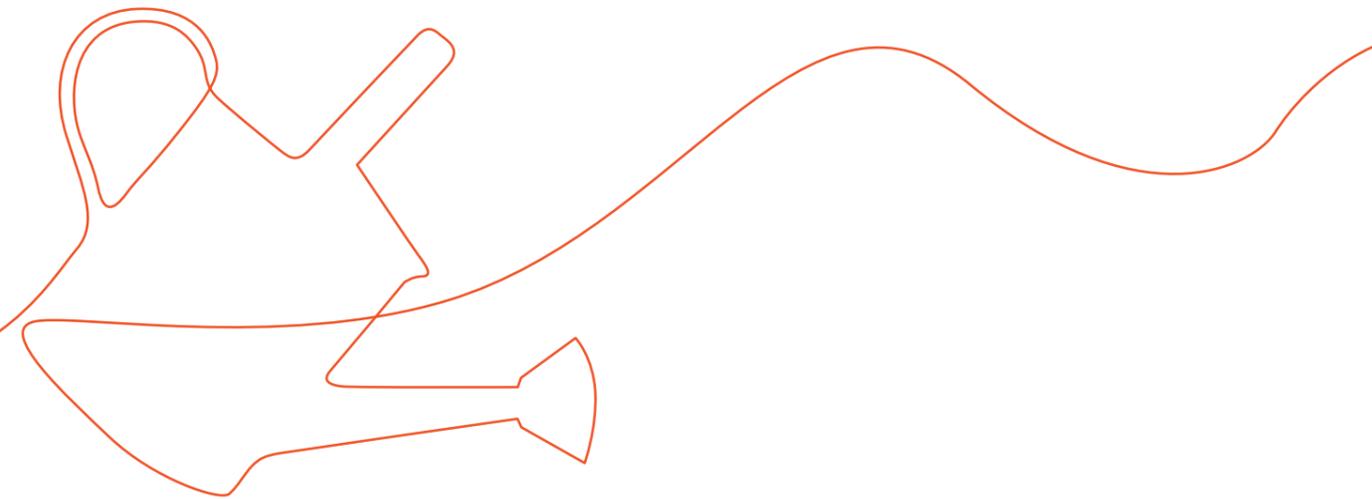# ONLINE GIVING IN INDIA:
Insights to improve results

September 2015

ethica

DOING WHAT'S RIGHT

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DOING WHAT'S RIGHT

CAF **Charities Aid Foundation**

India

Charities Aid Foundation India

Charities Aid Foundation (CAF) India is a member of the CAF Global Alliance, headquartered in the United Kingdom. As a registered charitable trust established in 1998, our mission is to motivate society to give ever more effectively, and transform lives and communities across India. We support businesses to achieve greater social impact and assist NGOs to thrive and be more successful. We deliver strategically designed programmes to meet philanthropic and CSR objectives, NGO selection and validation, grant management, employee payroll giving, and developing and managing campaigns. For more information, please visit **www.cafindia.org**

About Charities Aid Foundation

CAF is a leading international not-for-profit organisation, originating in the UK, that works to make giving more effective and charities more successful. Spanning six continents, the CAF Alliance manages over US$4 billion in charitable funds. Through services provided by local experts in nine countries, we help donors — including individuals, major donors and companies — to create the greatest impact with their giving. We do this by working globally to increase the flow of funds to the charity and non-profit sectors through the provision of philanthropy products and services, whilst providing fundraising solutions and support for charities internationally.

Online Giving in India: Insights to improve results

This report is envisaged as a pilot study on the online giving landscape in India and represents a critical first step towards collecting information on digital trends and practices in the giving sector. The study was conducted with the aim of filling key knowledge gaps in the sector and to identify key fundraising trends, effective practices to enhance online donations, willingness to adopt these practises and audience attitudes. This research was carried out in conjunction with Ethica Strategy. To know more about Ethica, please visit **www.ethicastrategy.com**

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INTRODUCTION

On 6 October 2014, Indians spent ₹1,200 crore in a single day – 600 crore each on e-commerce sites, Snapdeal and Flipkart.[1] Clearly, people in India are increasingly becoming comfortable with spending money online and their experiences in this regard are shaping their attitudes to all the online transactions they make.

However, from our conversations with dozens of Non-Government Organisation (NGO) leaders, we learnt that several charitable organisations in the country are continuing to struggle with building the capacity and expertise required to succeed at their equivalent of e-commerce – online fundraising. They lack knowledge of the digital behavior of donors and experience with the medium and are too bound by insufficient budgets to experiment and learn.

That is why CAF India is working to make 'giving' more effective and NGOs more successful. Ethica Strategy is a boutique consultancy that works across Asia with clients in the corporate and NGO sector to help advance social and environmental sustainability. Together, we have consolidated these insights in an attempt to help the non-profit sector thrive and prosper in the digital age.

While preparing this report, we talked to diverse Indian NGOs to enhance our understanding of practices, experiences and perspectives about online fundraising in India. This report consolidates our findings and based on them, presents a series of recommendations. That said, the topic of online fundraising is vast so we have focused on the most crucial and relevant aspects and hope to offer the highest opportunities to drive results and impact.

You should care about online fundraising because:

E-commerce is fundamentally changing consumer/donor journeys and decision-making behaviour	Our respondents predict that 20% of all giving in India will occur online within two years and 50% within 10 years	Online fundraising offers great opportunities to reach large numbers of people, reduce fundraising costs, scale up campaigns, engage donors (particularly via social media) and measure effectiveness of donor acquisition and retention activities

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1 http://articles.economictimes.indiatimes.com/2014-10-06/news/54691486_1_binny-bansal-flipkart-filpkart

EXECUTIVE SUMMARY

Over the recent decades, the giving landscape has undergone great change. Online donations have gradually paved their way into the giving scenario and have become an intrinsic part of the life-changing work done by NGOs. The digital sphere now offers an additional platform to the NGO sector for not only increasing engagement with potential donors but also securing funds strategically. This report, envisaged as a pilot study, focusing on the online giving landscape in India, represents a critical first step to collecting information on digital trends/practices in the sector.

As an organisation, CAF India is committed to nurturing the culture of giving and to meet this goal we have devised innovative strategies to enable people to support the causes of their choice. While supporting and advising companies on strategic CSR investments for the last two decades, we have successfully kept our online audiences engaged through new and effective communication approaches.

This study was conducted with the aim to fill out key knowledge gaps in the sector. It has succeeded in:
- Consolidating the learning from various Indian experts, NGOs and fundraising partners
- Undertaking pan-Indian donor research to understand donor motivations and digital behavior, to facilitate effective targetting of donors
- Reviewing international and Indian best practices and lessons learnt to guide effective communication and fundraising efforts

Our respondents predict that 20% of all giving in India will occur online within two years and 50% within 10 years. The consolidated insights from the research address the motives, challenges and successes of online fundraising, making way for the NGO sector to thrive in the digital age. The primary finding of this new report and data collected from various NGOs suggests that the sector is inclined to embracing new media to enhance online fundraising, but in a very conservative manner.

For this study we have partnered with Ethica, an international consultancy that works to help advance social and environmental sustainability. We would like to thank the team of efficient consultants for their collaboration in conducting the research and producing this pioneering paper.

We would also like to thank colleagues at Charities Aid Foundation UK for their help in completing this report.

Meenakshi Batra
Chief Executive, Charities Aid Foundation (CAF) India

THE RESEARCH

Research question
Given India's unique donor and digital environment, what are the motivations, challenges and successes of online fundraising in India today?

Who we spoke to
We interviewed leaders from 30 secular NGOs in India. The sample selection followed the following parameters:
- Small, medium, large NGOs (with incomes ranging from ₹1.5 crore per year to ₹350+ crore per year)
- Varied causes - children, women's empowerment, livelihood development, elderly care, animal welfare, health and so on)
- International and national NGOs with pan-Indian and regional presence
- Both operational and advocacy NGOs
- A combination of early online fundraising adopters, late adopters and laggards

Half of our respondents were fairly experienced and confident about their digital readiness and strategies, having successfully conducted online fundraising campaigns in the past. The other half were found to be in the process of adding capacity, having initiated online activities and campaigns, but expressed a need to do more.

Methodology
We conducted personal interviews over the phone and via a web-based survey with NGO representatives between March and May 2015.

The areas we explored were:
1. Key trends in online giving in India
2. Key trends in donor behaviour
3. Organisational digital readiness
4. Perspective on digital media
5. Online fundraising performance of the organisation
6. Content strategies and best practices
7. Campaign specific information

A word about the research
It is important to recognise that the purpose of qualitative research of this nature is to explore the range of opinions held by members of a population of interest. Because the participants were not chosen completely at random and the number of participants is relatively small, the results of the research cannot be projected to the larger NGO community with any degree of statistical reliability. That is, the results cannot provide any 'hard numbers' on which to base important conclusions. They should be taken as directional rather than definitive.

NGOs we interviewed

1. Action for Autism
2. Agewell Foundation
3. The Akshaya Patra Foundation
4. Bhumi
5. Breakthrough
6. Calcutta Social Project
7. CRY (Child Rights and You)
8. Compassion Unlimited Plus Action (CUPA)
9. Enable India
10. Family of Disabled
11. Goonj
12. Hope Foundation
13. Jamghat
14. Magic Bus India Foundation
15. Maher
16. Mahita
17. Make-A-Wish Foundation
18. Médecins Sans Frontières (MSF)
19. The MNB Industrial Home for the Blind
20. PETA India
21. Sahyog Care for You
22. Saikripa
23. Save The Children India
24. Sightsavers India
25. Tara Homes for Children
26. Therule.org
27. UNICEF India
28. VAANI, Deaf Children's Foundation
29. Vidyanikethan
30. World Vision India

THE INDIAN GIVING LANDSCAPE

Before diving into the topic of online fundraising, it is worth observing the philanthropic landscape in India today.

CAF India and its sister organisations around the world regularly publish information about the state of giving. The *India Giving Report 2012* – the largest survey ever undertaken on giving in a single country – found that more than half a billion Indian people give for religious and charitable reasons each year. The report shows that less than a third of Indians donate to official charitable organisations, even though more than 80 % give overall. The survey found[2]:

- A total of 84 % of people donated money to an individual or an organisation in the past year.
- Out of the 84 %, 71 % donated solely or partly for religious reasons, while 12 % donated for charitable purposes only.
- 27 % gave money to a charitable organisation.
- 70 % preferred to donate directly to beneficiaries.
- 70 % cited personal experience as the number one driver for giving.
- People are also motivated to give because of their upbringing, family values or to mark special occasions.
- The biggest barrier to giving, cited by 32 % of people, is not being able to afford to give.
- The top five causes that Indians would like to donate to in the future are religion, disability, homelessness, the elderly and education.
- 52 % of donors believe that a 'lack of transparency hinders donations to NGOs.

According to the *Future World Giving Report 2011*, a changed geography of wealth around the world suggests that India will have a projected 11 % share of the global GDP adjusted for Purchasing Power Parity (PPP).[1] Given these trends and India's continued economic growth, philanthropy in India is destined to soar over the next decade.

More recently, in late 2014, CAF globally released its annual *World Giving Index*. The aim of the index is to provide insight into the scope and nature of giving around the world. In order to ensure that giving is understood in its various forms, the report looks at three aspects of giving behaviour by asking respondents whether in the last month they have done any of the following:

- Donated money to a charity
- Volunteered time to an organisation
- Helped a stranger or someone they didn't know who needed help

According to the index, India ranks 69 (out of 135) across the three behaviours, tied with Cote d'Ivoire and Gabon. In terms of donating money to charity, India ranks 52. It ranks 60 for volunteering time and 103 for helping a stranger.

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2   India Giving Report 2012
3   Future World Giving Report 2011, Page 4

WHAT THE RESPONDENTS TOLD US

Our interviews with 30 NGOs yielded a number of interesting insights and comments. We have summarised the highlights of them in this section.

Key fundraising trends in India today

When asked about the current trends in India today, respondents indicated that donors are giving more, increasingly moving from one-off to regular monthly giving. Also that new donors, particularly middle class and young people, are emerging as important constituencies.

That said, they remarked that donors today are not particularly 'sticky', which means that in many cases their loyalty is not deep or lasting. Many also noted the implementation of the CSR provisions of the Companies Act, 2013 as an important development for charitable giving in the country. While it is too early to say to what degree the law will benefit the sector, NGOs are hopeful that it represents a gateway to a significant new source of funds.

At the same time, respondents indicated that donors are placing a stronger emphasis on reporting, transparency and engagement. This means that NGOs are expected to increase their efforts to communicate the impact of the activities they undertake with donor funds.

Considering CAF India's success at raising almost two crores online through various campaigns like March2Give, Right2Sanitation and Himayalan Earthquake Appeal, it is evident that the increasing popularity of e-commerce is helping to fuel online giving. Respondents acknowledge how this medium has become increasingly significant not only as a fundraising channel but also for lead generation, communication and engagement. Some key insights they shared about their online fundraising experience includes:

- Corporates and individuals under the age of 40 represent their largest groups of online donors.
- Online donors are easier and less resource intensive to track, thank, keep informed and re-approach for future donations.
- The ability to measure and track a campaign and its results is far more precise for online fundraising activities than for offline.
- Experience of online fundraising campaigns has been less predictable in terms of outcomes, in part due to lack of experience and expertise within the NGOs themselves.
- It is easier to scale up fundraising campaigns online than offline and to adapt them based on what is working and what is not.
- They are actively exploring the use of email fundraising, adwords, Facebook lead generation and crowdfunding.

The increasing popularity of e-commerce is helping to fuel online giving. Respondents acknowledge how this medium has become increasingly significant not only as a fundraising channel but also for lead generation, communication and engagement.
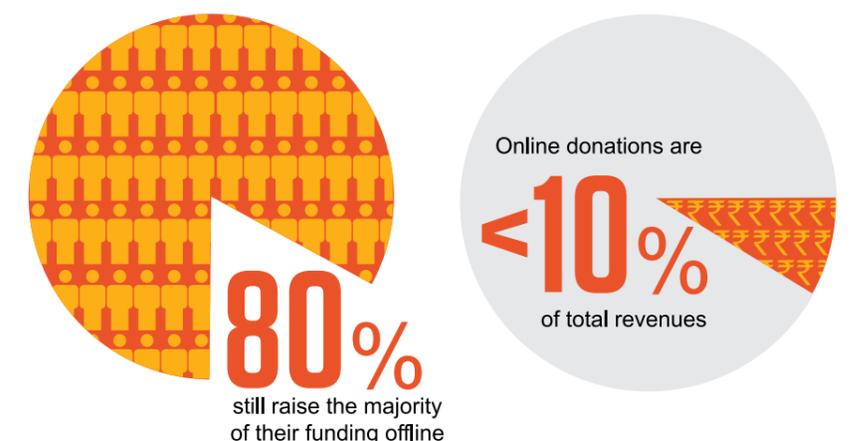
Larger organisations that raise the majority of their donations from individual donors are understandably focusing their efforts more on ramping up online fundraising by implementing capacity building initiatives, engaging consultants and investing in the required tools. Where they do have the ability to focus on online giving, organisations such as PETA India, Make-a-Wish Foundation India and CUPA are also leveraging donor and volunteer networks to build their capacity.

Smaller organisations often rely on a few people to manage a multiplicity of operations. Efforts to build their long-term digital capabilities are often set aside in favour of more immediate needs. Meanwhile, for organisations largely funded by foundations and grants from bi-lateral and multi-lateral organisations, online fundraising is a low priority.

Overall value of online donations

When asked about the proportion of revenue raised online versus offline, 80 % of respondents indicate that they still raise the majority of their funding offline. Online donations generally represent less than 10 % of their total revenues. The notable outlier is World Vision India which raises more than 50 % of its revenue online. This is due to the organisation's early efforts to explore the potential of the online channel and its perseverance to stay with the practice. To reflect the lower percentage of funds raised online, all but four of the NGOs surveyed allocate more of their budgets to offline fundraising activities than online.

OVERALL VALUE OF ONLINE DONATIONS

80% still raise the majority of their funding offline

Online donations are **<10%** of total revenues

Readiness to take advantage of digital platforms to raise funds

Two-thirds of our respondents indicated that in their view, Indian NGOs are *"not very well equipped"* to take advantage of the digital platforms to raise funds. Only one said that the sector is *"very well equipped,"* while the remainder rated it as *"fairly well equipped"*.

When asked how well their own organisation is prepared, respondents were a little more sanguine. Here there was a fairly even split between fairly well-equipped and not very well equipped. Only two said they were very well equipped.

That said, most have still taken various measures to enhance their capacity for online fundraising. This includes, in order of popularity, investing in their website, building capacity within their team and procuring the required hardware and software. About one-third is focusing on analysing their databases and about one-quarter has engaged a social media/digital media consultancy.

What helps build trust online

Most respondents shared that many of their donors still hold concerns about the safety and security of donating online, creating a potential barrier to maximising the potential of the medium. When asked what actions can help overcome this, they indicated that building brand recognition, demonstrating transparency, implementing professional practices and building an engaging, up-to-date online presence are critical. Many have also found it valuable to be associated with third-party intermediaries like GiveIndia, GuideStarIndia, United Way and, of course, CAF India.

> **"** *It's important to have a credible and engaging website that has case stories and videos showing the work that is done by the organisation, as well as, testimonials from beneficiaries.* **"**
>
> Marissa Dunne of VAANI, Deaf Children's Foundation

Effective practices to generate online donations

We asked respondents to share their experiences and insights regarding various practices that have proven effective to their online fundraising efforts. Following are the highlights in order of popularity:

- **Most effective appeals for online campaigns:** The overwhelming first choice was an emotional appeal (psychological and social) followed by a logical appeal (evidence-based argument) and then a moral / ethical one (what is right and proper).
- **Content that works best for digital campaigns:** Images, videos, real life stories, listicles (article presented in the form of a numbered or bullet-pointed list), infographics and memes (images, video, copy and so on copied and spread rapidly by Internet users, often with slight variations).
- **Best promotional tactics:** Integrated campaigns consisting of referral emails, building relationships with online influencers, scheduling social posts based on donor insights and contests.
- **Tools and activities which work best to support online giving along the donor journey:**
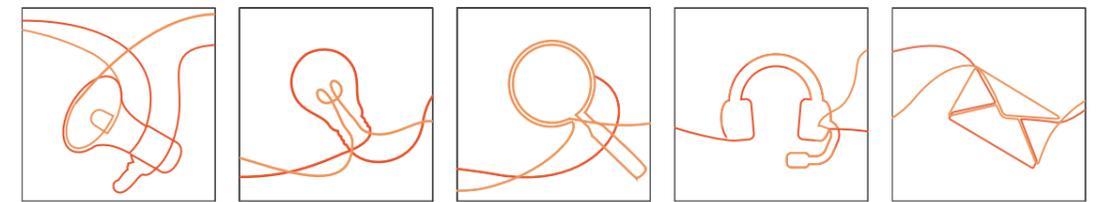
BUILD AWARENESS
Search engine optimisation, website, newsletters, online advertising, social media

CREATE INTEREST
Website, Facebook ads, newsletters, Facebook posts, Twitter posts, campaign blog

BUILD PREFERENCE
Facebook posts, live chat, emails, paid content, YouTube content

AID IN DONATING/ TRANSACTING
Online phone assistance, emails, donation page, live chat, Facebook posts

POST-DONATION
Emails, online phone assistance, live chat, newsletters, ongoing emails

ONLINE FUNDRAISING PROMOTIONAL TACTICS USED BY RESPONDENTS

Blog posts

Campaign landing pages

Contests

Crowdsourcing

Crowdfunding

Email campaigns

e-newsletters

Hashtags

Live chat

Online advertising/adwords

Online phone assistance

Outreach to online influencers

Paid content promotion

Posts in topical forums

Search engine optimisation

SMSs

Social media posts

Social media advertising

Thank you emailers

The single key activity that ensures success online

We asked respondents to identify the one activity that ensures online success. Not surprisingly, no one came up with a common answer. As one respondent said, *"It's a cocktail of many activities"* which includes constant engagement with donors, producing interesting and compelling content, making a strong and relevant fundraising ask, and keeping donors up-to-date on activities and impact.

GOING ONLINE: GETTING IT RIGHT

Given that many are still not as well equipped as they would like to be in order to pursue successful online fundraising, we have prepared 10 broad principles for NGOs to raise their online fundraising game.

1. It is time to take the leap into online fundraising

As revealed by our study, the advantages of online fundraising are clear: respondents consider it easier to quickly plan and implement online campaigns, receive immediate feedback, accurately measure results and align with other online fundraising platforms such as bitgiving.com, letzchange.org and ketto.org. What is more, research from the U.S. suggests that acquiring donors online can generate higher initial donations and, if the relationship is managed well, generate higher cumulative lifetime value than traditional mail-acquired donors.[4]

Organisations such as World Vision India, Save the Children India and The Akshaya Patra Foundation started early with their digital efforts and have become successful fundraisers. Over time, their experience and maturing infrastructure have enabled them to be more focused and strategic with their digital efforts. As a result, they have had an opportunity to learn what works and what doesn't and are now consistently receiving good performance from their online fundraising.

Set goals and define success
Set short-term and long-term goals of what you want online fundraising to achieve and connect them to your other organisational and marketing objectives. Then measure what you set out to achieve. If your objective is fundraising, measure activities and conversations that are leading to successful conversions. If your objective is advocacy, measure reach and call to action conversion.

Test your impact in real time
Digital tools allow you to act quickly and economically. They also allow for A/B testing (comparing two versions of a web page to see which one performs better) as well as precise measurement. Use these strengths to discontinue non-performing activities and strengthen those that perform well.

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4   https://www.blackbaud.com/2011MultichannelGivingReport

2. Know your donors

Different people have different digital media consumption behaviours. Accordingly, NGOs should tailor their strategies for different target audiences. A target audience defined merely by demographic data will only help draw a broad view of the prospective donor base. Defining his/her interests and concerns, stage in life (relates to your activities), or relationship to the cause are more useful in informing online fundraising and donor retention strategies. For example, 'young single urban female millennials in Tier 1 cities earning five lakhs INR or more per year, with strong social values' gives a better picture of our target than 'women 20-35 years old'.

One of our respondents indicated that emotional appeals work better for their married male donors while they found that a logical fact-based appeal works better for their single male donors. This kind of insight might not be true for your target audience. However, the point is to be aware of these nuances.

Early adopter organisations have seen good results because they dedicate staff resources to analyse donor behaviour. They use this information to understand the donors' motivations and networks, and strategically target communication to them. For example, during emergencies, Goonj uses its Facebook page and website to mobilise support from its network.

> *Listen well and respond authentically*
> *Invest in social listening, using tools like Radian 6, Google news, blog search or Twitter to identify important networks and people who can influence and amplify your online fundraising efforts. Responding authentically and proactively lends credibility and amplifies reach.*

3. Plan strategically

Resource constraints and managerial indecision often result in hastily created fundraising campaigns or ad-hoc communications. This situation is exacerbated with online activities because the required lead times are often shorter than for offline campaigns.

Regardless of the medium used, successful campaigns have a longer runway and should align with an annual plan borne out of clearly set objectives and measurable goals. These plans allow for better preparation, create a culture of consistent, quality work and help to systematically analyse efforts and results over a period of time. It is a must to have editorial calendars, content schedules and attachments sorted neatly and in detail much in advance of the publishing deadline. That said, given the dynamic nature of online communication, it is also important to allow for spontaneous activities and conversations. Having a plan doesn't mean that you shouldn't respond to relevant events and actions.

The success of a strategic plan depends on its execution. Hence it is crucial that those who are going to execute it are aware of the context in which the plan was made – the problem the communication solves or the opportunity it addresses. This helps in making the activities more cohesive and builds 'buy in' among team members. It requires clear lines of communication between the brand / communications and fundraising teams who need to work together since they are addressing the same donors at different points in time.
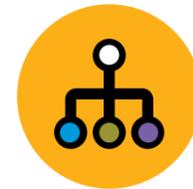
4. Get clear on your competitive space

World Vision India shared a very refreshing perspective regarding its online fundraising efforts. They noted that the e-commerce industry is fundamentally changing expectations towards digital journeys among prospective donors and that NGOs must be prepared to face this reality. Thus, World Vision India sees Flipkart.com, Amazon.in and other such e-commerce players as competition and other NGOs as partners in their mission.

Strategically, this is a very different perspective on fundraising. Essentially, this mindset suggests that NGOs shouldn't try to compete merely for a share of a donor's charitable donations. Instead they should be fighting for a share of a donor's overall wallet and mindshare. This calls NGOs to strategically look at factors such as donor convenience, donor service, product reliability, communications and product design.

Mr Ajay Kavishkar from The Akshaya Patra Foundation concurs that a result-oriented approach entails the setting of a clear and measurable goal, transparent governance, accountability and timely communication. This discipline enables a more efficient management of campaigns.

5. Build a purpose-led online brand

A majority of respondents felt that an NGO's biggest asset is the work that it does. Its activities and communication highlighting impact become the twin pillars upon which to build a reputation. Respondents from early adopter organisations give high importance to consistency of communication. By being transparent and enthusiastically sharing their activities, they can reduce the risk of donor scepticism and contain reputational threats.

It all comes down to building a brand that serves a positive purpose, not one that paints a gloomy picture. Remember that both employees and donors need to be educated about the services you deliver, and donors need to feel like they are a part of the solution. For example, CUPA has a strong volunteer base that identifies with the organisation's philosophy, is driven by the cause and feels a sense of belonging. Online community-building activities amplify this engagement and help coordinate efforts.

6. Touch the heart of your donors

People respond to emotional content, especially online. However the reception of such content depends on the values and interests of the audience, and the context in which the content is consumed. Hence, donor-facing communication needs to be articulated from their perspectives and interests.

CUPA highlighted one such successful Facebook post about a rescued dog which when examined by CUPA vets was found to be a hermaphrodite, or in other words, having both male and female reproductive organs. This was an abandoned pug who had faced severe injuries to his head and body before being picked up by CUPA. The post talked about his story and unusual medical condition which was very well received in both, animal rescue and Lesbian, Gay, Bisexual and Transgender (LGBT) forums. The pug made a full recovery from his injuries and found a perfect home with an LGBT couple in the city.

That said, communication need not be gloomy or emotionally manipulative. Uplifting, happy content builds an optimistic energy and generally works better at engaging audiences than depressing content. Hence you should emphasise the solution and not the problem.

In addition, use powerful imagery to increase the impact of the story. Build a bank of arresting images and videos to support the stories of impact case studies. Finally, don't forget to provide a clear call to action. Just stating the facts, sharing news or telling a compelling, heart-wrenching story is not enough if it doesn't tell the audiences what you would like them to do.

7. Communicate impact regularly and transparently

Our survey respondents agree that donors are more inclined to donate to NGOs that have a proven track record of positive impact. Communication is important to ensure that they know the specific impact their contribution is making. Sayanti Bit from CRY suggested that integrated communication efforts should *"close the loop … communications should trigger sensitivity about the cause and showcase how a donor's money will get utilised."*

In fact, according to Bain & Company's India Philanthropy Report 2013, *"Only 38% of donors receive at least a quarterly communication from the NGOs they fund, while more than 60% do not receive regular communication. And of those NGOs that communicate, the majority does not convey any information about the impact of their efforts. All told, fewer than two in 10 donors are periodically updated on the impact of their donations. It should be no surprise, then, that there is a dilemma on how to discuss impact."*

The report presents the benefits of overcoming this communications gap as *"more than 25% of donors will give more if impact communication improves."* Of course, communicating with donors via the web, whether through email, social media or the website is an important and cost-effective way to overcome this gap and redirect them to more opportunities to give online or offline.

Donors must feel that the organisation they are supporting is active and continuously doing good work. To achieve this, NGOs must have a strong infrastructure that can measure, document (write stories, take pictures, capture video footage) and relay this information in an easy and accessible manner. The communication must be specific, related to donor concerns and transparently articulate successes and failures.

8. Become more effective with your spend

Among our respondents, the majority spent little on digital fundraising or campaigning as compared to offline activities. This is as much a function of the low cost of media relations as it is about lack of capacity or resources for online activities. However, one of the biggest spending respondents in our survey shared the importance of being able to quickly take decisions depending on the real-time performance of campaigns.

Organisations have found their voice in different channels – there is no sure-fire formula. Some use Facebook, while others employ e-mailers and blogs successfully. Fortunately, online fundraising allows for tailored communication as per the needs, concerns and interests of different prospective donors. So don't be afraid to experiment, explore and embrace opportunities to improve your understanding of effectively allocating funds to online fundraising. After all, monitoring tools and analytics for campaign related measurements allow you to efficiently course-correct and avoid wastage.

Finally, don't forget that effective and efficient communication take place when there is clarity about the target audience (see our point #2 on knowing your donors).

Get the most out of your online spend
Monitor online ad campaigns regularly to pause or delete keywords that are not performing and add new high yielding ones. Subscribe to Google grants to access free search engine ads worth up to $10,000 a month.

9. Secure your online presence

Ensure that your online properties meet best practices regarding secure passwords, backups of important data, software security upgrades and so on. It is also important to stay abreast of broader online security issues and successful strategies to mitigate them.

Beyond these issues, it is equally critical to ensure the sustainability of your digital presence by ensuring the buy-in and support of all the key people in the organisation. They should all understand the online strategies and be invested in building and protecting the organisation's online presence.

10. Stay abreast of emerging best practices

The online environment is a dynamic one. From the rise of the smart phone and applications to new social media platforms to the constantly evolving world of SEO, standing still means falling behind.

Our respondents predict that 20 % of all giving in India will occur online within two years and 50 % within 10 years. Whether that proves accurate or not, one thing is clear: it is critical for the future survival of all NGOs to build and cultivate online fundraising expertise – not tomorrow or next week, but today.

Fortunately, you are not alone. From research papers and websites to social media groups and communities of practices, there are myriad resources to help you get on your way and course-correct as you go. We wish you well on the journey!

" *Our respondents predict that 20% of all giving in India will occur online within two years and 50% within 10 years.* "

Online resources for reference

Association for Fundraising Professionals Online Knowledge Centre: Essential information on fundraising – online and offline

Blackbaud's Online Resources: Ideas, best practices and advice from a leading provider of technology solutions and expertise to NGOs

Golden Radiator awards: Learn from inspiring fundraising campaigns as well as from mistakes of the terrible ones.

Hubspot: Comprehensive manuals on how to use online channels

Google's Guide to SEO: A guide to get started on search engine optimisation

Nonprofit Technology Network Knowledge Centre: Research, articles, surveys and other original documents on important issues in non-profit technology

The Resource Alliance Online Fundraising Knowledge Hub: Great resources from the international network that enables non-profits around the world to be stronger and more effective

Showcase of Fundraising Innovation and Inspiration: An easily accessible, free archive of the best fundraising creativity and innovation from around the world

Think with Google: Comprehensive and latest resource for digital marketers – apps, YouTube, search, online advertisements and more

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1	Pulkit Arora	Save the Children
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3	James North	The Rules
4	Bidisha Fouzdar	Magic Bus India Foundation
5	Meenakshi Gupta	Goonj
6	Jukka Myllyniemi	People for Ethical Treatment of Animals (PETA)
7	Remuna Rai (Barapani)	Hope Foundation
8	Kathakali Das	Action for Autism
9	Deepak Bhatia	Make-A-Wish Foundation
10	Christopher Rajan	World Vision India
11	Ajay Kavishkar	The Akshaya Patra Foundation
12	Himanshu Rath	Agewell Foundation
13	Amit Kumar Sinha	Jamghat
14	Shilpa Mahbubani	Compassion Unlimited Plus Action (CUPA)
15	Sohini Bhattacharya	Breakthrough India
16	Preeti Johar	Family of Disabled (FOD)
17	Lalita Sachdeva	United Nations International Children's Emergency Fund (UNICEF)
18	Bineesh Mathai	Sightsavers India
19	Tareeshi Sangal and Amit Kaushik	Medecins Sans Frontieres (MSF)
20	Marissa Dunne	VAANI, Deaf Children's Foundation
21	Prahalathan KK	Bhumi
22	Shekhar Mahajan	Sahyog Care for You
23	Anjina Rajagopal	SaiKripa
24	Pascal Fautrat	Tara Homes for Children
25	Sharmistha Mukherjee	The MNB Industrial Home for the Blind
26	Ramesh Sekhar Reddy	Mahita
27	Jalaja Prasad	Vidyanikethan
28	Abhijit Datta	Calcutta Social Project
29	Pranesh Nagri	Enable India