



# MATCHING CONTRIBUTIONS IN INDIA

---

A case to boost formal giving and amplify social impact

SUPPORTED BY



**CHANDRA**  
FOUNDATION

RESEARCH BY



**SATTVA**  
Delivering High Impact





**MATCHING  
CONTRIBUTIONS  
IN INDIA**

---

A case to boost formal giving  
and amplify social impact

# Acknowledgements

---

Published by A.T.E. Chandra Foundation in partnership with Sattva Consulting in March 2020.  
Copyright © A.T.E. Chandra Foundation 2019 & Sattva 2020.

Study commissioned by	<b>A.T.E. Chandra Foundation</b>
Research and writing	<b>Aashika Ravi, Abhineet Nayyar, Ambika Jugran, Shivani Desai, Yashasvi Murali (Sattva Research)</b>
Editing	<b>Aarti Mohan</b>
Project advisors	<b>Deepa Varadarajan and Manasa Acharya (Pramiti Philanthropy Partners), Komal Goyal and Priyaka Dhingra (A.T.E. Chandra Foundation)</b>
Design and typesetting	<b>Bhakthi Dakshinamurthy (HolyF Design), <a href="mailto:design.holyf@gmail.com">design.holyf@gmail.com</a></b>
Contact	<b><a href="mailto:research.advisory@sattva.co.in">research.advisory@sattva.co.in</a></b>

This work is licensed under the Attribution-NonCommercial-ShareAlike 4.0 International License:



# Table of Contents

---

Foreword	1
About the report and toolkit	2
Executive summary	3
Background and context	4
Definition of a matching contribution	6
Global evidence in support of matching campaigns	7
Successful matching campaigns in India	8
Benefits of matching campaigns	10
Enablers to matching in India	11
Matching in India: Some exemplars	12
Barriers to matching	27
Key takeaways	28
Research methodology and limitations	29
List of interviewees	30

---

# Foreword



## AMIT CHANDRA

Chairman & Managing Director, Bain Capital - India  
and Founder, A.T.E. Chandra Foundation

Culturally, we are a somewhat nuclear society with an inherent tendency to care for people and communities around us. Through the ages, this has manifested in sharing of time and wealth by Indians, in different shapes and forms, regardless of their level of prosperity. This is reinforced by the finding of a study done by Sattva that 90% of individual giving is actually informal, going towards religion and community.

At the end of the day, the average person cares, and does want to contribute to make a difference and often does so in the simplest or most traditional ways possible. However, as our society has evolved over time, our giving has neither kept pace in extent nor form. Data suggests that Indians have the opportunity to be far more generous when it comes to sharing our wealth with those in need – the well-to-do even more so. In fact, our extent of giving lags behind most of our poorer neighbouring countries. Additionally, we have the opportunity to organise our giving to make it far more impactful, given that 90% of it is informal, much of it therefore not being well organised and/or accounted for. When we combine these two opportunities, we can unleash a new revolution for giving in our country and strive towards, of making real change happen in the lives of millions of those left behind.

One of the ways in which we can be far more strategic with our giving is via matching campaigns. A matching campaign is one in which the supporter to an NGO agrees to match every donation that other donors make to that organisation (sometimes with individual caps on each donation applicable, and often with a total cap and over a fixed period of time). This is sometimes done anonymously and other times on a named basis, with the idea of encouraging donors to come forward with the

knowledge that their donation would automatically double during that period. Often, the fact that someone the donor knows is matching their donation also increases credibility and therefore encourages donor participation.

My wife Archana and I have been match-funders for over a decade and our personal experience has been very encouraging. The first time we ran a campaign over a decade ago, was done anonymously, during the India Giving Challenge run by GiveIndia. The idea that a social experiment could generate a much higher social ROI for the same amount of funding from our side, sounded too good to be true. However, we were amazed when we saw the total funds raised (and number of donors) multiply by 4-8 times. That began our journey with using matching grants as a way to support causes that we believe in.

Over the years, we have also encouraged other supporters of NGOs to consider doing the same. For NGOs, matching presents itself as a creative tool to boost their total donations and significantly expand their donor base. Most importantly, matched funds can be a source of unrestricted funding, which NGOs can effectively utilise for capacity building or other institutional investments.

While the benefits of matching campaigns present a win-win for all stakeholders, there is limited awareness about its functioning, feasibility, and potential for impact. I believe that education is the first and most crucial step to growing the giving ecosystem. This report and toolkit, therefore, are attempts to lay out a data-driven case for matching, with the goal of ultimately increasing its adoption at an ecosystem level.

Our journey in exploring matching grants began with Dhaval Udani and Deepa Varadarajan, and I am grateful to them for nurturing the practice with the team at GiveIndia. Consequently, it has been ably supported by Priyaka Dhingra and Komal Goyal at the A.T.E. Chandra Foundation. Thanks are also due to Sattva Consulting for partnering with us in putting together this toolkit and report.

We hope this handy guide to matching will inspire increased partnerships between NGOs and the philanthropic community, with the shared objective of unlocking the immense potential of everyday giving in India in innovative ways.

---

# About the report and toolkit

Over the last decade, individual volunteering, societal awareness on development issues, and large-scale citizen engagement with social causes have grown rapidly in India. While giving has been largely informal in India, formal giving is slowly evolving on the back of innovations in digital giving, crowdfunding, e-commerce based giving, payroll giving, and online volunteering platforms. This growth in formal giving to NGOs, also known as everyday giving or retail giving, is likely to become a significant contributor to philanthropic efforts in India in the next 3-5 years.

Retail giving offers NGOs and donors innovative ways to fundraise, and one such innovation is the use of 'matching contributions'. The concept of a matching contribution, in which a donor extends a grant as a match for the NGO to leverage it to fundraise from other sources, stands to further boost formal everyday giving in India. Sattva came across several small instances of matching contributions giving rise to increase contributions in everyday giving during its research for

**Everyday Giving in India Report 2019** and **#GivingTuesdayIndia 2018 Report**. However, the contours of matching are lesser known in India.

With the support of the A.T.E. Chandra Foundation, Sattva Research has endeavoured to create evidence, an actionable toolkit and document case studies that exemplify the practice of matching contributions in India.

The report and toolkit are structured into a 2-part publication that aims to drive the usage of matching contributions for the development sector in India. While the toolkit is an easy-to-follow guide for NGOs to kickstart or enhance their fundraising journey by leveraging matching contributions, the report strives to present a strong case for the current and potential impact of matching contributions on individual giving in India. Together, the report and toolkit aim to motivate platforms, funders, and NGOs alike to take up matching contributions significantly as part of their strategy and fundraising design.



---

# Executive summary

## **RETAIL GIVING IN INDIA IS ON THE RISE, AND NGOS CAN EXPLORE MATCHING CAMPAIGNS AS AN INNOVATIVE TOOL TO FUNDRAISE**

The increasing access to the internet, growth of digital platforms, awareness and inclination among the youth to support NGOs, are a few of the many factors that make retail giving an attractive proposition for fundraising. Offline avenues such as marathons, employee volunteering, and campaigns run by e-commerce platforms during natural calamities have witnessed success on the back of NGO-donor partnerships.

In India, matching contribution campaigns (where a donor promises to match the funds the NGO raises from other sources) while still nascent, have demonstrated immense potential. Backed by positive trends in total philanthropic giving, matching contributions have the potential to boost everyday giving in India and provide NGOs a chance to unlock a diverse source of funding. Early campaigns by PayTM during the Kerala floods which raised ₹40 crore from 17 lakh individual donors, and fundraising challenges on online giving platforms such as GiveIndia and Danamojo validate a variety of success outcomes for participating NGOs, including receiving donations from 97% new donors.

---

## **MATCHING CAMPAIGNS OFFER A WIN-WIN OPPORTUNITY TO ALL PARTICIPATING STAKEHOLDERS**

Matching contributions provide a greater return on investment, as they stand to enhance both total funds raised and organisational visibility. For donors, matching contributions present a unique opportunity to multiply the impact of their giving, and enhance the fundraising capabilities of their grantees. For NGOs, matching contributions offer an unparalleled incentive to expand their donor base, tap into retail and employee giving, and enhance visibility for their work. In addition, a matching donor brings in added credibility to the NGO's work.

---

## **SUPPORT FROM PLATFORMS AND THEIR EMERGENCE AS AN ESTABLISHED INITIATOR OF MATCHING CAMPAIGNS HAS ENABLED THE UPTAKE OF MATCHING IN INDIA**

Platforms such as GiveIndia, Danamojo, Ketto, and Milaap provide a range of critical support to organisations or individual fundraisers. They not only support NGOs in their fundraising strategy, but also provide live updates on the campaign, data analytics, advisory on communication, etc. Additionally, these platforms also initiate and host matching challenges such as danaMATCH, GivingTuesday India Challenge, and LetzChange Fundraising Challenge. The funds raised on these platforms are matched either directly by the platform or by philanthropies as mobilised by the platform.



# Background and context

India has a long standing culture and tradition of philanthropic giving and has maintained strong momentum with social sector funding growing steadily at 11% between 2014 and 2018<sup>1</sup>. Additionally, economic growth, increase in domestic private wealth,

awareness on economic and societal inequalities, and government efforts to encourage giving have led to a rise in philanthropy across the country.

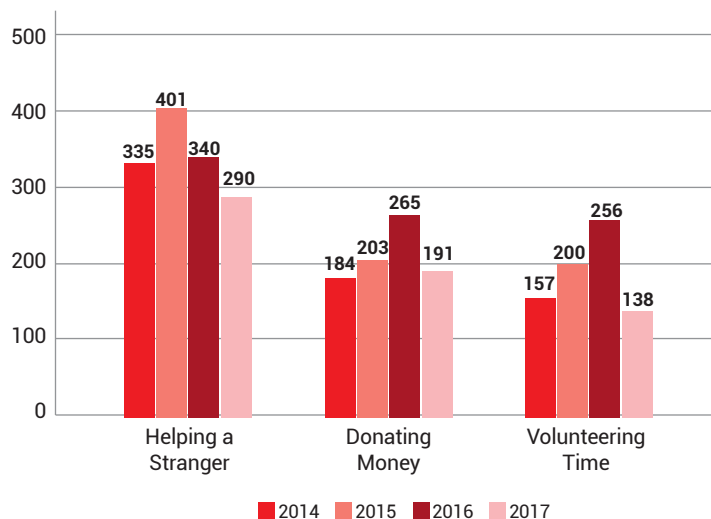
## GROWTH IN DOMESTIC PHILANTHROPY IS CONSISTENT WITH SCOPE FOR COLLABORATION WITH CSR

Philanthropic funding from high networth individuals (HNIs) has seen a consistent growth at 21% per year over the last five years<sup>1</sup>. These individuals currently contribute about 60% of total private funding, estimated at ₹43,000 crore. A significant portion of this comes from a few established figures who continue to lead individual giving, as they have in the past. A growing culture of domestic philanthropy, coupled with the introduction of mandated corporate social responsibility, offers immense collaboration potential between different categories of donors such as HNIs, family foundations and corporates.

## EVERYDAY GIVING MARKET IN INDIA IS ON THE RISE, BUT NGOS HAVEN'T BEEN ABLE TO TAP INTO IT

India has the most number of people donating money in the world (₹191 mn), ahead of the USA (₹158 mn) and China (₹156 mn)<sup>2</sup>. Everyday giving has been propelled equally by residents and Indian diaspora across the world, followed by global citizens giving to India. These everyday givers are ordinary citizens, from within and outside the country, who contribute their money, skills, voice and goods in small but meaningful ways to four chief destinations in India: local community, religion, disaster relief and NGOs.

However, 90% of India's everyday giving is informal giving to religion and community<sup>3</sup>. Formal everyday giving to NGOs is impeded by, among other reasons, the nascency in NGOs to adopt retail giving. Most India-based NGOs tap into retail giving only when other funding channels are inaccessible. This is largely due to the perception that retail giving requires greater bandwidth of resources, larger fundraising teams and specific areas of expertise.



Number of Indians engaging in philanthropic activities (in millions)  
Source: World Giving Index Reports (2014 to 2017)

1. India Philanthropy Report 2019

2. Charities Aid Foundation (CAF) World Giving Index 2018

3. Everyday Giving in India Report: Harnessing the potential of a billion givers for social impact by Sattva Consulting

---

## **ONLINE GIVING IS INCREASING THROUGH GROWTH IN DIGITAL FOOTPRINT, AND CAN FURTHER BOOST RETAIL GIVING IN INDIA**

Over the last decade, increased digital penetration in India has led to mushrooming of platforms that offer various opportunities for online citizen engagement. #GivingTuesdayIndia grew 6.7x in a year to collect ₹9.03 crore (\$1.8 mn), over a week in 2018, Paytm alone collected ₹30 crore (\$4.6 mn) from 12 lakh users in a week for Kerala flood-relief, while ₹7 crore (\$1.1 mn) was raised in 36 hours for Pulwama families via the Bharat Ke Veer app<sup>3</sup>.

Globally, crowdfunding platforms are likely to grow from a total market size of \$19 mn in 2016-17 to over \$117 mn in 2021. Similarly, e-commerce and mobile-based channels are expected to grow over 15 times from \$8 mn to \$120 mn<sup>3</sup>. This pattern of unprecedented growth opens up a range of options for nascent organisations to explore innovative methods of fundraising and for donors to invest sustainably.

---

## **MATCHING CONTRIBUTIONS CAN SIGNIFICANTLY BOOST GIVING IN INDIA, CAPITALISING ON THE ABOVE POSITIVE TRENDS**

In large giving economies such as the USA, matching contributions have played an instrumental role in boosting or seeding large scale individual giving. In India, matching contributions offer incredible promise in bringing new and dormant donors into the forefront of formal giving, encouraging multi-stakeholder collaborations, and extending an opportunity to millions to participate in India's development journey.

The following sections of the report contain data-backed evidence on the impact of matching contributions, and case studies from the experiences of multiple stakeholders to present a case for scaling matching contributions in India.

---

**“Matching works because of a couple of reasons. The first is the multiplying effect of the available match and that encourages people to give readily. The second is the credibility of the matcher. Presence of a well-known matcher works as a positive signal and further works as an encouragement for givers”**

**- Venkat Krishnan, India Welfare Trust**





---

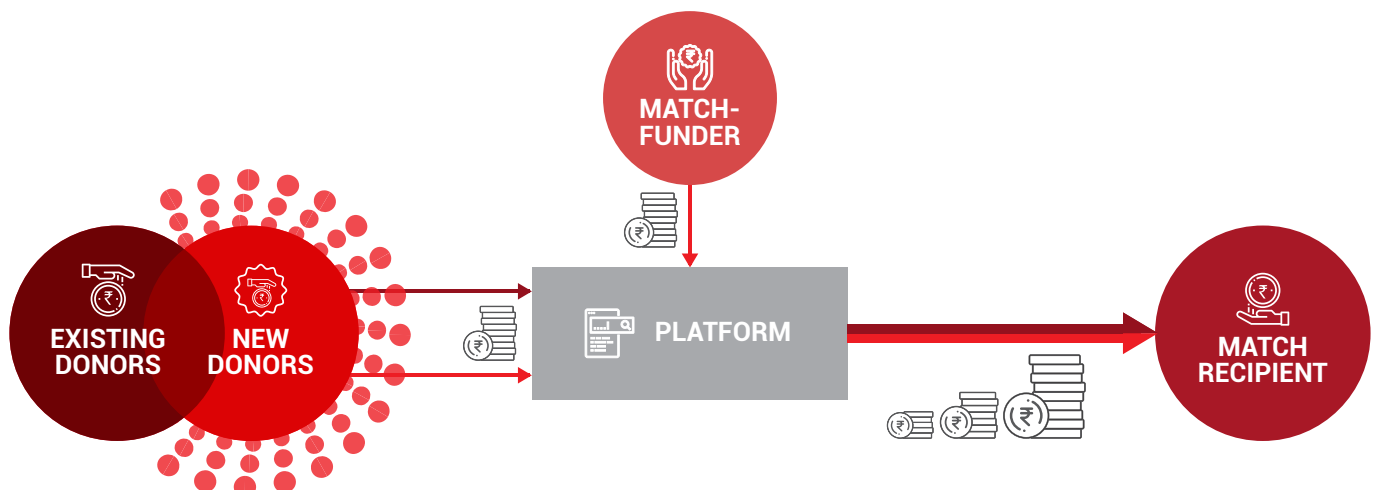
# Definition of a matching contribution

A matching contribution is based on the idea of creating a multiplier effect from a limited pool of funds. The multiplier effect can be achieved in a number of ways, including activating new donors and/or encouraging existing donors to give more. In a matching contribution, a donor agrees to unlock a grant or a donation once the

recipient is able to raise an equal or more amount from other donors. It helps to promote financial sustainability among recipients by diversifying their donor base and amplifies the impact of the donation made. When a matching contribution is designed to raise funds during a definite period of time, it is called a matching campaign.

## Key Stakeholders

 <b>MATCH-FUNDER</b>	The match-funder is the entity who commits to match funds raised from individual donors with a donation. The match-funder could be a corporate, an individual philanthropist, a foundation, or the platform hosting the matching campaign.
 <b>MATCH RECIPIENT</b>	The recipient is the entity who desires to raise funds for a cause, and receives the total funds raised once the matching campaign ends. The match-recipient could be a Social Purpose Organisation (NGO), or an individual fundraiser.
 <b>PLATFORM</b>	Platforms are online donation portals used to facilitate transactions that occur during a matching campaign. Platforms also design and execute their own matching campaigns and invite NGOs to participate in them. Alternatively, a payment gateway on the NGO's website can also be used to facilitate the matching campaign.
 <b>INDIVIDUAL DONOR</b>	An individual donor is a retail giver or an employee of an organisation who donates funds to support a matching campaign, which is later matched by a match-funder.



# Global evidence in support of matching campaigns

Globally, the potential of using a match in campaigns has been measured numerous times, both by real-time tracking and controlled academic studies. A few examples below highlight the impact of matching campaigns and the human behavior that triggers action.

## 1. Facebook and BMGF's 'Giving Together' campaign

In 2017, Facebook and the Bill & Melinda Gates Foundation pledged a combined \$2 mn in matching donations to NGOs across USA and UK that used Facebook to fundraise on GivingTuesday<sup>4</sup>.



**473k**

individuals  
contributed



**\$45 mn**

funds  
raised



**46k**

organisations  
supported



**373%**

leap in givers from  
2016 campaign



**75%**

first-time  
donors

## Key Enablers

- **PRESENCE OF A FAIR MATCHING STRUCTURE:** To ensure appropriate distribution of matching dollars across both small and large nonprofits, a maximum cap of \$1,000 matching funds was enforced for each fundraiser and a cap of \$50,000 matching funds for each organisation.
- **AVAILABILITY OF MULTIPLE WAYS FOR PEOPLE TO FUNDRAISE AND CONTRIBUTE:** Facebook designed interactive ways for users to ensure donating was seamless and easy. People could create fundraisers on their birthdays and add the 'Donate' button to live videos and posts. Facebook also made it easier for creators of fundraisers and benefiting organisations to thank their donors by launching a 'Thank You' tool.
- **USE OF EXTENSIVE AWARENESS BUILDING:** In the few weeks before GivingTuesday, Facebook employed advertising campaigns to create awareness. Facebook's promotional materials were shared extensively and disseminated widely through the network effect, thus encouraging more people to create fundraisers.

## 2. Matching campaigns on Goteo

From 2013 to 2018, two researchers conducted a study<sup>5</sup> to assess the role of 'match-funding' in encouraging greater giving on Goteo, a crowdfunding platform. As part of this study, projects open for crowdfunding were classified based on their sector, and select projects had an associated match-funding component. Across the 5-year period, the study showed a positive impact of matching on the amount of funds raised, average donation size and average success rate.



**83%**

average success rate for  
projects that used  
match-funding vs. 65%  
for projects that didn't



**€7**

by which the amount by which the  
average individual donation size for  
projects with match-funding exceeded  
projects that did not have match-funding



**39%**

by which overall revenue for  
projects that had match-funding  
exceeded projects that did not  
have match-funding

4. Facebook and Gates Giving Tuesday 2017 Results

5. Titled "Match-Funding as a formula for Crowdfunding: A case study on Goteo.org platform"

# Successful matching campaigns in India

The concept of matching, while still nascent, has seen a steady pattern of acceptability amongst platforms in the Indian philanthropic ecosystem. A few examples below highlight the evolution of matching campaigns in India as leveraged by online giving platforms.

## 1. danaMATCH #GivingTuesday India Challenge 2018

In 2018, Danamojo, an online fundraising platform, collaborated with GivingTuesday to host a month-long matching campaign<sup>6</sup>. The campaign awarded over ₹51 lakh in matching funds to NGOs (registered on Danamojo) who performed well on criteria such as total amount of funds raised, number of givers engaged, and most creative communication, among others.



**1600**  
individuals  
contributed



**2.3x**  
leverage received on  
₹35 lakh matching funds



**₹80 lakh**  
retail funds  
raised



**97%**  
NGOs acquired  
new donors



**68%**  
NGOs received more donations  
from existing donors



**69%**  
NGOs received donations  
from inactive donors

## Key Enablers

- **ASSOCIATION WITH RENOWNED PHILANTHROPIES** such as A.T.E Chandra Foundation, Caring Friends, Siva and Royan Foundation, as match-funders, and its mention in all communication lent credibility to the campaign.
- **FUNDRAISING SUPPORT** extended by Danamojo in the form of fundraising toolkits and webinars helped the NGOs to plan their campaign strategy.
- **REGULAR COMMUNICATION WITH NGO FUNDRAISERS** through WhatsApp ensured that they received frequent updates and guidance in areas such as matching donations available for the day, communication templates, etc.

## 2. LetzChange Fundraising Challenges

Between 2015 and 2019, LetzChange, now known as GiveIndia fundraisers, ran five matching campaigns<sup>7</sup>. These campaigns were designed with the aim to motivate NGOs to raise funds from their active and dormant donor base, and unlock new funding avenues. The platform awarded matching donations based on select criteria such as amount of total donations and number of unique donors engaged.



**8.1x**  
increase in the number  
of participating NGOs



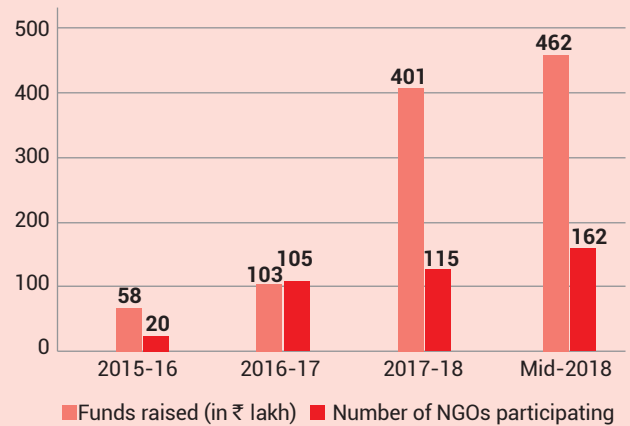
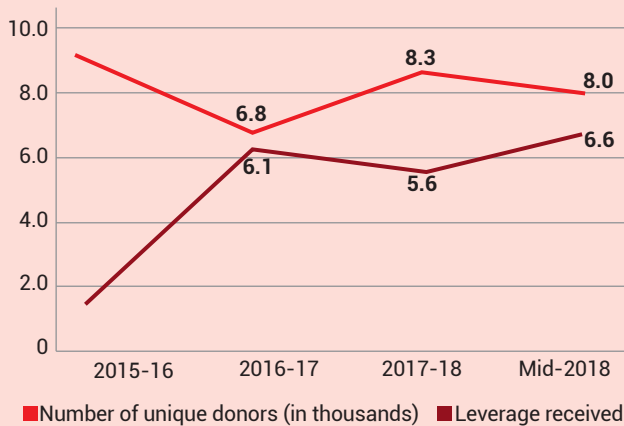
**7.9x**  
increase in retail funds raised with  
1.8x increase in matching funds



**~7.9k**  
average number of  
individual donors engaged

6. Analysis from survey with 50 NGOs post danaMATCH #GivingTuesdayIndia Challenge 2018

7. LetzChange Blog: LFC '19, The Giving Premiere League, LetzChange Fundraising Challenge '16



## Key Enablers

- **DEDICATED POINT OF CONTACT** with whom each participant NGO could get in touch for technical or marketing related support during the fundraising challenge.
- **CUSTOMISED DASHBOARDS** which enabled participant NGOs to track retail donations on a real-time basis.
- **LOW MINIMUM DONATION AMOUNT** of ₹100 to be eligible for matching funds.
- **PLATFORM FOCUS ON EASE OF OPERATIONS** by providing technological assistance and fundraising tools tailored to crowdfunding and networking for NGOs.

### 3. PayTM's Kerala flood relief matching campaign

In 2018, following the floods in Kerala, PayTM started a campaign to raise funds for the Kerala Chief Minister's Relief Fund. PayTM reached out to its community base of registered users. It mentioned the campaign on its homepage as well as on the mobile application, drawing users' attention to the cause and the impact their donations could potentially create.



**17 lakh**  
individuals contributed



**40x**  
leverage on ₹1 cr matching funds



**₹40 cr**  
funds raised

## Key Enablers

- **PRESENCE OF A MATCH:** PayTM committed to match contributions from all its users rupee-for-rupee capped at a total amount of rupees one crore. This encouraged a significant number of users to contribute to the cause.
- **ZERO COST TRANSACTION:** PayTM charged no extra cost as transaction fee enabling 100% of users' contributions to be directed to the cause.
- **NO MINIMUM LIMIT:** There was no minimum amount set for a donation to be eligible for matching. This meant that donation of all sizes would be matched, further encouraging users to contribute to the cause.
- **TAX BENEFIT:** Government of Kerala committed to provide tax benefit under Section 80(G) to all the donors which served as an additional incentive to contribute to the cause.
- **USER CONVENIENCE:** Users could donate to the cause both on the PayTM app as well as on PayTM's website using any mode of payment.

---

# Benefits of matching campaigns

Matching campaigns are designed in a manner that gives all stakeholders the opportunity to benefit from them. A donor to the campaign sees the value of their donation multiplying, NGOs are able to generate awareness to various causes through effective

communication during these campaigns, and corporates are able to increase employee engagement and strengthen their brand reputation. Excerpts from Sattva's interviews highlight the benefits of matching campaigns to NGOs and match-funders.

## Opportunities for NGOs

### TO RAISE MORE FUNDS FROM AN EXISTING DONOR BASE

- 68% of surveyed NGOs raised at least 5% more from existing donors.<sup>9</sup>

### TO EXPAND RETAIL FUNDER BASE AND ENGAGE WITH NEW DONORS

- 97% of surveyed NGOs gained more donors.<sup>9</sup>

### TO ENHANCE ONLINE VISIBILITY BY PARTICIPATING IN MATCHING CHALLENGES HOSTED BY PLATFORM

- 80% of surveyed NGOs employed newer means of communication with their retail giver base.<sup>9</sup>

### TO RAISE UNRESTRICTED FUNDING WHICH CAN BE USED TO SUPPORT INSTITUTIONAL OR PROGRAMMATIC EXPENSES

- A health-focused NGO that raised ₹74 lakh from a 1:1 matching campaign on DaanUtsav was able to utilise ~₹32 lakh towards salaries of the management team.

---

## Opportunities for Match-funders

### TO DRIVE FINANCIAL SUSTAINABILITY BY ENCOURAGING NGOS TO EXPAND THEIR DONOR BASE

- Caring Friends, a collective, initiated a matching fund of ₹25 lakh for Prayas, an NGO in Amravati. The campaign saw local donors, who had previously not contributed, offer to donate significantly more in order to meet the required amount before the campaign ended. The amount collected was the highest by the NGO in 20 years of its presence in Amravati.

### TO ENHANCE THE FUNDRAISING CAPABILITIES OF THE NGOS AND MULTIPLY THE IMPACT OF THEIR CONTRIBUTION

- For two years, Foundation for Excellence, an NGO that provides need-based scholarships, received a small amount of funding to pilot a matching campaign with their alumni base. In both years, alumni donations exceeded the matching grant amount. FFE leveraged success metrics from these campaigns to build a case and inspire other corporates to play match-funders and support their fundraising efforts.

### TO INCENTIVISE EMPLOYEES TO ENGAGE IN GIVING BACK BY USING MATCHING GRANTS AS A MEANS OF APPRECIATION

- Internal studies at Cisco indicate a strong positive correlation between retention rates, individual performance of employees and rewards and recognitions earned with opportunities for employee engagement in giving.

---

**“NGOs could use matched funds to support institutional expenses, and use the funds raised from the wider community to support programmatic expenses as the impact of the latter can be stated more clearly.”**

**- Venkat Krishnan, India Welfare Trust**

---

9. Analysis from survey with 50 NGOs post danaMATCH #GivingTuesdayIndia Challenge 2018

---

# Enablers to matching in India

In addition to the key stakeholders involved in a matching campaign, several enablers in the ecosystem allow for the uptake and execution of matching campaigns. These

include online platforms and their increasing role in initiating matching challenges for NGOs, and in case of corporate matching, alignment with the CSR law.

## Enablers for Fundraisers

**AVAILABILITY OF PLATFORMS:** The role played by online donation platforms in executing matching campaigns is significant. They provide a range of critical support services to organisations or individual fundraisers with respect to donor outreach, tracking donations, sharing updates, providing data analytics, advisory on communication, etc. Today, a number of such platforms, including GiveIndia, Danamojo, Ketto, and Milaap are creating a level playing field for both small and large NGOs to effectively market their causes, raise substantial amounts of retail funding and unlock matched funding. The presence of these platforms is also enabling organisations who do not have payment gateways (on their official websites) to capitalise on the growth in online fundraising and participate in matching campaigns.

**PRESENCE OF PLATFORM-LED MATCHING CHALLENGES:** Online donation platforms are playing an important role in encouraging greater giving by initiating and hosting matching challenges such as danaMATCH, GivingTuesday India Challenge, and LetzChange Fundraising Challenge. The funds raised on these platforms are matched either directly by the platform (from their own revenue) or by philanthropists / philanthropies (as mobilised by the platform). By participating in these challenges, NGOs (across sectors, budgets, resources, geographies) are able to reduce the burden of finding match-funders, reach large audiences, and raise significant funding. Moreover, these challenges are carefully designed to ensure transparency and fairness towards smaller NGOs. For example, setting a minimum amount for retail donations (to get accounted for matching), removing transaction fee, ensuring foundation grants are not being directed through the challenge, and running the challenge for an appropriate duration to allow smaller NGOs to mobilise their donors.

---

## Enablers for Corporate as Match-funder

**ALIGNMENT WITH CSR LAW:** In recent years, with the introduction of Section 135 of the Indian Companies Act, 2013, Indian companies are increasingly seeking to identify and support credible projects, and engage their employees towards socially responsible actions/activities. Matching contributions, in which companies match employee donations or employee volunteering time with funds in a predetermined ratio, can be structured in a manner that meets the legal requirements of the Indian Companies Act, 2013 and hence qualify as CSR spends. Such funds contributed by the company to match the employees' donations/time can be allocated from their CSR budget, if they are provided as grants, backed by supporting documentation identifying the end use, providing for monitoring and reporting obligations on the grantee, and other related matters. Matching contributions thus present another opportunity for corporates to supplement their mandated CSR funds with employee funds and/or employee skills, so as to augment the developmental causes that they support.

---

**“Although it is the employees’ drive and passion that pulls them into a giving campaign that features a match component by the corporate / foundation, the match keeps them invested and turns them into an informed donor. This informed individual then begins to look for more ways to engage and give back.”**

**- Ajay Gopal, Cisco India**

---



---

# Matching in India: Exemplars

Below are case studies of two corporates who offer structured employee matching programmes in a bid to encourage volunteering and nurture a culture of “giving back” among their employees.

## Case Study

### Wipro Cares: 1:1 match to encourage employee giving

NAME OF CORPORATE	DURATION OF CAMPAIGN	MATCHING RATIO
Wipro Cares	Continuous	1:1

#### BACKGROUND ON THE CORPORATE:

Wipro Cares, Wipro's not-for-profit trust, is an initiative that offers Wipro employees an opportunity to support diverse causes such as access to education for underprivileged children and children with disability, community ecology, primary healthcare and disaster rehabilitation, and sustain communities near Wipro's offices. Wipro Cares works with close to 70 not-for-profit partners across India reaching out to nearly 300,000 people from disadvantaged communities. All donations made to Wipro Cares by Wipro's India employees are matched 1:1 and are exempt under Section 80G of the Income Tax Act.

#### THE MODEL:

Wipro Cares is committed to four areas:

- Access to education for underprivileged children and children with disability
- Primary healthcare
- Community ecology
- Disaster rehabilitation

Projects are recommended to Wipro Cares through direct contact, recommendations from employees and other key stakeholders. Each project goes through a strict due diligence process which involves reviewing statutory documents and a field visit by the Wipro Cares team. Apart from the alignment with the Wipro charter, other criteria for consideration are scope for employee engagement and the past track record of the not-for-profit organisation.

Employees can enroll for contributions on myWipro, Wipro's internal portal. myWipro has options for employees to contribute any amount at varying frequencies, for instance, a day's salary, or a quarterly amount. Apart from this, communication via emails and QR codes influence ease of contributions while television displays and lock screens augment promotions.

#### ENABLERS TO THE CAMPAIGN:

- **Targeted Communication:** Wipro uses various methods to segment and reach out to employees encouraging them to contribute to initiatives of personal significance to them.
- **Channels of communication:** Wipro uses its Intranet to broadcast calls to action, videos on LED screens and lock screens to generate visibility, and encourages employees to donate through the myWipro page. Among the various channels used, emails remain the most effective to convert views into monetary contributions.
- **Leadership involvement:** Wipro leaders speak about initiatives by Wipro Cares at various forums and communications from them have a higher impact in terms of visibility.

- 
- **Employee induction as an interface to engagement:** New employees are introduced to Wipro Cares during induction, oriented about the body of work it undertakes, and how they can make a difference. This has a direct impact on new employees contributing to Wipro Cares.

---

#### **RECOMMENDATIONS FOR OTHER CORPORATES:**

- **Integrating employee contributions as part of tax planning** and checkout options during savings declarations for a multiplier effect.
- **Interlinking employee contributions** (both volunteer work and donations that have a direct impact on one another) at the planning stage.
- **Introducing location-wise chapters to conduct local activities** effectively even though diverse stakeholder management can sometimes pose challenges.

---

**“Matching funds with contributions from employees ensure that Wipro and its employees have an equal stake in the development of proximate communities, and it is more effective than donating unmatched funds to a non-profit.”**

**- Wipro Cares**

---

---

# Case Study

## Cisco India: Enabling employees to be the bridge to communities by matching money with time and skills donated

<b>NAME OF CORPORATE</b> Cisco	<b>DURATION OF CAMPAIGN</b> Year-long	<b>DONOR MOTIVATION</b>
<b>NUMBER OF NGOS ENGAGED</b> Over 70	<b>TOTAL FUNDS RAISED</b> Over \$1 mn	<b>MATCHING RATIO</b> Employee donations: 1:1 Volunteer hours: \$10/hour*

\*Total giving capped at \$10,000; extended by \$10,000 in times of disaster response and relief

### BACKGROUND OF THE CORPORATE:

'Giving Back' is an integral part of 'Our People Deal' and Cisco's culture. At Cisco, people are empowered to "Be the Bridge" in their communities by offering a robust set of programmes to support employee volunteering and giving for the causes, issues and organisations that reflect their passion and interests. Cisco, as a responsible corporate citizen, adopts a layered approach to giving back by leveraging its technological expertise, potential of human capital and a programmatic approach to CSR investments to make a difference to the world around.

Cisco has integrated matching into the core of their employee giving programme, with matching grants provided for both volunteer hours and employee donations all-year round, with a cap at \$10,000. In times of disaster relief, an upper limit of \$10,000 is introduced above the existing \$10,000.

### THE MODEL:

All NGOs are empaneled through an employee nomination process. Once the NGO has been nominated, the employee champion has to fundraise \$350 as a preliminary criteria to establish interest in working with the organisation. Post this, a stringent due diligence process is initiated with Charities Aid Foundation India and Charities Aid Foundation America, leading to empanelment with Cisco. The Community Relations team then works with the NGO and the employee champion to help design an employee engagement programme that meets the NGO's needs.

### ENABLERS OF THE CAMPAIGN:

- **User-friendly platform:** Employees use Bright Funds, a tech-based workplace giving platform, which makes it easier for them to invest time and money in causes they are passionate about. They can choose any combination of giving or volunteering to an approved NGO, and the Cisco Foundation will send that organisation up to \$10,000 in matching every calendar year.
- **Giving and volunteering campaigns:** Global and functional campaigns are key programmes that help drive engagement in volunteering and giving among the employee base. They serve as a focused time duration to rally participation.
- **Year-long volunteering programmes:** Along with meaningful one-day engagements, Cisco also runs in-depth volunteering programmes. For any volunteer interested in tutoring/ mentoring a student virtually/ in-person, support in terms of acknowledgement and flexible work hours is provided.
- **Employee communities:** There are employee resource organisations (EROs) such as Cisco Connected Women (CCW), Connected Disabilities Network (CDAN), etc. with whom collaborative work is done to incorporate giving back as a vertical in their engagement charter.
- **Dedicated team presence:** The Community Impact team works through the year to coordinate, organise, consult and guide employee engagement in giving efforts.

---

- **Cisco's Intranet community:** Community Impact contains all information on the NGO partners, how employees can engage with them, what their projects are, etc. The platform is updated periodically based on inputs from the NGOs and calls out volunteering opportunities along with details such as required team size, etc. so teams can have a direct dialogue with the NGO.

- **Customised payroll giving programme:** This programme has been established for ease of donation through the implementing partner Charities Aid Foundation India.

- **Cisco Citizen Network / Community Impact Collective:** A decentralised body of leadership team members and volunteers called Cisco Citizen Network act as ambassadors to champion giving back and drive engagement through campaigns and site-wide efforts.

---

#### **RECOMMENDATIONS FOR OTHER CORPORATES:**

- **Creating a sustainable ecosystem of giving back** is a workplace culture building exercise and communication from leadership plays an important role in encouraging employees to remain engaged.

- **There should be a stringent due diligence process** preceding empanelment. Pro-active communication around the good work being done by the NGOs builds trust amongst the employees and creates awareness on the sector.

- **Corporates can consider investing in NGOs** to equip them to engage employees more effectively. Ecosystem conversations with companies that already have a structured giving back environment can be a great way to learn and share.

---

**“Our employee engagement programmes are centered around empowering the employee with choice. When the choice is with the employee and when there is institutional support to give back, they will engage with causes they are passionate about.”**

**- Ajay Gopal, Cisco India**

---

Below are case studies of two private foundations who strategically leverage matching contributions to encourage NGOs to expand their donor base, generate a high social return on investment and promote greater retail giving in India.

## Case Study

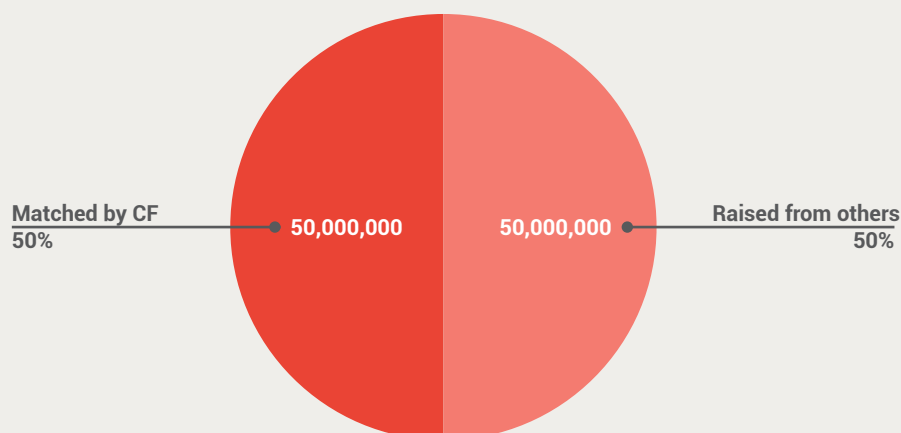
### Caring Friends: Use of matching to incentivise NGOs to diversify their retail base

NAME OF DONOR	DONOR MOTIVATION
Caring Friends	To encourage NGOs to expand their donor base

#### BACKGROUND OF THE DONOR:

Caring Friends (CF) Mumbai, is an informal group of philanthropists, who have come together to act as a bridge between outstanding NGOs and donors. They carry out due diligence – visiting, assessing and assisting the NGOs – to ensure that donors' contributions are used optimally. Caring Friends is associated with more than 30 NGOs in 10 states of India, and works on various issues like the welfare of children, women, farmers, physically challenged, tribal, animals, etc. Caring Friends has initiated both online and offline match funding for its partner NGOs.

#### SNAPSHOT OF SUCCESS:



Funds raised/matched by Caring Friends for Prayas Campaign (in ₹)

Note: This particular matching campaign ran for 6 months, and created a 100% leverage on Caring Friends' contribution.

#### THE MODEL:

According to Nimesh Sumati, Founder, Caring Friends, matching campaigns encourage NGOs to diversify their donor base and tap into potential networks to meet the desired target. This gives the NGOs to spread awareness of the cause they are working on, bring more people into their network and also increase the support they receive from their existing donor base.

Matching campaigns also expand their reach to retail givers who are enthusiastic to contribute and can be mobilised to increase their giving capacity.

---

Caring Friends has initiated both online and offline matching campaigns for its partner NGOs. When matching is done with an online platform such as Danamojo, Caring Friends encourages smaller NGOs to participate, so that the pool of funds is not taken over by larger NGOs.

#### **MEASURING SUCCESS:**

Caring Friends looks at success metrics such as a diversified database of donors NGOs have been able to build from retail donations, number of unique donors they have engaged and the quantum of funds smaller NGOs have been able to successfully raise on platforms such as Danamojo during fundraising challenges.

#### **BEST PRACTICES:**

- **Founder involvement:** The founder has to be the driving force behind the NGO's participation in a matching campaign. He has to call existing retail givers and drive them to give.
- **Mobilising retail givers:** Each donor will get a new donor. Donors will appreciate the multiplying effect of matching donations, if they are aware of the data around it.
- **Defining a target:** Providing retail givers a tangible fundraising target has proven to be more effective. For instance, if a building needs to be completed, and a target of ₹1 cr is announced, donors have a reason to rally behind the cause. Donors, especially new donors, may not have much time. Short, target-based communication is most effective in this case.
- **Giving new NGOs enough time:** For NGOs that are participating in matching for the first time, or have never raised a certain amount, give them adequate time to learn the ropes.

#### **INNOVATIVE FUNDRAISING:**

Caring Friends has matched not just money, but in kind as well. For instance, they encouraged a 30-year-old NGO offering boarding and lodging to children free of charge to request trees from their parents, in the place of fees. In the first year, the NGO received 6,500 trees from parents.

---

**“If you put matching on the table for the NGOs, they take a deeper interest in retail fundraising, and are forced to reach out to new people. As a result, they end up diversifying their donor base in addition to raising money.”**

**- Nimesh Sumati, Caring Friends**

---

---

# Case Study

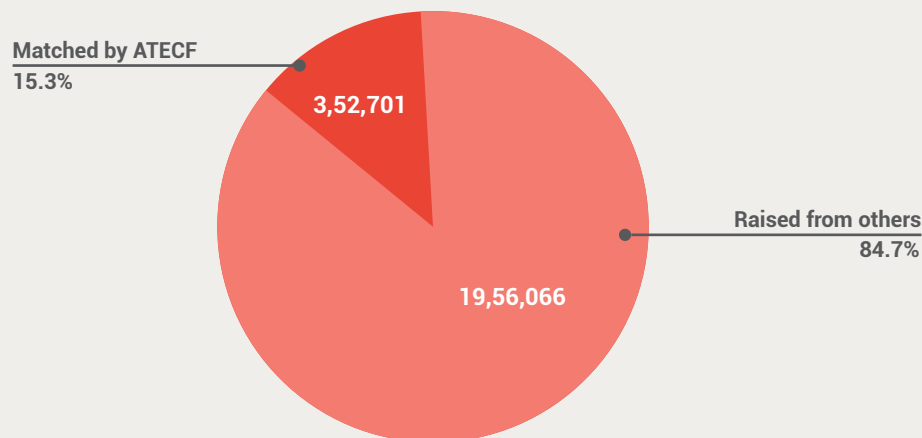
## ATECF: Use of matching grants to encourage retail giving

NAME OF DONOR (MATCHER)	MOTIVATION TO MATCH
A.T.E. Chandra Foundation	To create a powerful call to action and reduce the intent-to-action deficit amongst givers

### BACKGROUND OF THE DONOR:

A.T.E. Chandra Foundation (ATECF) anchors the philanthropic giving of Chandra Family and A.T.E. Enterprises. One of India's leading philanthropic foundations, by scale, they work with a strategic problem-solving approach to address social issues in two core verticals i.e. Social Sector Capacity Building and Sustainable Rural Development. Leveraging data-driven and a "portfolio" approach, the Foundation aims to create templates for solving various societal problems. It works with a deep sense of purpose around the problems it seeks to solve and aims to play a catalytic role by leveraging the available resources in the ecosystem.

### SNAPSHOT OF SUCCESS:



Funds raised/matched by ATECF for Punjab Youth Leaders Program (in ₹)

Note: The matching campaign ran for 5 days (Nov 12-15, 2019), and created a leverage of ~5.5 times on ATECF's contribution.

### THE MODEL:

As part of its larger goal to promote philanthropy in India, ATECF strategically uses matching grants to encourage people to donate to credible causes.

ATECF has leveraged matching grants as an innovative fundraising tool to mobilise greater support for early-stage organisations, underserved causes, and niche projects. ATECF typically maintains anonymity on the campaign and matches other funds in the ratio of 1:1, capped at an agreed upon commitment amount. All campaigns are time-bound, executed around periods of significance and mostly run on a crowdfunding platform to help ease the process of tracking and managing donations. In their experience, the total funds raised have gone up between 4 to 8 times when structured as matching grants.

---

## MEASURING SUCCESS:

The Foundation reviews success metrics such as number of total donors, incremental amount raised during matching period, leverage received, and radius of coverage of donors reached. In their view, an important benefit of matching grants for organisations is the availability of unrestricted capital. While the funds raised from the retail segment can be utilised towards direct programme expenses, the funds raised from the match-funder can be utilised to build institutional capacities of the organisation, a type of funding not easily available for NGOs.

---

## BEST PRACTICES:

- **Anonymous funding:** Though ATECF does not have evidence to back the same, they believe that providing anonymous matching grants has worked for them. Matching backed by a name could deter people from giving if they feel that the name has an unconditional obligation to donate given his/ her wealth.
- **Advisory Support:** While the content for matching campaigns is developed by the host organisation, ATECF provides critical advisory support to the organisations, leveraging its portfolio experience. This includes guidance on target audience, outreach and communication.
- **Live tracking:** Given the uncertainty involved with fundraising, the Foundation closely tracks funds raised through weekly updates, and often modifies the matching amount based on how the campaigns are performing. This ensures that targets are met at the end, and that organisations invest the required efforts through the duration of the matching campaign.
- **Leveraging periods of significance:** The Foundation leveraged the weeks leading up to Independence Day and Guru Nanak's birthday to raise funds for the 1947 Partition Archives Campaign and the Punjab Youth Leaders Program respectively.



Below are case studies of three platforms who facilitate and support matching campaigns to enable NGOs expand their donor reach, and multiply the impact of a limited pool of funds.

## Case Study

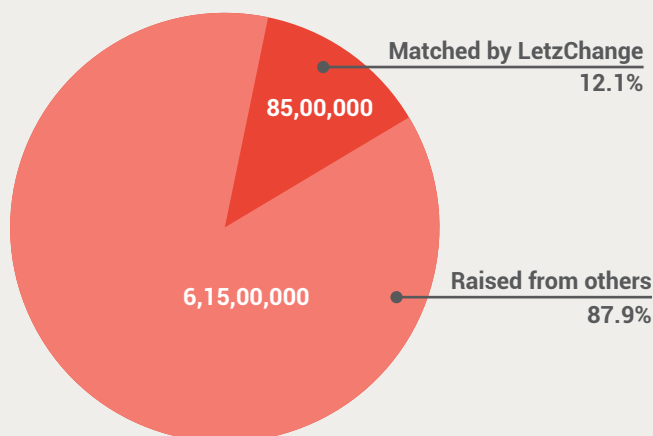
### LetzChange: At the forefront of unlocking retail giving and encouraging innovative fundraising campaigns

NAME OF PLATFORM	MATCHING RATIO	AWARDS/ REWARDS FOR NGO
LetzChange (now GiveIndia Fundraisers)	Slab structure	Over 10 reward categories for NGOs

#### BACKGROUND ON THE PLATFORM:

LetzChange, an online giving platform, was launched in 2014 with the objective to establish a culture of giving in India. Its objective was to offer vetted NGOs a platform to reach out to donors and raise funds for their cause. In 2018, LetzChange merged with GiveIndia Fundraisers, as both platforms aim to bring donors and causes together. GiveIndia is an online donation platform that allows donors to support a cause of their choice from NGOs that have been evaluated for transparency and credibility. LetzChange started experimenting with matching contribution campaigns in 2016-17 and has run multiple matching challenges ever since. They introduced a Charity Booster Programme to encourage crowdfunding among NGOs through engaging rewards for successful fundraising and introduced matching as part of this programme as well. The current case study is one campaign, as part of a series of campaigns, conducted under the title of 'LetzChange Fundraising Challenges'.

#### SNAPSHOT OF SUCCESS:



Results of LetzChange Fundraising Challenge 2019 (in ₹)

Note: The matching campaign ran for 7 weeks, and created a leverage of ~7.2 times on contributions. The campaign saw a participation of 259 NGOs and 16,210 individual donors.

#### SUPPORT PROVIDED BY THE PLATFORM:

LetzChange (now GiveIndia Fundraisers) has a very structured communication educational material on fundraising that they give to all NGOs during onboards (irrespective of the presence of matching). As part of the campaign, they shared templates for WhatsApp messages with all participating NGOs for support with donor communication. They also provided capacity building support to the over 250 NGOs involved to improve their fundraising techniques.

---

## MEASURING SUCCESS:

The campaign's success was based on indicators such as number of donors engaged, number of participating NGOs, total funds raised, cost of fundraising and qualitative feedback from NGOs.

---

## BEST PRACTICES:

- **Communications:** From a communications perspective, it is very important to highlight the quantum of funds required, its potential impact and the availability of the match.
- **Post-campaign:** NGOs should develop a strong post-campaign engagement plan, including follow-up emails on details of the donation, and regular communication regarding opportunities for further engagement.
- **Duration:** The presence of a challenge generates a sense of healthy competition amongst NGOs, and 4-6 weeks is an ideal duration to sustain the momentum of matching campaigns on platforms.
- **Seasonality:** Platforms should leverage increased giving trends during festival season and Daan Utsav at the end of the year and tax-saving windows in the beginning of the year, to run matching campaigns and attract more donations from donors.
- **Frequency:** Most NGOs conduct one or two rounds of outreach to retail donors, and since matching gives NGOs an opportunity to reach their donors, it is important to hold them not throughout the year.

# Case Study

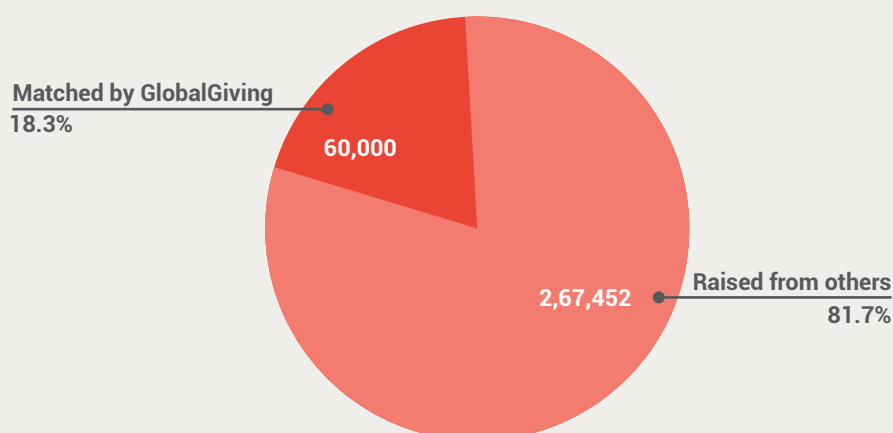
## GlobalGiving: Supporting NGOs with the right tools to unlock increased funds

NAME OF PLATFORM	PLATFORM MOTIVATION
GlobalGiving	To provide NGOs with funding, tools, training and support to unlock increased funds

### BACKGROUND ON THE PLATFORM:

GlobalGiving is a global crowdfunding platform connecting nonprofits, donors, and companies in nearly every country around the world. GlobalGiving helps local NGOs access the funding, tools, training, and support they need to become more effective and is working towards a mission to transform aid and philanthropy to accelerate community-led change. In the past 17 years, they have supported over 24,000 projects across the globe and engaged with over 950,000 donors, many of them through matching campaigns.

### SNAPSHOT OF SUCCESS:



Funds raised/matched by GlobalGiving for August Little by Little campaign (in ₹)

Note: The matching campaign ran for 5 days (from August 12-16, 2019), and created a leverage of ~4.5 times on GlobalGiving's contribution.

### THE MODEL:

GlobalGiving has developed expertise in match funding campaigns – helping funds multiply and reach further. Their matching fund encourages donors to contribute to a general pool. Funds from the pool are routed to projects that are almost fully funded reach their budget target. The goal of GlobalGiving's matching fund is to provide donors who wish to support multiple causes with a high-impact giving opportunity, without having to specify a particular project.

### SUPPORT PROVIDED BY THE PLATFORM:

GlobalGiving provides support to NGOs that participate in their campaigns for fundraising and communications. GlobalGiving shares an online library of resources with NGOs, organises webinars and conducts one-on-one discussions with NGOs to support development of their marketing and fundraising strategies. During campaigns, GlobalGiving provides a leaderboard to show NGOs a live total of their fundraising efforts and their performance compared to their peers and motivate them through the campaign. On an ongoing basis, GlobalGiving provides NGOs with a calendar of fundraising events that they can participate in and plan campaigns with. They also recommend interesting projects to their database of retail givers on behalf of NGOs.

---

## MEASURING SUCCESS:

GlobalGiving measures the success of their campaigns using four key indicators namely the leverage ratio, number of NGOs that received funds, number of donors engaged and number of new and unique donors engaged.

---

## BEST PRACTICES:

- **Rewards:** Setting rewards and bonus prizes for participating NGOs, such as rewards for maximum funds raised or number of individual donors engaged, helps create a healthy competition amongst organisations.
- **Live updates:** Sharing real-time updates on the performance of NGOs in the campaign on a leader-board is important to motivate them to achieve their goals.
- **Countdown for donors:** Adding a countdown timer on the campaign page to highlight the hours/days left for donations creates a sense of urgency and can help trigger donations from individual donors.
- **Support to NGOs:** Providing hand-holding support to NGOs to help them use the resources shared with them is a way to ensure continued engagement and build a long-term relationship.
- **Reporting to donors:** Reporting back to donors and completing due diligence is more than just a compliance process. It is a way to engage with the donor and show them the platform is trustworthy.
- **Time-bound:** Providing matching funds for a limited time creates a sense of urgency for donors to give to the NGOs in that time period. This ensures that the donor cannot defer giving to another time in the future because they will lose out of the matching opportunity, thereby increasing conversion rates and fundraising effectiveness.

---

**“Matching campaigns allow us to scale our impact well beyond traditional grant making. By offering matching funds to NGOs, we can help them engage new donors, retain existing donors, and scale the impact of limited funds several fold.”**

**- Kevin Conroy, GlobalGiving**

---

---

# Case Study

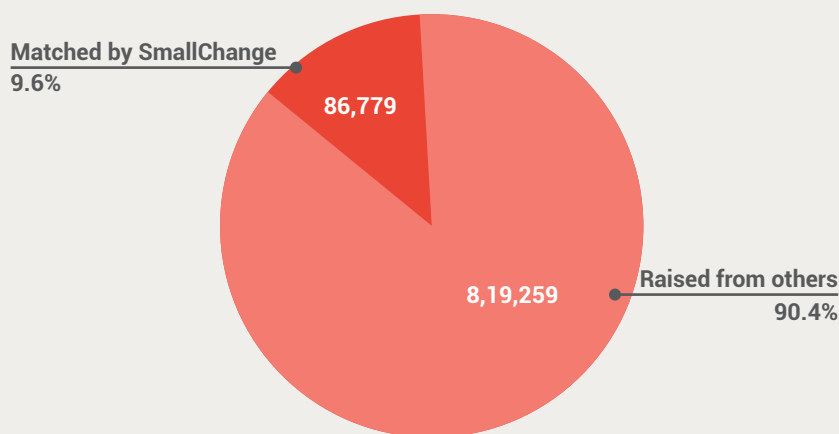
## SmallChange: Making a case for NGOs through good storytelling

NAME OF PLATFORM	PLATFORM MOTIVATION
SmallChange	To encourage NGOs to fundraise on the platform

### BACKGROUND ON THE PLATFORM:

Founded by Sara Adhikari, SmallChange, (now part of GiveIndia), is an online crowdfunding platform that connects NGOs with individuals to enable them to donate to causes they are passionate about. NGOs can crowdfund for their programmes and projects through the platform. Special features also encourage individuals and corporates to crowdfund for NGOs.

### SNAPSHOT OF SUCCESS:



Funds raised/matched by SmallChange for #UnTaxYourGiving Campaign (in ₹)

Note: The matching campaign ran for 45 days (from Feb 15 - Mar 31, 2019), and created a leverage of ~9.5 times on SmallChange's contribution.

### THE MODEL:

SmallChange has conducted matching campaigns during Daan Utsav, Kerala floods and the end of the financial year, as these are periods that see more traction from donors and this in turn pushes NGOs to be more engaged with fundraising when they see results. SmallChange's strategy of a 20% matching ratio helps them reach out to more NGOs, instead of only bigger NGOs capitalising on matching funds by reaching out to their prominent funders.

### BEST PRACTICES:

- **Storytelling:** SmallChange has a dedicated in-house communications team that creates stories for the NGOs on their platform. NGOs share basic information such as annual reports, testimonials, pictures, etc. and the story is crafted in a way that enables donors to relate and empathise with the NGO's cause. When the donor can identify with a person, it is more appealing. For example, 'Feed 40 children in an orphanage' may be less attractive than 'Mala needs an eye operation'.

---

- **Communication strategy:** NGOs need to have a communication plan in place before a campaign starts. SmallChange supports NGOs by drafting appeal emails, providing them with a fundraising toolkit to improve their techniques and tailor-made fundraising graphics that can be used on social media.

- **Platform credibility:** For smaller NGOs without an established brand, the platform's credibility and popularity can push the retail giver to donate.

---

**“A matching donation campaign is a win-win for all. The NGO feels motivated to fundraise for the extra pay-off, the donor feels good about his money going that much further and the matcher’s satisfaction comes from the funds having a multiplying effect.”**

**- Sara Adhikari, SmallChange**

---

Beyond matching programmes, Sattva also came across a unique model that started out as a matching contribution but extended its strategy to leverage the power of crowdfunding to multiply the funds raised towards a cause.

## Case Study

### TPAF: Leveraging the power of crowdfunding to accelerate pediatric liver care in India

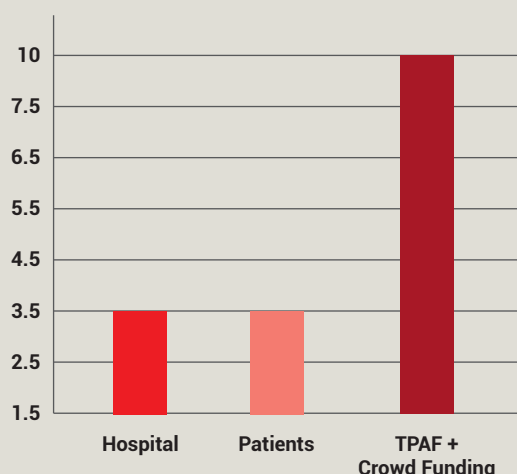
<b>NAME OF DONOR</b> The Pravin Agarwal Foundation	<b>CAUSE</b> Pediatric liver care	<b>DONOR MOTIVATION</b> To promote sustainability and expand donor base for pediatric liver care in India
<b>FUNDS CONTRIBUTED* BY TPAF</b> ~₹2.17 cr	<b>FUNDS RAISED* FROM CROWDFUNDING AND OTHER DONORS</b> ~₹5.52 cr	

\*From 2016 to date

#### BACKGROUND OF THE DONOR:

The Pravin Agarwal Foundation (TPAF) is on a mission to make pediatric liver care in India affordable, accessible and available for children in need. The brainchild of corporate philanthropist Mr. Pravin Agarwal, TPAF is pioneering ecosystem-level efforts targeted at raising funds, enhancing knowledge, facilitating partnerships and advocacy. Since 2016, TPAF has successfully channeled donations for over 100 pediatric liver transplants in India.

#### SNAPSHOT OF SUCCESS:



Source of funding (in ₹ lakh)

Note: The matching campaign ran for 7 weeks, and created a leverage of ~7.2 times on contributions. The campaign saw a participation of 259 NGOs and 16,210 individual donors.

#### THE MODEL:

TPAF has developed a unique collaborative model to support pediatric liver transplants in India - TPAF shares the cost of surgery with the patient's family, empaneled partner hospitals, and retail donors. TPAF ran multiple experiments on the contributing ratio, timing of funds disbursement, stakeholder roles, etc., to develop this model which seeks to promote sustainability and expand donor base for pediatric liver care in India. This model has allowed TPAF to multiply its total contributions by 2.5 times to the cause.

---

TPAF's network of empaneled hospitals cap the total cost of surgery at ₹15 lakh (average cost range is ₹18 to ₹22 lakh) and provide an additional upfront discount of ₹2.5 lakh. They reach out to TPAF for patients in need of financial support. TPAF's crowdfunding partner, Milaap, develops content and creates a fundraising campaign for each patient on its website. The campaign reflects TPAF's upfront grant of ₹1.5 lakh for each patient, encouraging other donors to bridge the gap. The campaigns are fully underwritten by TPAF, thus any shortfall in the amount raised via crowdfunding is covered by TPAF. A sum of ₹2.5 lakh is paid by the patient's family.

TPAF closely tracks the amount of funding it has been able to raise from crowdfunding and the total number of donors who have contributed to the cause. In the next few years, TPAF aspires to direct greater funding towards building awareness and forging partnerships, while enabling the retail giving ecosystem to support direct surgery costs.

---

#### **BEST PRACTICES:**

- **Openness to innovation:** TPAF views its role as an ecosystem enabler, and not just a donor. Their focus on strengthening the overall value chain for liver transplants has enabled them to go beyond conventional grant models, to experiment and develop a unique collaborative model.
- **Defining stakeholder roles:** TPAF's clear allocation and documentation (through SOPs) of stakeholder roles and responsibilities has helped bring in efficiency to the overall process. For example, each TPAF supported case gives the hospital guarantee of receiving ₹10 lakh for each transplant. The empaneled hospitals are responsible for creating patient applications, sharing updates on the patient, whereas the crowdfunding partner tracks campaigns and shares updates with donors.
- **Institutional Partnerships:** A formal partnership between TPAF and Milaap has enabled both entities to effectively market campaigns on Milaap's website, enhance visibility for the cause and raise significant funding for the surgeries.

---

#### **STRONG GOVERNANCE AND ADVISORY:**

TPAF has a team of two members who manage and govern the process on an end-to-end basis. In addition, TPAF has set up a medical panel to validate the medical complications arising on a case to case basis and an Advisory Board to further its mission of enabling pediatric liver transplants in India.



---

# Barriers to matching

The nascency of matching campaigns in India can be attributed to technical and procedural challenges that play into the execution. Larger concerns captured during our interviews highlighted the need to create

awareness, encourage NGOs to explore matching campaigns as an alternate fundraising strategy and strengthen the giving ecosystem in India.



## LACK OF AWARENESS

There is a lack of understanding amongst NGOs and donors on the concept of matching campaigns and its potential in inspiring philanthropic interest and action. This also makes it difficult for NGOs to find the right match-funder or convince their donors to leverage matching campaigns. Additionally, NGOs often struggle to understand the process and role of diverse levers in matching campaigns.



## LIMITED UNDERSTANDING

NGOs that participate in matching campaigns on platforms often see an increase in total amount raised as the sole outcome or purpose of matching, and not its potential in diversifying their donor base. This can lead to unethical practices, or repeatedly approaching HNIs to donate the amount required to unlock the match.



## MINDSET BARRIERS

Several NGOs do not consider retail fundraising as an integral part of their overall fundraising strategy. This is largely due to the perception that retail fundraising requires greater bandwidth of resources, larger fundraising teams and specific areas of expertise.



## LIMITED CLARITY ON CSR APPLICABILITY

There is an ambiguity among corporates about the use of CSR funds for matching grants, way of execution and restrictions on funding certain causes.<sup>10</sup>



## LIMITED FOCUS ON VOLUNTEERING

A common emotion that was reflected during the interviews was the lack of interest among NGOs and Indian corporates to design, execute and manage volunteering opportunities, further limiting the potential for corporate matching.

---

10. Indian Companies Act, 2013

---

# Key takeaways

## 1. FOR CORPORATES

Employee matching programs can enable corporates to: **a)** create a vibrant culture of volunteering across levels **b)** encourage employees to give to causes of their choices and **c)** reinforce their commitment to the country's development. By offering both structured matching programmes as well as one-off matching campaigns in times of need, corporates can multiply the impact of their funds towards social causes manifold. Moreover, the availability of multiple online platforms offers a great opportunity to automate systems and processes towards linking payroll giving, and employee volunteering.

## 2. FOR PRIVATE DONORS

Donors across segments and motivations stand to accrue a range of benefits by strategically leveraging matching campaigns. These include a high social return on investment, an opportunity to build grantees' fundraising capabilities and expand their donor base, and a tool to encourage retail giving. Donors must explore the different use cases of matching campaigns, and look to include the same as part of their overall giving model.

## 3. FOR PLATFORMS

Platforms have an important role to play in promoting the potential of matching campaigns, supporting the fundraisers and enhancing the givers' experience through the journey of the campaign. Platforms must consistently work to identify new ways to personalize the giving experience and celebrate giving. Platforms could also collaborate with NGOs to run pilots to increase ease of giving by working on documentations, engagement with givers, data analytics, and digital storytelling. Lastly, platforms must also look at piloting collaborations with mainstream businesses/e-commerce/digital wallets and other offline outlets to build a case for matching.

---

**“If grantmakers and corporates dedicate a portion of their committed grants as a match for retail donations, that could incentivise their grantees to pursue retail fundraising as a step toward diversifying their resource mix and strengthening sustainability. Retail fundraising is hard; a matching grant makes it compelling for the NGO to invest time in pursuing everyday givers. The matching grant not only makes greater bang for the buck a compelling reason to give, it also addresses trust deficit through brand association. Corporates could also make it impactful for them and their grantees through matching for campaigns that have features to engage their customers and employees.**

**We could say from GivingTuesdayIndia campaigns of our collaborators, matching funds that support campaigns on giving platforms could provide a strong impetus for building skills in storytelling, donor management and retail fundraising in NGOs. With the cost of online transactions going south, matching could give the required thrust for retail fundraising to become a reliable, effective and efficient funding stream for credible NGOs.”**

**- Pushpa Aman Singh, GuideStar India and Global Leader, GivingTuesday India**

---

---

# Research methodology and limitations

## RESEARCH OBJECTIVES

The study sought to fulfil two key objectives:

- a) **To capture evidence across India's giving ecosystem** on the power of matching contributions in boosting everyday giving in India
- b) **To create a practical toolkit to showcase DIY practices** from idea to execution across different approaches, models, stakeholders and outcomes of matching contributions made in India

## KEY AREAS OF ENQUIRY

The following areas were understood in more depth during the research process:

1. **What are the matching hypothesis** that have been tested?
2. **What is the journey** from idea to implementation?
3. **What are learnings and best practices** from the matching experience?
4. **What have been triggers** in eliciting positive giving behaviours among everyday givers through matching contributions - awareness to giving and becoming an ambassador for the cause?
5. **What are learnings and best practices in the design of matching**, communication, donor management, data capture and analysis?
6. **What are ways forward** for the ecosystem to emulate in terms of successful matching strategies?

## METHODOLOGY

Insights from the study came from three research methods:

- **Review of existing literature** to understand data around matching campaigns that have taken place globally and in India.
- **Data mining of past matching campaigns**, within both the global and Indian context to build evidence on the potential and success of matching campaigns.
- **31 semi-structured interviews with senior leadership** across corporate foundations and CSR, giving platforms, grantmakers and NGOs to provide insights on best practices, design and execution and key success factors

of matching campaigns. Apart from this, interviews were also conducted with 3 ecosystem influencers to understand the potential of matching contributions in growing the giving ecosystem.

## LIMITATIONS

On account of the concept of matching being fairly recent, three study limitations have been identified:

- **Nascency of matching ecosystem:** Clear success factors and best practices have not been established or demystified by all participants in the study. While Sattva has attempted to outline the pathways to a successful matching campaign, these are not prescriptive in nature, but based on insights and conversations on existing best practices in the ecosystem.
- **Dominance of platforms:** Currently, a lack of awareness on matching across stakeholders has led to a dominance of platform-led campaigns. Further, platforms today approach matching experimentally, and do not have established success factors. Thus, it is difficult to generalise the potential and role for NGOs to initiate matching based on the rare instances of NGO-initiated campaigns.
- **Lack of data from successful campaigns:** Data capture and analysis on formal channels of giving is not consistent, with varying levels of rigorous data available for different channels. Due to lack of data analytics by platforms or NGOs, data on successful matching campaigns was difficult to find in the Indian context.

---

# List of interviewees

<b>Ajay Gopal</b>	Cisco
<b>Amit Chandra</b>	A.T.E. Chandra Foundation
<b>Ananthapadmanabhan Guruswamy</b>	Rootbridge Academy of Giving
<b>Ankita Kumari</b>	Impact Guru
<b>Anoj Viswanathan</b>	Milaap
<b>Avijit Dey</b>	Sightsavers India
<b>Bharath Visweswaraiah</b>	Omidyar Network
<b>Binu Jacob</b>	Direct Dialogue Initiatives
<b>Chaitanya Sharma</b>	GiveIndia
<b>Gautam John</b>	Rohini Nilekani Philanthropies
<b>Geeta Shah</b>	Vidyadaan Sahayyak Mandal
<b>Harmish Modi</b>	Blind People's Association
<b>Kevin Conroy</b>	GlobalGiving
<b>Lakshmanan AG</b>	GiveIndia
<b>Lindsay Louie</b>	Hewlett Foundation
<b>Michael Budwig</b>	Paypal
<b>Mohan D'Souza</b>	Habitat for Humanity
<b>Nimesh Sumati</b>	Caring Friends
<b>Nipun OS</b>	Mphasis
<b>Prabhu Loganathan</b>	Isha Vidhya
<b>Dr. Prahalathan KK</b>	Bhumi
<b>Praveen Beechagondahalli</b>	Wipro Cares
<b>Priyanka Prakash</b>	GiveIndia
<b>Pushpa Aman Singh</b>	Guidestar India
<b>Rahul Chovva</b>	LetzChange
<b>Rishabh Lalani</b>	Wipro Cares
<b>Sara Adhikari</b>	SmallChange
<b>Shaivi Chandavarkar</b>	Representative of The Pravin Agarwal Foundation
<b>Sharalene Moonjely</b>	Arpan
<b>Sudha Kidao</b>	Foundation for Excellence
<b>Sundeep Talwar</b>	Akshaya Patra
<b>Vatsala Mamgain</b>	Child Rights and You (CRY)
<b>Venkat Krishnan</b>	India Welfare Trust

---

# About A.T.E. Chandra Foundation

A.T.E. Chandra Foundation (ATECF) anchors the philanthropic giving of Chandra Family. Strategic “portfolio approach” to social investments has helped advance and maximise its impact through various interventions. The Foundation works in collaboration with many leading Indian and Global organisations in the social sector such as Centre for Social Impact & Philanthropy (CSIP), The Bridgespan Group (TBG), and Bill & Melinda Gates Foundation (BMGF).

With a deep data-driven approach, the Foundation aims to create templates for solving various societal problems. It works with a deep sense of purpose around the problems it seeks to solve and aims to play a catalytic role by leveraging the available resources in the ecosystem.



**CHANDRA**  
FOUNDATION

📍 3rd floor, No. 43, Dr. V.B. Gandhi Marg, Kala Ghoda, Fort, Mumbai - 400 023

✉ [ate\\_fort@ateindia.com](mailto:ate_fort@ateindia.com)

☎ 022 4017 2100

in [ate-chandra-foundation](#)

---

# About Sattva

Sattva is a social impact strategy consulting and implementation firm. Sattva works closely at the intersection of business and impact, with multiple stakeholders including non-profits, social enterprises, corporations and the social investing ecosystem.

Sattva works on the ground in India, Africa and South Asia and engages with leading organisations across the globe through services in strategic advisory, realising operational outcomes, CSR, knowledge, assessments, and co-creation of sustainable models. Sattva works to realise inclusive development goals across themes in emerging markets including education, skill development and livelihoods, healthcare and sanitation, digital and financial inclusion, energy access and environment, among others. Sattva has offices in Bangalore, Mumbai and Delhi.



🌐 [www.sattva.co.in](http://www.sattva.co.in)

✉ [impact@sattva.co.in](mailto:impact@sattva.co.in)

📷 [@sattvaindia](#)

f [SattvaIndia](#)

🐦 [\\_sattva](#)

in [sattva-media-and-consulting-pvt-ltd-](#)





