatoos and other DOCC coordinators for the regular guidance and active support throughout the project tenure.

I express my gratitude to all other members of the NGO for helping me as and when needed during my project. The infrastructure and the opportunities provided have immensely helped me in shaping up my research project and also rightfully understand the values that the NGO contributes.

I would also like to extend a vote of thanks to my NGO founder Mr. Rajendra Joshi, the NGO director – Mr. NirajJani for their guidance and assistance in facilitating a smooth transition with all NGO members and volunteers.

I would extend my thanks to my fundraising manager Mrs. VamaRajpal for giving me an opportunity for corporate interaction, for giving freedom to explore the various channels to spread the awareness of the NGO through social media, and for coordinating field visits to understand the old artwork that the NGO has highlighted to the markets and to meet the artisans. Her guidance has immensely helped in pitching the NGO to corporates and establish a first level connect between the NGO and the corporate.

A special thanks to my project mentor Mr. Irbaaz Sheikh for giving detailed and proper orientation about the NGO. The research work would not have been possible to combine without the active guidance of these mentors.

Contents

Introduction:	5
Methodology Used:	7
About the Organization:	11
Problems and Challenges:	13
Analysis of Findings:	17
Field implementations:	19
Conclusions from findings:	20
Recommendations:	23

Introduction:

The project was to undertake fundraising initiatives for SAATH Charitable trust and at the same time have more social awareness of the NGO among various demographics through digital marketing tools like social media posts on facebook, linkedin and other channels. SAATH was founded by Mr. Rajendra Joshi and registered as a public charitable trust in 1989. The first program Integrated slum development program was initiated by Rajendra Joshi. The program aimed at transforming slums into vibrant neighborhoods. SAATH closely works with the deprived communities and empowers the socially marginalized by providing them livelihood services, imparting skills leading to employment and other health and education facilities.

The organization runs various programs such as BALGHARS, UDAAN, NIRMAN, etc and includes some of the top corporates as funders for the programs. It also acts as a nodal agency for one of the programs to impart skills in formal and informal sector to people from economically backward classes and helps them with basic computer skills. To ensure successful operation of these initiatives, funds are required and hence fund raising becomes a critical element of the tasks for the NGO.

SAATH mobilizes funds through 4 channels listed below:

- Institutional Grants
- Individual Donations
- Online Giving
- CSR funds.

The online grant and donations are done through various campaigns hosted on websites such as Global Giving and Give India. This has generated substantial amount of funds for the organization. My part of the project involved getting donations from the corporates either in person or as part of CSR. An alternative was to have a first level connect with the corporates in case, immediate contribution is not done by these corporates, so that further communication is made through cold-calling or targeted newsletters. As a part of this initiative, I approached corporates from the IT sector and some of the banks to give them an exposure to the initiatives that SAATH does and get some association with them.

Some of the corporates have shown an interest in getting associated with SAATH for some of the sectors in education and hence active follow-up is needed to foster an association.

But, in addition to this another task involved promoting awareness about the NGO to wider masses. For this, I utilized social networking sites such as LinkedIn, Facebook, etc. and highlighted the various initiatives carried out by the NGO. The LinkedIn page was not set-up properly, so I re-designed the page and uploaded posts on this page to get more views and increase awareness. This was done in parallel to on field fundraising campaigns.

As part of increasing awareness, I visited fields in various areas of Gujarat where programs like UDAAN, RWEAVES, and NIRMAN are conducted and created stories about the programs – especially UDAAN, about other events, and especially leveraged info graphics to create a visual appeal on social media channels. The project UDAAN caters to people between ages 18-35 years of age and trains them in Retail, ITES, and Tally and beauty parlor techniques. Similarly, some basic stories were created for craftsmanship namely TANGALIA and PATOLA which are 600 years old art and did not have widespread awareness. The videos that were shot were uploaded on SAATH dedicated YOUTUBE channel and posted on facebook and linkedin. The idea was to spread the awareness of all these programs to wider audiences.

Since, time was a constraint, everything had to be planned in a strategic manner and hence the online donation campaigns which were hosted on Give India and Global Giving were highlighted on facebook and linkedin in order to try to get funds through individual donations.

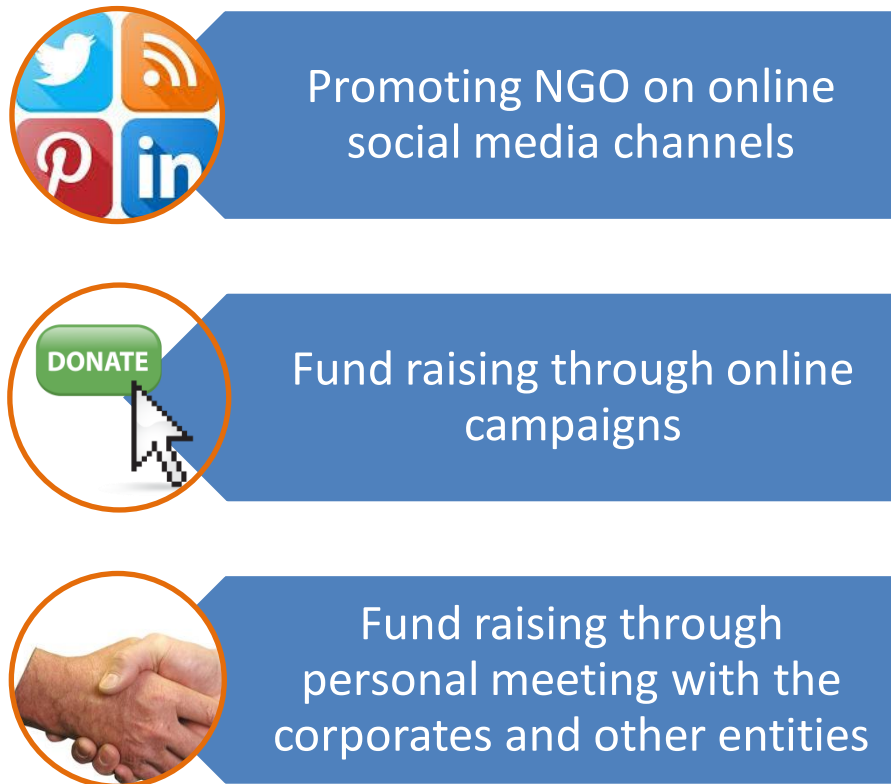
Methodology Used:

Scope of Project:

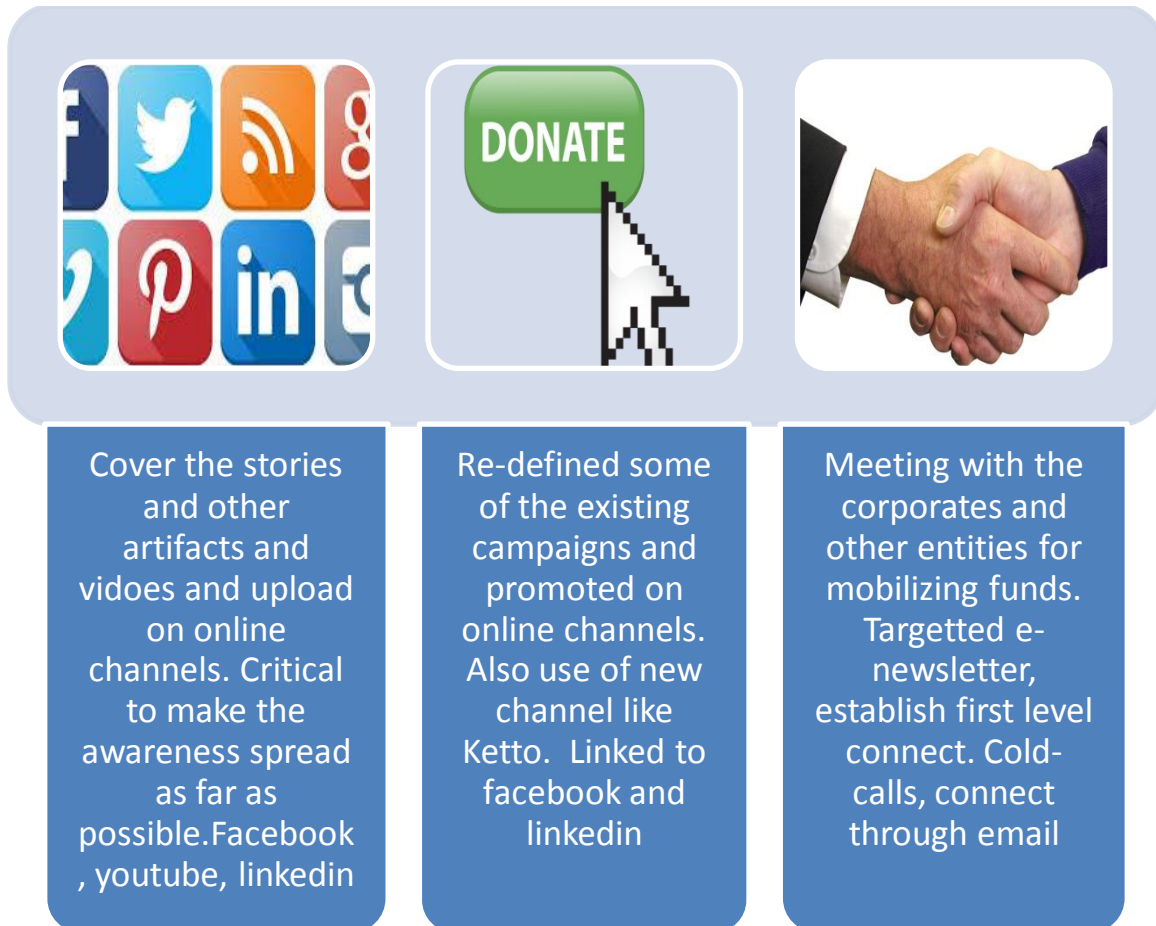
The scope of the project was to initiate fund raising through online campaigns, through meeting corporates as and when possible. This was complemented by the critical need of having a widespread online social media presence on facebook, linkedin, youtube and other channels to spread the awareness to the masses. The primary onus was to highlight as many initiatives, as many achievements as possible on the social media platforms. Apart from this, the online campaign at Global Giving and Give India were tweaked in content and then promoted on online channels.

Also, some study was done on the current website hosted by the NGO and some recommendations were given on the website of the NGO and it is under development and will be live in few months.

Methodology and Strategy Used:



The below listed are the strategies in brief that were used for each of the above listed activities:



In addition to above, some additional methods used were as listed below:

- **Team Meetings:** Meetings with the members of the NGO handling various departmental activities to understand the processes and the strategy to be used for field visits in part to cover story or to meet the corporates.
- **Feedback/follow-up sessions:** After field visits, a follow-up and feedback session was conducted with the project mentors and the fund raising manager to discuss on the leads procured, the approach further, the status of the social media awareness

likes, posts and others. Feasible future roadmap drafts were prepared with through brainstorming sessions and review was done with other heads in the NGO.

LOOK-ASK-TRY Framework as a method to examine problems

Look: Program UDAAN – Visited Center

Udaan program provides livelihood training to people between age group 18 and 35 coming from economically low background and give them an equal opportunity to employability. The courses selected for the programs are also a result of market research and need assessment program from the community itself. The various programs that are offered are: Retail, ITES, and Tally. I visited center that is located at Istanpur area of Ahmedabad. There were two batches running, namely ITES and Retail. The ITES students were trained on dedicated desktops with digital content provided by third party funder. The Retail training included beautician courses and techniques.

Ask:

I conducted interviews with trainers of Retail, and ITES as well as interviewed the program head of UDAAN. The trainer of ITES stated that most of the youth are mobilized by a dedicated mobilization team of SAATH which involves the market scan among the urban slums. The families and the youth are imparted basic english skills and MS Office is taught at a preliminary level. The Retail instructor stated that most of the ladies wanted to start their own beauty parlour in their area. The training includes the various beautification courses that are needed including practical demonstrations.

The program head stated that so far 51000+ people have been trained and over 76% of them have been placed in the services sector. The retail program also includes Tally and the software and the course structure is developed keeping in focus the requirements of the companies that may employ these people. The retail program is also sponsored by one of the top fortune 100 companies and has been successful in imparting the skills to various women. The program needs more funds to cater to

wider people in other areas as well and hence corporate association and involvement needs to be increased.

Try:

Created a story about UDAAN program and highlighted the achievements on social channels such as Facebook, LinkedIn. The story was then share among the SAATH networks and each member was asked to share it on his or her own timeline and hence such posts were made to reach wider people and hence make people more aware of such posts.

About the Organization:

SAATH is a non-government organization and was registered as a Public Charitable Trust in Gujarat, India in 1989. In Gujarati the word SAATH means, “Together, Co-operation, a Collective or Support.” SAATH’s one-stop, integrated services have reached over 4,60,576 individuals in Gujarat, Rajasthan and Maharashtra (Mumbai). Since 1989, SAATH has facilitated participatory process that improves the quality of life for the urban and rural poor. SAATH was started by Mr. Rajendra Joshi in 1989 to enhance the quality of life of the urban poor through an integrated approach to increase access to services such as health, education, employment, micro finance and affordable housing. SAATH engages institutions, corporate and individuals to fulfil its mission. He initiated and developed the Integrated Slum Development Program, written and published papers on recycling of construction material, pro-poor accountability in WATSAN and on Integrated Slum Development.

Saath works with slum residents, migrants, minorities, children, women, youth and vulnerable people in urban and rural areas. In the last 25 years Saath has expanded into Gujarat (6 districts: Ahmedabad, Gandhinagar, Rajkot, Surat, Vadodara and Nadiad), and Maharashtra (Mumbai). Saath used to work in Rajasthan (6 Districts: Jaipur, Jodhpur, Barmer, Nagaur, Pali and Banswara). The various thematic areas aide by programs covered by SAATH are – Livelihoods (UDAAN, NIRMAN, URMILA, YOUTH FORCE, RWEAVES), Health and Education (CFS, BALGHARS, SUJAL), Governance (URC, NIGHT SHELTER), Human Rights (Child Rights for Change, Housing Rights), Affordable Housing Initiative, Rehabilitation and Resettlement Microfinance (SAATH Savings and Credit Cooperative Society Ltd. and SAATH Mahila Savings and Credit Cooperative Society Ltd.)

Through its livelihoods centers SAATH has **trained 52,132 youth** and provided placements assistance. Through its informal sector trainings program, SAATH has trained over **908 people** in the construction sector including **100+ women**. Through its URC which work as information kiosks for urban slum dwellers SAATH has provided over **27,057 linkages**. SAATH also set up the first slum Housing Facilitation Cell in India and already have **1,025 members of which 641 are home buyers**. Through its

education programs, Balghars and CFS, SAATH has reached out to over **5,239 vulnerable children and child laborers** in urban slums and provided education and nutrition support to them. SAATH through its microfinance cooperatives has reached out to over **20,000 people** in urban slums and over **2,500 rural women**. This entire urban cooperative is run by 90% women in their staff.

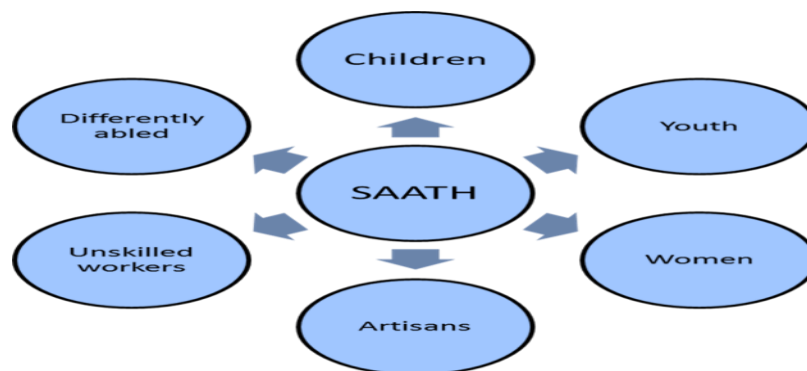
SAATH Mission - To make human settlements equitable living environments where all residents and vulnerable people have access to health, education, essential infrastructure services and livelihood options, irrespective of their economic and social status.

Approach followed - SAATH pioneered the integrated community development program in 1989, an approach that seeks to turn slums into vibrant neighborhoods.

SAATH, as an organization follows the best-practices in organizational governance and is steered by an eminent board of directors. The current board is chaired by the below listed members:

- Mr.Rajendra Joshi – Social Entrepreneur – Founder of Saath, now management trustee
- Mr.Prabhat K. Ghosh – I.A.S (Retired), CERC
- Mr.SudinChoksi – MD, Gruh Finance
- Ms.Gazala Paul – Social Entrepreneur
- Mr.GaganSethi – Organizational Development Expert

SAATH caters to the below masses:

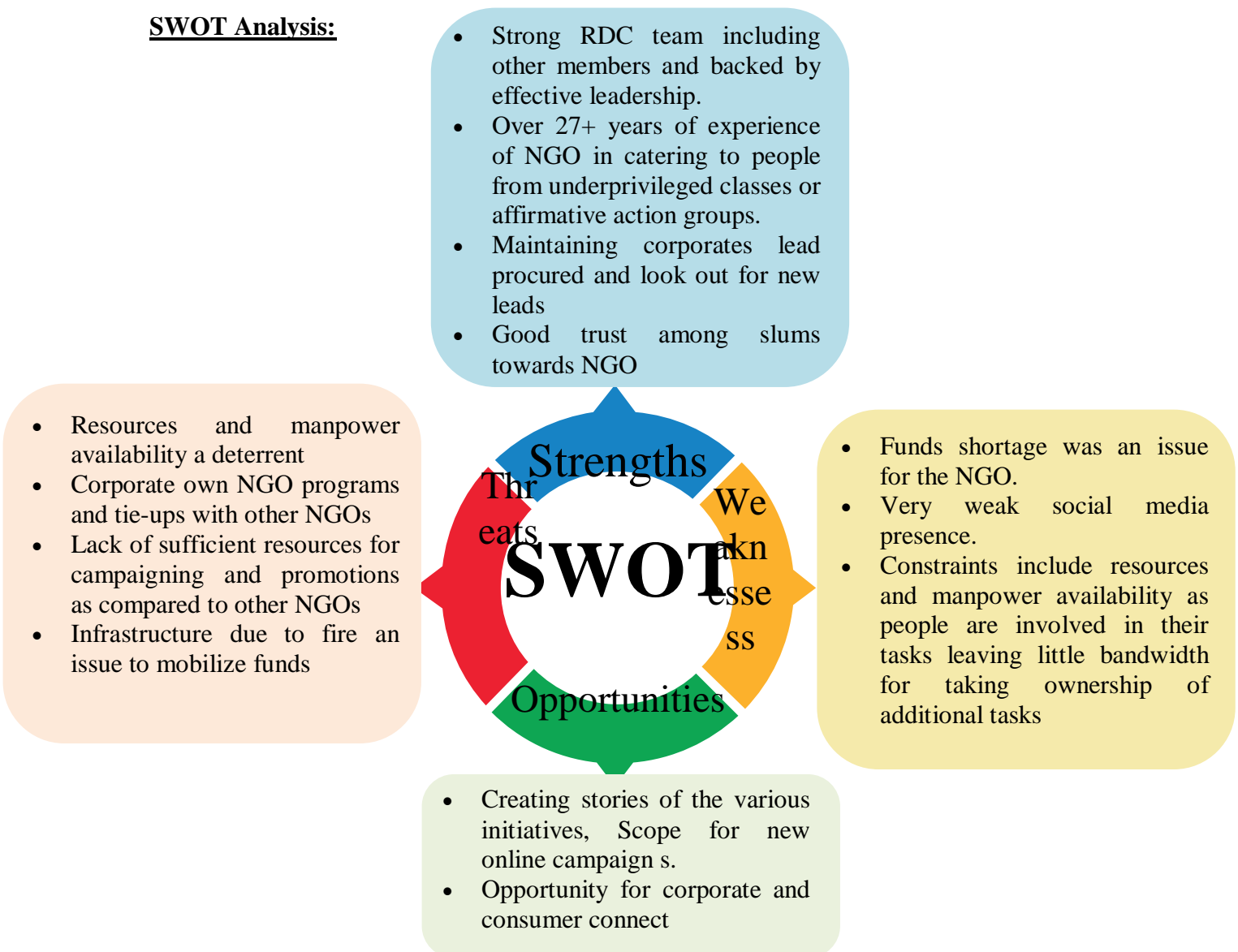


Problems and Challenges:

Although the NGO is contributing towards the welfare of the societies especially from the underprivileged sectors, but it is also facing a series of problems and challenges that are highlighted below.

- Very limited social media presence and hence not substantial awareness
- The pages at social media were not updated especially on linkedin and youtube
- Although the page existed on facebook, but posts were not regular and important events and programs were not covered and highlighted on facebook. Also very limited stories were created that could be highlighted
- Google search for the CSR in Ahmedabad and Gujarat did not feature SAATH in top 10 list
- The organization did not have proper tracking of the corporate leads procured and did not follow up with months and hence the contact information of the leads were obsolete.
- The organization's website did not feature the articles and the coverage of the programs conducted and some part of the website sectional links did not work
- Corporate awareness was not substantial, one of the reasons due to not enough cold calling, and no dedicated e-newsletter targeted to corporates through emails.
- The NGO had a massive fire in the office few months back, an incident that resulted in heavy damage of infrastructure including systems, laptops, and other stuffs and hence needs funds to re-build and re-shape the office infrastructure.
- Due to limited resources availability, the required time needed for editing the videos, the info graphics for the stories to be posted on social channels is not possible and hence this results in irregular updates on social media.
- The members of the NGO did not actively promote the posts of the social online channels to increase awareness.

SWOT Analysis:



Strengths:

- Strong team of members and volunteers backed by effective leadership team that appreciates any changes in the modus operandi for delivering results
- Have been conducting initiatives with affirmative action groups (economically backward classes) for more than 27 years and have gained a sense of trust from the residents of the slums.
- Research and Documentation Cell (RDC) of the NGO does a good job of procuring leads with the corporate customers.

- Online channel page is setup on Facebook, LinkedIn and dedicated SAATH Channel is available on Youtube.
- Understanding of grass-root level dynamics in the challenging issues plaguing the slums
- Good ties with existing corporate funders who are assisting with infrastructure, training material, and other logistics.

Weaknesses:

- Funds shortage is a concern as it limits the organizations efforts to cater to wider programs when funds mobilization is difficult.
- NGO does not have widespread awareness due to lack of activity on social media online channels such as facebook, linked, youtube. Despite youtube channel being set-up, number of videos uploaded on youtube is very less. Similarly, the number of cover stories highlighting the achievements, and other important programs is less and not actively promoted on these online channels.
- Follow-up with corporates is not done on an active basis and hence, results in the details of the contact getting obsolete. Dedicated e-newsletter and various campaign emails are not targeted at the corporates for getting them on board as funders.
- The campaigns for fundraising which were started long back have not been updated with latest information about the programs and no active promotion for such campaigns is done on social media online channels.

Opportunities:

- Social media online channels such as linkedin, facebook can be used to promote active stories about the programs which can act as a catalyst for boosting awareness about the NGO among masses and corporates which may to some extent make the process of fund mobilizing or procuring funders easier.

- New online campaigns for fund raising can be created for other programs or initiatives covered by the NGO. The same campaigns can be promoted on online channels
- Collaborations can be done with other NGOs to get much visibility and enable easier access to international funders as well. In addition, dedicated e-newsletter can be published on portals, can be emailed to corporates.
- Other drives such as donation boxes at restaurants, consumer in-person donation campaigns can be run to mobilize funds

Threats:

- Less manpower and resources inhibit the work that needs to be done for compiling stories, editing videos and hence promotion on online channels which may suppress the target reach of the NGO
- Since funds are limited and the NGO faces shortage of funds, this limits the capacity of the NGO to utilize paid promotion or branding channels as using FM radio awareness on dedicated or social events like Child Labor Day, Children's Day, and for using the paid promotion to boost posts on facebook
- Since corporate awareness is not that active, the corporates are sometimes difficult to convert as funders because of their association with other NGOs such as CRY, Save The Children, etc. who have high awareness

Analysis of Findings:

1. Limited Social Media Presence:

Although the NGO had facebook page created, however the posts were not regular on the page and as a result awareness was limited. Similarly, other channels such as linkedin, twitter and youtube were not utilized to maximum extent further limiting the awareness. One of the reasons was the lack of enough manpower and resources. Each resource is heading a particular area of work and the heavy work load leaves less time for owning additional tasks like creating stories, editing videos that would highlight the various achievements, initiatives taken, events hosted and other stories which would help spread awareness.

The facebook page that was created had limited posts. Moreover, the posts were irregular and the average likes were mere 2-8 per post. This was due to the other members of the NGO not actively involved in sharing the posts with their networks. Also, boost post option of facebook was not utilized and hence the posts reached a maximum of 400 – 500 people. This was also one of the factors in not getting the desired degree of awareness.

Also, the linkedin page was updated long back and there was no dedicated administrator to own the page and keep it updated. The page had just the basic details with not a single picture or post on SAATH achievements and initiatives covered that would demonstrate what SAATH stands for. The YouTube channel had few videos and the length of the videos was too long to achieve the awareness since embedding such links on sites such as Facebook garners greater number of views only if the video is not lengthy.

2. Stories, Cover Pages and Campaigns:

Due to insufficient manpower and resources, sufficient time was not dedicated to highlight the achievements carried out weekly, or monthly. There were no compelling stories created about the various programs that were in operation or have been successfully completed. There was no upload of e-newsletter on online portals. Also,

the use of info-graphics was limited subject to resource shortage, and hence the graphics section was not compelling enough to generate the significant likes or views. The organization had campaigns running on some of the crowd funding websites, but no re-modification or re-editing was done to give the campaign a new look and hence the campaigns were not much helpful in generating the desired responses over time. Also, not having the same campaigns posted on online channels inhibited further crowd awareness.

3. Corporate Leads:

The database generated and maintained by the RDC team needed to be increased for new recruits and new sectors. Also, the feedback or the follow-up was not done with the leads that had shown future interest in getting associated with the organization. The tracking sheet was maintained in the excel sheet and no automated database exist for recording all the entries or the leads procured. Also, the corporate sector needed to be as diverse as possible. Many corporates were not having first-hand known information about the NGO signifying dis-connect between the NGO and the corporates.

Field implementations:

The members who are heading the respective programs such as UDAAN, CFS, RWeaves will regularly try to get the inputs for stories and will give it to the dedicated team responsible for compiling the stories. A dedicated resource has been assigned to work on social media online posting of stories, editing of videos and promoting awareness through online channels to enable greater reach.

RDC team has started promoting the NGO on linkedin as well in the form of videos and stories. Dedicated admin rights have been shared with the RDC team for maintaining the NGO's page on linkedin. Info graphic was created during Child Labor Day which was shared on facebook and actually performed better than 78% of the posts on that page.

Further, to maintain the corporate connect, RDC team will keep on following up with corporates regularly and especially quarterly when the interest is shown from specific corporates. For fundraising, visited IT corporates located in Gandhinagar, and within Ahmedabad as well as approached few banks such as SBI for CSR activities.

Conclusions from findings:

- **Limited activities on social media online channels:**

This was primarily due to insufficient stories and videos on various achievements, initiatives and various other events. One of the primary reasons was the lack of sufficient and dedicated resource to take the ownership of posting these stories on social media channels. Also, the RDC team was the owner of this task but had multiple tasks at the same time right from proposal compilation, meeting prospects, and other initiatives. This further limited their ability to dedicate their time daily to social media channels. Further to this, only posts on Facebook were used as a tool for highlighting the events. The LinkedIn page which is very useful for corporate networks for various CSR initiatives and fund raising initiatives was ignored.

- **Cover stories from various programs:**

No dedicated stories were created about the programs conducted such as UDAAN, R WEAVES and various other programs. Also, no dedicated concept posters were developed. This was due to resource crunch and hence the onus of information rested with the RDC team to develop the videos and post the content on social media channels. To promote UDAAN, I created a new video to highlight the basic Tally, ITES skills that are imparted to youth from the underprivileged sector and also took various interviews of the master trainers, program head, and also from the participants in the batch. Similarly, the story was created for TANGALIA and PATOLA artwork and posted on facebook.

- **Issues with MIS, website and other software systems:**

There is no dedicated database system available to record the corporate leads procured, to generate the various MIS reports related to generate the MIS reports. The MIS data is maintained in excel and is updated and generated manually. This leads to some delay in getting the required output. Also, lack of central database makes maintenance difficult on the various excels which have to be stored locally on the systems. Further, the website maintained by the organization does not contain all the information about the various programs. Also, the donation link works with uPAY only as of now and there are other

specific program specific donation links which are listed on the website but are non-functional.

- **Follow-up with corporates:**

Some of the corporate leads were outdated the reason being a change in the corporate contact and company email-id. This was due to RDC team unable to do follow-up with the leads who had shown future interest. The challenge was RDC team was involved in various other tasks as well and the limited human resource was a challenge. Since, the corporate leads were not followed-up timely; the awareness with the corporates was also low. Also, there were no dedicated e-newsletters monthly or weekly to be emailed to corporates which would have been further enhanced. I covered corporates in IT sector and they have shown the interest in getting associated with SAATH through various programs related to education, health, etc. These corporates need to be followed up with regularly.

- **UDAAN program**

The program needs funds to cater to more people and hence fund raising becomes a critical part. Also, there is currently only one master trainer at dedicated centers and no back-up trainer is available to impart the training in case the master trainer is on leave or not available

The program needs more ownership from the corporate sector. Currently, students are just given a demo of the email techniques but due to internet connectivity limited to only 1 system, a practical cannot be given to each and every participant in the batch to learn e-mailing and neither e-mail id is created for these participants. Also, some of the recruiters expect more advanced form of English communication skills to be imparted to participants which is a challenge. The trainers are limited and hence there is a big dependency on the trainers for dedicated centers and this issue needs to be taken care of. Created and uploaded the stories of UDAAN on facebook, linkedin. Corresponding videos once edited will be posted on youtube channels.

- I also created posters/info graphics related to child labor and posted the same on facebook and linkedin. The story on linkedin saw more than 80+ views in span of 2 days and the story on facebook reached target audience at an effective rate of 78%.

Recommendations:

- **Social media presence needs to be increased.** Whatever stories I have compiled related to programs such as UDAAN, Child Labor day – Program CFS highlighted, I have posted it on facebook and linkedin. Similarly, stories related to other initiatives of SAATH need to be compiled, videos edited and then posted on social media channels. Since RDC team is already busy in work, a dedicated resource needs to be hired for keeping a track of social media promotions.
- New leads have been procured from IT corporates in Gadhinar, Pinnacle Business Park and some other areas. Some of the corporates have expressed future willingness to associate with SAATH in one of the programs. **Active follow-up is needed** with these corporates and also with other corporates who have expressed such interests.
- Automated MIS system should be targeted since generating various MIS reports such as target numbers, CSR activities statistics and various other details can be retrieved in less time and with fewer resources at work. These reports are also required sometimes by the corporates to understand the target achieved in number of people catered to, and other details.
- As part of fund raising campaign, recommendation given was to host donation boxes in more number of restaurants and café outlet which can help mobilize funds and generate awareness. Dedicated CSR stalls can be hosted on various malls in Ahmedabad on monthly basis to increase the awareness quotient.
- For program **UDAAN**, back-up trainer needs to be maintained to remove the dependency on the single trainer per center currently. Also, since the idea is to have more number of centers and hence corporate exposure and association is important. So awareness had to be generated. Also, since the recruiter standards differ for some sectors, some more skills need to be taught tailored to recruiters' needs and hence this required more funds and thereby increase in the funders. So need to actively approach the other corporates such as banks which have dedicated CST target. Also, cross – trainers can be created like the instructor for beauty parlour course can be taught ITES courses and vice-versa.

Images and info graphics:





