INDIA @ 75
MISSION 2022

taproot
FOUNDATION

A $10 Billion opportunity by 2022

Pro Bono in India

An India@75 Foundation & Taproot Foundation Publication

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Executive Summary

WHAT WILL IT TAKE TO BUILD A BETTER INDIA?

A better India can be built by leveraging on India's core competency – its people.

Large-scale, non-violent social change is a result of a concerted and directed collaborative process. For India to achieve its utmost potential and for India to break-past its most intractable social challenges, strategic collaborative platforms bringing together Indians are crucial.

In this pursuit, "Pro bono in India" presents an overview and a solution on how skills, competencies, time, energies of Indian professionals can be channelized to build a better India through pro bono service and skilled-volunteering.

Like the growing pro bono movement in the United States, we believe that Indian professionals and companies can contribute to build a better India by institutionally initiating programs through which employees' time, talents and core skills can be shared with nonprofits to enable skill and capacity building.

Nonprofits are crucial to any country's forward progress. With stronger organizational development skills they can become efficient and effective, revolutionizing the pace of social change in India.

In bringing this revolution, companies and nonprofits can truly become partners in change. Practices in the past have not seen widespread efforts to synergize and leverage the strengths of these two groups. Therefore, the promise and potential such partnerships offer is yet to be discovered.

In essence, this report not only puts forward a case for pro bono but also seeks to engage and bring together two crucial partners in India's development.

Using the right models, pro bono business talent can bring lasting change in the way nonprofits function. Pro bono has the potential to build capacity which enables nonprofits to function better, manage themselves better, create strategic intent, train employees, prepare leaders and build efficient systems of delivery; all in the endeavor that nonprofits will be better equipped to take on the most intractable social challenges.

Noteworthy is the fact that not only will this benefit the society, but will also have benefits for employees and companies that engage in pro bono.

With 'social good' becoming a mandate for Indian companies through legislative measures, pro bono is truly the way forward. And with nonprofit leaders expressing willingness to integrate pro bono to power their mission, a pro bono movement in India is imminent.

As eloquently put forth by a nonprofit partner,

"As we are on our growth path, skilled volunteers can help us with fund raising, branding and making processes to help provide better service and effective use of the limited resources available."

Background

ABOUT INDIA@75

India@75 is a grassroots initiative for realizing the dream of an inclusive, sustainable and developed India by 2022, when India completes 75 years of Independence. It is a universal vision for India shared by Indians from all geographies and all walks of life. It was developed using collaborative public reasoning processes that involved thousands of Indians from all sections of society.

C.K. Prahalad, distinguished Professor of Corporate Strategy at the University of Michigan, was the inspirational force behind the India@75 initiative.

After reaching out to millions of Indians from all walks of life to identify their shared aspiration, India's skilling agenda of creating a globally employable skilled workforce of 500 million people by 2022 was proposed by India@75 and endorsed by India's Prime Minister, Dr. Manmohan Singh.

Key vision elements for India@75 – The People's Agenda are:

- Education and Skills
- Businesses and Economy
- Technology and Innovation
- Urbanization and Environmental Sustainability
- Agriculture, Food Security and Health
- Arts, Literature and Sports
- Moral Leadership, Governance and Public Administration

The mainstay for achieving these visions is Volunteering and Strategic Citizen Engagement.

It is our endeavour to create a movement where everyone is involved in realizing the dreams of India. We seek to build partnerships with diverse stakeholders ranging from governments to individuals, and community groups to business institutions.

We imagine an India that will actively shape the new world order through economic strength, technological vitality and moral leadership.

ABOUT TAPROOT FOUNDATION

Taproot Foundation's mission is to lead, mobilize, and engage professionals in pro bono service that drives social change. Taproot addresses a critical issue in the nonprofit sector: most organizations tackling social problems do not have access to the marketing, design, technology, management, or strategic planning tools they need to thrive. Through partnership with business professionals, Taproot strives to position nonprofits to address the environmental, economic, health, and social issues society faces today.

HISTORY OF VOLUNTEERING IN INDIA[1]

In a society shaped by the tradition of giving (*'sewa', 'nishkam karm', 'shramdaan'*) and deep value systems rooted in the belief that 'to contribute is to make one's own life better', volunteerism is a part of living culture in India. This belief also has roots in religious and spiritual practice where millions of Indians believe in the ideals of selfless service and tenets of India's giving heritage.

Volunteerism has evolved and has seen several forms. People and governments have come to realize the importance and need for volunteering in nation building. Citizen engagement through volunteering is an idea that is being employed to build a more inclusive and holistic society.

Government programs since India's Independence in 1947 have focused on creating national volunteering platforms for Indians. Among these the National Service Scheme (NSS), National Reconstruction Corps (NRC), Nehru Yuva Kendra Sangathan (NYKS) and National Youth Corps (NYC) are worth mentioning. These programs have focused on involving various young people in community-based nation building activities. The motto of NSS is "Not Me But You" and it focuses on "Personality Development through Community Service." The NRC tries to harness the power of *'Yuva Shakti'* (young people) in various community-based nation building activities. NYKS is asserted to be the largest nonpolitical youth organization in the world that channelizes the power of youth on the principles of volunteerism, self-help and community participation. NYKS provides rural youth with avenues to participate in nation building as well as provides opportunities for leadership training and skill development.

The Indian Government's Total Literacy Campaign under the National Literacy Mission is one of the world's largest volunteer-based programmes. The contribution of literacy volunteers has changed the literacy landscape of the country by enhancing India's literacy levels to 82.14% for males and 65.46% for females in 2011. (Male and female literacy rates were reported at 64.13% and 39.29% respectively in 1991. The literacy campaign was initiated in 1988). Further, India's commitment to achieving full immunization under National Pulse Polio Mission has often times been credited to the 2.3 million volunteers who have repeatedly vaccinated children in the most remote areas across the country[2].

As a result of such initiatives, the realm of service and volunteering is now becoming organized. There is a gradual movement to open the field to new practices, approaches and mindsets.

This trend is gaining ground with companies too in the form of Corporate Volunteering.

In India, increased volunteerism is being driven by the new Companies Bill that mandates organizations to spend 2% of their net profit on social welfare.

Indian companies have always been involved in corporate philanthropy in varying measures and have contributed to social causes out of their annual profits. Philanthropy has been in the form of direct financial contributions or in the form of support extended to various social programmes and causes, scholarships and grants etc.

As in other parts of the world, Corporate Social Responsibility (CSR) is a growing trend in India. CSR as a management priority has gained significant importance in India. Organizations are no longer isolated from communities they work in and have realized that these communities have a major influence on their operations and relationship with their clients. Employees are also offered volunteering opportunities under CSR. Further, employee-community engagement is being used as a strategic asset to help achieve business goals.

Corporate Volunteerism is now a priority for the younger generation workforce that seeks to support causes that can bring positive social change. Companies are making volunteering an integral part of their employee induction programmes. Volunteering is being used as a tool to boost employee morale and increase job satisfaction[3].

Pro bono services as a measure of giving are gradually being recognized. Companies and individuals are getting acclimatized to the concept and the need of the hour really is to introduce the idea in greater force for it to be integrated in companies' social and giving mandate.

CAPACITY BUILDING OF INDIAN NGOs: PRESENT SCENARIO

Capacity is the ability of people, organizations and society as a whole to manage their affairs successfully. Capacity development or capacity building is the process whereby people, organizations and society unleash, strengthen, create, adapt and maintain capacity over time[1].

For the purpose of this study, capacity development has been defined with a view to understand (and initiate) interventions which can build institutional strength in nonprofits. These interventions can be in the areas of Human Resource and Leadership Development, IT Development and Technology Infrastructure, Strategic Planning and Program Development, Marketing and Branding, Organization Development, Financial Management, Board Development etc.

Some organizations working in the area of capacity building are worth noting here.

Atma, a nonprofit organization works with high potential NGOs in the education space and provides organizational management support these NGOs require to have maximum impact. By providing capacity building consulting and volunteers, Atma has been able to make a difference through its high-touch model. Initiated in 2007, Atma provided 7929 total service hours to Atma Partners in 2011-2012[2].

Operation Whiteboard is another initiative that merits mention. It is a strategic level engagement platform for senior management of corporate and nonprofit sector. Whiteboard provides nonprofits an opportunity to leverage pro bono expertise from some of the most successful leaders of the corporate sector to make their processes more efficient, to deliver services more efficiently, generate greater awareness, and raise money more effectively. Started in July 2011, Whiteboard is now operational in three cities[3].

Equally commendable is the work done by the NGO Swasti in collaboration with Swathi Mahila Sangha. The concerted efforts of these two organizations aimed at transferring skills in key areas of management enabled 13 former sex workers to build a robust organisation of over 7000 women. Using a variety of innovative methods of capacity development – including shadow leadership, organizational development and other management systems – Swasti's efforts allowed Swasthi Mahila Sangh to reduce HIV prevalence from 20 to 5 percent in six years[4].

An initiative specifically in the domain of capacity building in the IT space is ConnectIT. In pursuit of addressing the huge gap in the IT sector, NASSCOM Foundation initiated the ConnectIT programme to sensitise and conduct capacity building workshops to build the ICT skills of NGOs. The program has enabled nonprofits to functionally scale-up their organization and has enhanced the outreach and impact of their activities[5].

An interesting initiative in this direction is a portal called IndianNGOs.com. The website puts forth resources under "capacity building". Here nonprofits can learn how to write annual reports or institute annual performance reviews! These resources, at best, can serve as a good starting point for organizations.

Indian nonprofit leaders and development practitioners have often identified gaps in laying effective organizational structures and service delivery processes as key challenges. While nonprofits are experts in the sectors they operate in, interventions in the domains stated above can enable them to increase their efficacy and help them realize their full potential.

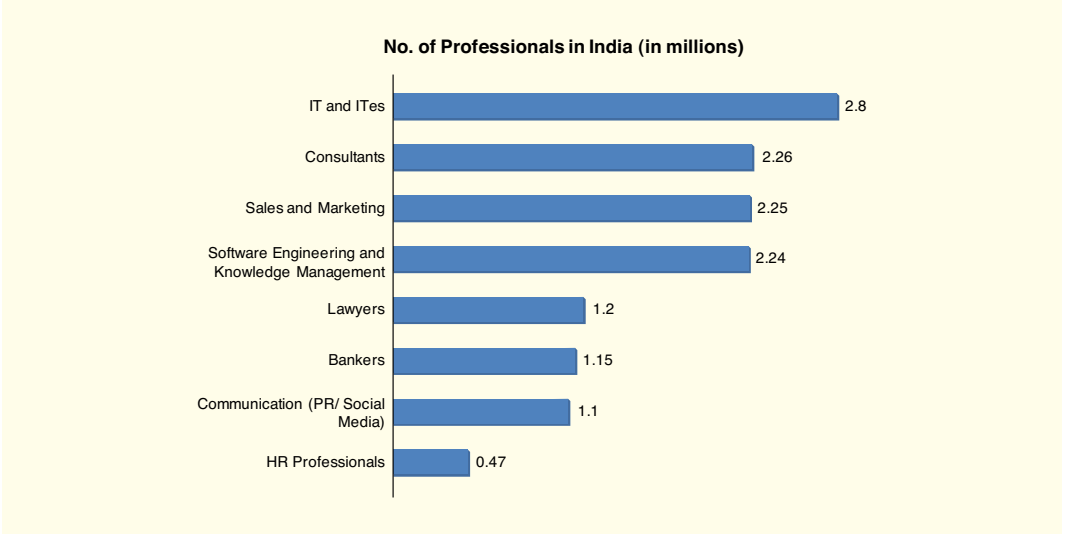
Programs mentioned above give us exciting examples of what success can look like for a full-fledged pro bono program in a country of 3.3 million nonprofits.

SIZE OF MARKETS – CORPORATIONS

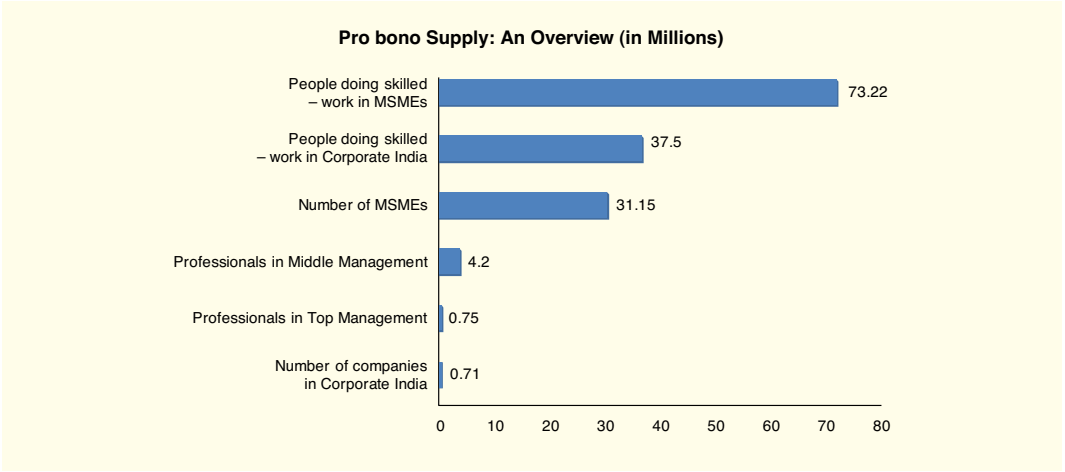
To deliver pro bono, it is crucial to determine the availability of talent that can meet pro bono needs of nonprofits. The size of the skilled Indian workforce is vast. The largest number of the skilled Indian workforce is found in Micro, Small and Medium Enterprises (MSMEs), representing 73.22 million Indians. This is followed by the Corporate Sector representing 37.5 million Indians.

This workforce represents a huge opportunity. Therefore, a focused way to engage professionals across the board will be through organized networks which, in turn, will have the most direct and easy access to large pools of professionals.

The talent available in India is diverse. The graph below reflects the number of professionals and companies in India.



[1]Refer Appenix II for Source



[2]Refer Appendix II for Source

These numbers present an opportunity.

With ~110 million people doing skilled work in India and with more than a million employees working in information technology, consulting, communication, software engineering, knowledge management, finance and law – the plethora of talent availableif harnessed using the right pro bono delivery models can result in large-scale change in the way nonprofits operate.

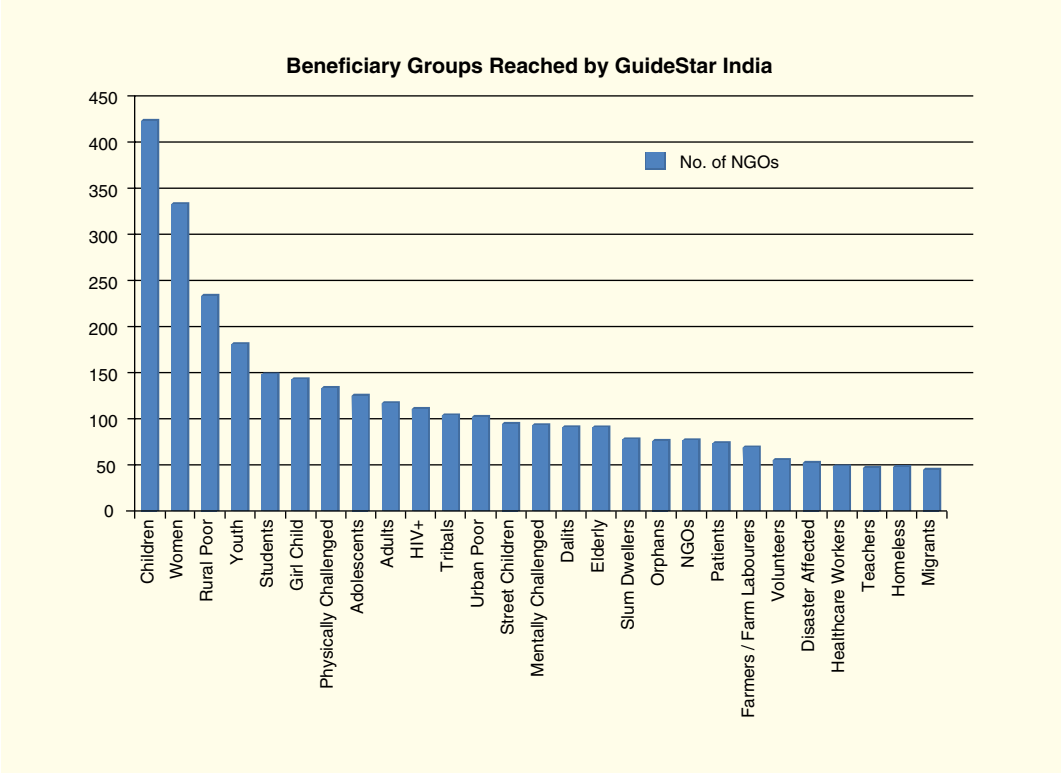
SIZE OF MARKET – NGOs

India has possibly the largest number of active non-government, not-for-profit organizations in the world. A 2009 government study estimates that 3.3 million NGOs exist in the country. This gives an average of one NGO for every 400 people in India[1].

The importance of this number can be realized by drawing attention to the following fact: "One NGO for every 400 Indians" is many times the number of primary schools and primary health centres in India.In a country dealing with extremely complex and intricately connected social issues, the sheer size of the nonprofit sector presents an opportunity that if leveraged can bring about massive social change.

If capacity of these nonprofits was built, if their programs were analyzed and streamlined to meet their organizational goals, if these programs were strategically planned and if these organizations were best equipped to serve their constituencies and increase standards of delivery – some of the most obstinate and obdurate social challenges would be met with millions (quite literally) of empowered organizations collectively pressing ahead to root out social challenges in multiple areas.

The following chart is reflective of the diversity of sectors Indian nonprofits work in.



[2]Refer Annexure II for Source

The Government of India study quoted above also suggests that more than 80% of the 3.3 million registered nonprofits come ten states. The implications of this distribution can be noted in the following chapter.

INSIGHTS AND IMPLICATIONS

There is no dearth of opportunity to leverage pro bono to make an impact. The sheer number of companies and the strength of skilled workforce is emblematic of the power pro bono can yield. In a country that endeavours to increase its skilled-workforce and is constantly adding new enterprises – 'a pro bono movement' in India is not a distant dream.

As emphasised above, this opportunity can be harnessed by using the right pro bono delivery models to leverage the business skills of companies and professionals.

This opportunity can not only address a 'capacity-building challenge', it can also have deeper implications. Scaling pro bono programs to involve companies and professionals from all walks of life can lead to a 'contribution revolution' in a country which is yearning for change with regard to how social issues are dealt with and perceived.

Further, given the government regulation for spending 2% annual profits in the social sector as Corporate Social Responsibility, this is really the right time to seed pro bono in India.

With capacity building becoming an increasingly recognized need by nonprofits and with efforts attempting to fill this gap, receivers of pro bono will only welcome institutionalized pro bono efforts.

Further, with more than 80% of the 3.3 million registered NGOs in states which also record the highest GDP growth rate, pro bono in India has many launch-pads![1]

Needs and Skills

CAPACITY BUILDING NEEDS OF INDIAN NGOs

To assess capacity building needs of Indian NGOs, we reached out to diverse nonprofits resulting in detailed surveys from 358 organizations. The organizations surveyed were spread across India and were very diverse – geographically, structurally, legally, financially and with regard to the nature of work they undertake. Some of these organizations employed less than 10 people, while the others had more than a 100 staffers. In our sample, some organizations were operating on a micro budget of less than 2 hundred thousand INR (~3700 US$) per annum while other organizations were operating on a budget of more than 100 million INR (~1.85 Million US$) per annum. The majority of organizations reported their area of work under 'Social Services' and 'Development and Housing'. The smallest number of organizations worked in 'Culture and Recreation', 'Crime and Safety' and 'Financial Literacy'.

Therefore, the sample used has been very diverse and reflects the Indian nonprofit spectrum. Graphical representation of these facts can be found in the Appendix.

Our results also gave us an overview of nonprofits' perception of skilled volunteering and about the broader trends in the sector.

Of the organizations surveyed, 80% associated skilled-volunteers with a cost reduction to their operations of 1-50%. Only 5% organizations felt skilled volunteers had no benefits to reduce their costs.

Of all the organizations surveyed, 75% said they launched a major initiative in the last two years and 65% said they completed a new strategic plan in the same duration.

Other Key Findings: Nonprofits' Perception of Skilled Volunteering

- 83% respondents 'agreed' that skilled volunteers could provide their organization with access to professional skills which they otherwise wouldn't have access to.
- 83% organizations suggested that they need skilled-volunteer support.
- 87% of the respondents 'agreed' that skilled volunteers could help their organizations achieve their goals.
- This stance was re-affirmed when 81% respondents suggested that skilled volunteering could help their organization overcome their challenges.
- Further, 70% respondents on the whole have knowledge of what skills are needed to address their organizational needs.

Terminology Used

For this survey, non-skilled volunteers refer to volunteers who donate their time and do not need specialized training or knowledge to complete their volunteer duties (e.g. volunteering to help paint a school, volunteering to teach a child etc).

On the other hand, skilled-volunteers donate their professional skills that they have acquired through either professional training, degrees, or certificates that directly relate to the type of work they perform for the organization (e.g. web designer volunteering to create a website for a NGO).

From our findings, we learned that the Greatest Capacity Building Needs of Indian NGOs are in the following areas:

Areas	Percentage
Fundraising	15%
Programme Development	12%
Technology Development	11%
Strategic Planning and Management	10%
Human Resources and Leadership Development	10%
Communication and Online Strategy	10%
Marketing and Branding	9%
Research	9%
Financial Management	6%
Legal	4%
Other	3%
Real Estate/Facilities	1%
I am not planning to use skilled volunteering	0%

On being asked their top three-five priorities for the next two years, the response pattern was the following:

Priorities	Organizations' Response
Add/or significantly increase a stream of funding (e.g., individual donors, earned income)	73.46%
Undertake major program expansion	58.10%
Increase visibility in the community	55.30%
Develop or update your strategic plan	44.97%
Improve utilization of volunteers	44.97%
Implement IT solutions to help manage programs, fundraising and/or operations	33.79%
Increase the role of the web in operations and marketing	29.32%
Increase financial management capabilities	28.49%
Improve IT systems for your facilities (e.g., networking)	23.74%
Upgrade your facilities or move locations	23.74%
Improve goal setting and measurement against goals	23.46%
Improve staff productivity and retention	22.90%
Undertake major geographic expansion	18.71%
Increase board effectiveness	17.59%
Significantly grow the size of staff	17.59%
Improve branding and messaging (e.g., re-naming, new logo, positioning)	14.80%
Merge with another organization	7.26%
Redraft mission, vision and/or values	4.74%
Decrease exposure to liability	4.18%
Shrink organization to address decreasing budget/need	2.79%
Improve the quality of services provided to clients	0%

Note: Some nonprofits chose more than 5 categories here

These numbers reaffirm gaps in the areas of Fundraising, Programme Development, Technology Development, Strategic Planning and Management, Marketing and Branding, Financial Management and Human Resources and Leadership Development.

SKILLS OF VOLUNTEERS IN INDIA

To understand if pro bono can be effectively administered in India, it is imperative to understand the skill-sets of professionals who are most open to skilled-volunteering and also understand if these match with the capacity building needs of nonprofits.

From our survey, professionals identified themselves with the following skill-sets:

Needs of Nonprofits	%age
Programme Development	12%
Technology Development	11%
Strategic Planning and Management	10%
Human Resources and Leadership Development	10%
Communication and Online Strategy	10%
Marketing and Branding	9%
Research	9%
Financial Management	6%
Legal	4%
Other	3%
Real Estate/Facilities	1%
Fundraising	15%

Skills of Professionals	%age
Program Development	19%
Technology Development	14%
Strategic Planning and Management	14%
Human Resources and Leadership Development	7%
Marketing and Branding	4%
Financial Management	6%
Legal	0%
Board Development	0%
Others	35%
Real Estate and Facilities Development	1%
Fundraising	0%

[1]Refer annexure II

From the charts, the following can be noted:

- Gaps recorded in the areas of Program Development; Strategic Planning and Management; Leadership Development & Human Resources; Technology Development; Marketing and Branding; Financial Management; Real Estate/Facilities by nonprofits match with skills professionals identified themselves with.
- Needs in the area of Legal Services and Fundraising do not match with skills professionals identified themselves with.
- 12.5% of all professionals under the 'Others' category identified 'Analytics and Research' as their skill. This could complement the 9% gap that nonprofits indicate under 'Research'.

Other Key Results from the Survey:

- 96% respondents were willing to volunteer.
- 61% respondents felt that volunteering was an important part of their life.
- 69% respondents wanted to do skilled volunteering.
- 67% respondents wanted to do non-skilled volunteering.

INSIGHTS & IMPLICATIONS

The needs of nonprofits in most sectors can be addressed by skills of professionals in India.

The plethora of talent in Program Development; Strategic Planning and Management; Leadership Development & Human Resources; Technology Development; Marketing and Branding; Real Estate and Facilities can really aid capacity building in the nonprofit sector.

The gap area in 'Fundraising' – which is recorded as the highest need area for nonprofits and doesn't directly match the skills of professionals – can be bridged by using the insights and experiences of professionals in Marketing and Business Development. Further, Financial Management as a skill can be imparted to nonprofits to ensure transparency and due diligence in financial processes. Theses attempts can strengthen the pitch for fundraising by non-profits.

For the purpose of our study it must be noted that approximately 18% organizations indicate increasing board effectiveness as a priority. Engaging Middle and Senior Level Executives of companies in improving Board Effectiveness could make for worthy pro bono assignments.

Interestingly, 50% of the total sample indicates improving utilization of volunteers as a priority. Increasing utilization of volunteers has monetary benefits for nonprofits. If being able to efficiently utilize volunteers in their need areas, nonprofits would cut costs and improve efficiency.

Our survey results also put forth the fact that the location of professionals who can supply pro bono services matches with location of nonprofits which need these skills. (As was reflected on Page 9, maximum concentration of nonprofits is in states which also have the highest GDP rates in India.)

An interesting trend that was observed during this study was the willingness of engineers to volunteer. Engineers were also the highest number of respondents to this survey. To capitalize on this talent pool, it will be imperative to understand how nonprofits can use techies to propel social change and build organizational capacity.

The need of the hour, therefore, is to engage and train nonprofits on tapping business talent to power their social missions. It is very important to creatively decipher how large talent pools available in India can be used for pro bono. In the same line, messaging strategies to attract professionals to undertake pro bono are needed.

Equally imperative is the to need to construct pro bono models which can enable delivery of pro bono services in the most efficient manner.

Methodology Used

Response to this survey was received from 262 individuals from 67 companies. Overall, respondents worked in 20 sectors, with their companies operating in 25 sectors. The companies which responded to this survey were either multi-national organizations with branches in India, Indian organizations serving Indian clients or Indian organizations serving international clients. 63% of these organizations worked in the service sector whereas 35% worked in the manufacturing sector. These organizations were also diverse w.r.t. the number of people they employed. Respondents to this survey consisted of junior, middle-level and senior management.

For a visual representation of this information, please refer Appendix II.

Pro bono delivery models

Indian companies are very interested and open to exploring pro bono. Therefore, offering pro bono through the right models is not only a pressing need but also the *only way* to engage diverse companies and industry-types in India.

Like in the United States, the pro bono model selected should be aligned with the overall corporate goals.

Pro bono models will also have to account for companies' business stage and size at the point when pro bono and skilled-volunteering is introduced. There will also be a need to factor the values and social-change aspirations of leaders and decision-makers of companies.

Further, it is mandatory to construct pro bono models keeping in mind the industry-type that will engage in pro bono. Understanding competencies and constraints of individual sectors; understanding pressures and time availability unique to the professionals of a specific industry; having a sense of peak and low business cycles of specific sectors can help us design pro bono models which will fit the bill for an array of companies.

Based on this, the following Models for Community and Business Impact are recommended:

Pro Bono Model	Likelihood for Success	Rationale
Team-Based Individuals are placed on teams, each with specific roles and responsibilities. Each project is scoped and structured around a standard deliverable based on the needs of the nonprofit partners.	High	62% of respondents to our survey agreed or strongly agreed that they were more likely to volunteer in a group.
Signature Issue The combination of formal pro bono work with additional corporate assets for the purpose of leveraging significant internal resources against a specific social issue.	High	Companies which undertake pro bono around specific social issues (that are usually an area of interest to the top-management and are driven by decision makers and leaders) could undertake pro bono through Signature Issue
Sector-Wide Solutions A company creates a deliverable pro bono that can be applicable to all nonprofits across the sector.	High	For companies looking at creating maximum impact in limited time, implementing 'Sector-Wide Solutions' could be the way ahead. This solution, often making a company tool available to the nonprofit sector (ex: a software, an application or a process that can be used by a large number of organizations) leverages the corporate expertise.
Loaned Employee An employee is granted a sanctioned and compensated leave of absence to pursue a pro bono project.	Low	Due to time constraints and preference for team-based volunteering opportunities, loaned employee might not have a high acceptance rate in India.

Functional Coaching & Mentoring Employees match up with their nonprofit peers, form a relationship, and share functional expertise.	High	Interviews with decision-makers of companies and survey results suggest the need for short-duration volunteering models. 'Mentoring and Functional Coaching' can engage employees for a few hours every month or quarter – as desired by the company. The likelihood of success for this model is high if assignments are introduced during lean business cycles when employee openness to volunteering is higher.
Marathon A company pools human capital resources on a pro bono project within a short, predetermined timeframe (usually 24 hours) to deliver a mass volume of deliverables.	High	Marathon Volunteering could be undertaken by extremely time constrained sectors. However, it is important to note that Marathon Volunteering requires a significant time investment by either the corporate partner or the intermediary running it. Even though volunteers may spend limited time, there are set up costs involved in running these models.
Open-Ended Outsourcing A company makes its services available to a specific number of nonprofit organizations on an ongoing, as needed basis.	Medium-High	Since this requires outsourcing on an on-going as-needed basis, the model might not fit a time-constrained environment. However, if introduced in leaner business cycles, Open-Ended Outsourcing could have a higher take off.
General Contracting An entity coordinates and oversees internal and external resources, promoting cross-sector collaboration to address a specific social problem.	Medium	The general contracting model is most often operated by an intermediary organization. It poses itself as an opportunity for companies to contribute their professional competencies by collaborating with other companies and organizations that want to solve a larger social problem. General Contracting could be especially used to bring together specialists from specific sectors to undertake pro bono. It could be an effective volunteering model for pro bono in communication and consulting.

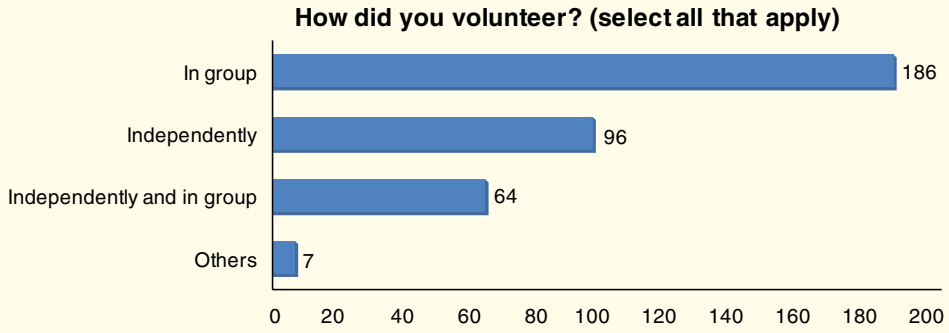
Messaging

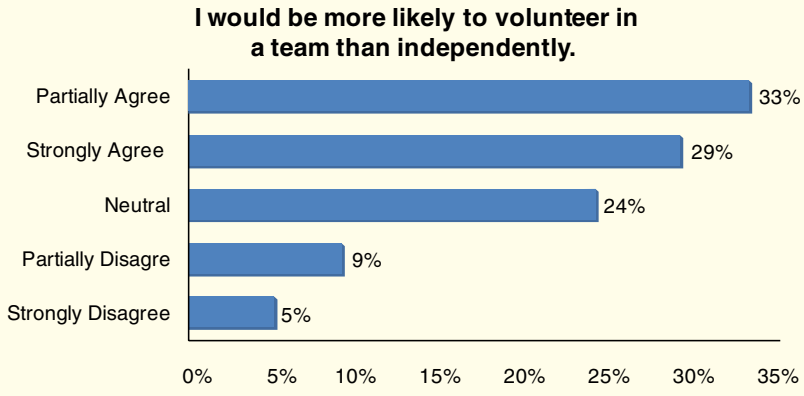
MESSAGING PRO BONO TO EMPLOYEES

Professionals responding to our survey said that they were most likely to learn about pro bono opportunities from their workplace. When searching for volunteering opportunities, 36% survey respondents said they would turn to their 'workplace', 18% said they would reach out to 'friends and family' and 20% said they would 'connect with nonprofits'.

Remarkably, 96% professionals said they would be happy to volunteer if their organization offered pro bono. Survey results also recommend the involvement of top management and senior leadership to increase employee participation. Further, 48% employees believe that if there was a clear understanding of their commitment, they would volunteer.

Furthermore, our results suggest that if messaging is done promoting team-based volunteering activities, it will be more receptive to the employees.





It is noteworthy to point that 54% employees said they would volunteer more if they had time. On being asked if their likelihood of volunteering would increase if nonprofits approached them directly, 56% agreed.

The challenge here lies in decoding how pro bono opportunities are communicated keeping in mind that employees would be most motivated to take part in skilled volunteering when:

Employees would be most motivated to take part in skilled volunteering when:	
It's a cause they care about	36%
They believe they can make a difference	31%
Being part of a national movement	12%
It's an opportunity to meet new people and network	11%
They can gain valuable experience	6%
They can volunteer during work hours as part of a work activity	2%
Other	2%
It's good for their resume	0%

Messaging to professionals, therefore, needs to be done keeping the following in mind:

- Positioning pro bono assignments as a part of a bigger national development agenda where professionals' skills and talents can make a proactive, visible positive change
- Putting forth the networking opportunities pro bono offers
- Communicating pro bono through workplaces and providing multiple options for team based volunteering
- Involving senior and middle management in pro bono activities and encouraging them to be vocal about their pro bono interests
- Designing pro bono assignments with clear deliverables

MESSAGING PRO BONO TO COMPANIES

To understand how pro bono should be messaged to companies, we interviewed 10 decision makers. Six interviewees were leaders of companies while four headed key departments in companies.

On being asked "if they found pro bono interesting and if they would initiate pro bono activities in their company/team", their response was overwhelmingly positive. 9 of the 10 leaders and managers wanted to undertake pro bono in their respective company/team.

Some of these leaders were willing to champion pro bono. They were ardent supporters and were motivated to undertake pro bono activities even if these activities didn't yield any business benefits. They were satisfied with the 'richness of the pro bono experience for their teams', shared that 'their company wanted to make the world a better place' and believed such activities 'yielded finer, gentler, empathetic employees'.

Some leaders were against business benefit yielding out of pro bono on the philosophy that it was truly being done for public good.

One leader communicated that even if he was to align pro bono efforts to business gains, it wouldn't succeed because his company was working with smaller nonprofits which did not have the influence to yield business benefits. Few leaders, however, were certain to align business interests with their pro bono work – even if it gave results in the long term.

Leaders also looked at pro bono as 'strategic giving' which ought to match their businesses' core competency and uniqueness.

"Our capabilities are unique, therefore, areas of interest with regard to service or CSR are unique. We are in the aviation sector and can do things which other companies cannot. Disaster management is an area of interest to us." – Bhairavi Jani, Director, SCA Group

"Pro bono assignments need to be relevant to us. At Google, developing scalable technology projects which can be used by a large number of organizations would be of interest to us." – Devashish Dasgupta, Public Policy Head, Google India

Most leaders and managers were of the opinion that a very strong reward mechanism needed to be instituted to recognize employees and teams which were undertaking pro bono activities.

Leaders were unanimous in saying that pressures of employees' jobs and time constraints were the biggest barriers to pro bono work. Therefore, all interviewees were unequivocal about instituting the right pro bono models and executing mechanisms to effectively undertake these activities.

Low levels of readiness to undertake pro bono was also put forth as a potential barrier. A leader also felt if his company assumed the impression that the nonprofit partner wasn't serious – he wouldn't consider pro bono service with the same organization.

Very diverse was the response of a leader of a communications firm. She believed that in the communications sector, everything all aspects of a project couldn't be done on a pro bono basis owing to the magnitude of work.

"Components of a project- perhaps pertaining to designing the communication strategy – can be done pro bono. Execution of this strategy will have to be monetarily backed." Radhika Shahpoorjee, President, I-PAN Hill and Knowlton

On being asked who would they prefer being approached by, the response was on the following lines:

- Most interviewees said they would be accessible to both NGOs and an intermediary organization like India@75.
- One interviewee felt she would be more open to pro bono work if it came through the official route in her organization.
- Most interviewees believed that rather than judging the organization approaching them, they would be interested in knowing what pro bono assignments the organization could offer the company.
- Start-ups and companies new to pro bono, preferred being approached by intermediaries and organizations which had the knowledge and skills to facilitate pro bono in their company.

MESSAGING FOR NONPROFITS

According to survey results, 75% organizations would be more likely to seek skilled-volunteering support if they knew where/whom they could approach with their requests.

At the moment though, they would connect with the following agencies:

Agency	Percentage
Schools and colleges	15%
A foundation that supports me	14%
A friend or family member	14%
Volunteering Websites	14%
Local organization or company	14%
A corporation that supports me	12%
A Board member	11%
Government agency	4%
Other	2%

The given results should be understood in the right context. Traditionally, there has been a lot of emphasis on engaging school/college students in almost every kind of voluntary work. Therefore, these institutions top the list as the first 'go-to' place. This opportunity should therefore be utilized by targeting Indian Universities, Management Schools and other Technical Institutions to root pro bono ethic in the lives of future professionals. University professors and college administrations can therefore play a significant role in powering pro bono in India.

It is interesting to note that only 11% nonprofits would reach out to their board members if they needed skilled-volunteering support.

The data also puts forth the need for a collaborative online volunteering platform since 14% of the organizations would look for skilled-volunteering support online (Ex: Volunteering Websites).

For the purpose of this study and to understand how messaging should be done for nonprofits, the following needs to be noted:

a. 14% nonprofits would reach out to a local company while another 14% nonprofits would reach a foundation that supports them with their requests.
   Therefore, pro bono efforts should be massively scaled-up to engage companies across India so they not only deliver pro bono services but also communicate pro bono.
   There is also a need to introduce pro bono to bigger foundations which support nonprofits for wider dissemination of this message.

b. Since 14% respondents would go to their friends and family members to seek skilled-volunteering support, there is a need to position pro bono as 'part of culture' and ensure that it penetrates the hearts and minds of Indians.

INSIGHTS & IMPLICATIONS

For Companies and Professionals:

Biggest Motivators to engage in Pro bono service:

1. Altruistic reasons: Service – the ultimate motive; Being a part of a National Agenda; 'Feel-good' factor.
2. Rewards and recognition to employees.
3. Business returns to the employees while undertaking pro bono activities.
   Ex: Market expansion.

Biggest Barriers in Pro bono:

1. Time
   Therefore, the need for:
   a. Flexi-pro bono opportunities to match calendars of executives.
   b. Pro bono models which can be customized to meet the needs of companies.
2. Lack of clarity on how companies and employees can give their time.
3. Low levels of readiness of pro bono givers.
4. Low levels of readiness of pro bono receivers.
5. Making pro bono not a part of people's lives and daily culture.

Key factors determining a positive response from leaders of companies to pro bono assignments:

1 Nature of assignments on offer.
2 Capacity of the partner organization to facilitate the assignment.

Most efficient ways of communicating pro bono in the company:

1. Informing, engaging and enrolling employees by kick-starting pro bono with an in-house launch.
2. Instituting awards and recognition for employees and teams undertaking pro bono service.
3. Consistently sharing new volunteering assignments and channelizing pro bono through company's internal newsletters and other communication systems.
4. Using story-telling techniques to increase interest in pro bono and 'sticking' it in the lives of employees emotionally and psychologically.
5. Making employees realize the social impact of their pro bono time and skills.
6. Communicating the business benefits and skill-building opportunities offered by pro bono service.
7. Building peer-pressure amongst companies and employees by communicating stories of early adopters of pro bono.
8. Exploring institutional mechanisms to promote pro bono and making pro bono activities a part of the 2% CSR mandate.

For Nonprofits:

Our study suggests that 81% of the top management in nonprofits is open to integrating skilled-volunteering to achieve their organization's mission. Further, 79% of nonprofit staffers are happy to integrate skilled volunteering to help their organizational goals. Furthermore, 54% nonprofits are open to accepting skilled volunteers as board members of their organization.

These figures pre-empt and confirm an upbeat response from nonprofits to pro bono.

Figures also suggest that nonprofits are equally likely to connect with 'Schools and colleges', 'A foundation that supports them', 'Friends and family members', 'Volunteering websites', 'Local organizations and companies', 'A corporation that supports them' and 'A board member' with their volunteering needs.

This essentially means that multi-pronged efforts to communicate pro bono to diverse stakeholders are initiated.

With special reference to nonprofits' perception of skilled volunteering being undertaken by Indian companies, it must be mentioned that 41% nonprofits agree that Indian companies provide skilled volunteering to nonprofit organizations in India. 43% nonprofits believe that Indian companies are receptive to nonprofit organizations' requests for skilled volunteering. If messaging is done to re-affirm the above mentioned ideas and best practices from pro bono case studies are shared with nonprofits, these numbers will only increase.

Since data also suggests that 14% nonprofits would seek volunteers using websites, efforts to integrate pro bono on existing volunteering platforms must be undertaken.

It is also important to note that 71% nonprofits would be more likely to seek skilled volunteer support if they are given a signed contract of commitment that defines the collaboration. This result might come as a surprise to those bearing an understanding that written processes are not a preference for Indian nonprofits. However, while communicating pro bono this fact needs to be kept in mind.

Conclusion

Can you imagine what India will look like if each of its 3.3 million NGOs were employing the best organizational development practices to effectively attain their vision and mission?

India's social challenges would be met with an army of nonprofits relentlessly rooting out social issues.

Pro bono is a powerful solution and presents an enormous opportunity to fulfil this dream.

If fully realized, it can boost the operating effectiveness, functioning and build capacity of nonprofits so they can play their development roles to their full potential.

The case for pro bono in India is strengthened by the alignment between the skills of professionals and the needs of nonprofits. Further, the willingness of professionals to volunteer and the willingness of nonprofits to integrate pro bono to power their missions is another factor. The geographic match between the location of nonprofits and professionals will also add to the pro bono program. Most importantly, the case for pro bono is strengthened by the dynamic social and legislative context in India.

Companies in India have been mandated to spend 2% of their annual profit to undertake CSR activities. This opportunity must be leveraged to sow the seeds for pro bono in the country.

In the social context, India is yearning for change. A stronger civil society will fasten the pace of development, root out pressing social challenges and persistently forward India's developmental mission.

If pursued dedicatedly and scaled schematically, pro bono in India can be a testament of what the skills of Indian professionals and the will of Indian companies can accomplish.

In creating a pro bono movement in India, India@75 sees itself as an enabler – a body which will bring together and create pro bono leaders to work with companies and nonprofits to realize the power of pro bono.

It is our mission to lead a campaign that will touch India's 3.3 million NGOs and transform how they operate, create pro bono value of $10 Billion and engage all business sectors by the year 2022.

This report is a first step in this direction.

As a call to action, we ask all Indian professionals to pledge 1% of their time to pro bono service. We also call on Indian companies to compulsorily dedicate 50 percent efforts under their CSR work to pro bono ethic.

Appendix-I

CONCEPT

Skills-based volunteering and Pro bono[1]

The scope and meaning of volunteering in this report is confined to pro bono and skills-based volunteering (or, skilled volunteering).

Skilled volunteering is an innovative approach that is rapidly gaining recognition as a powerful driver of both social impact and business value.

Skilled volunteering utilizes the experience, talents, skills and education of volunteers and matches them with the needs of nonprofits. By leveraging all types of knowledge and expertise, skilled volunteering helps build and sustain nonprofits' capacity to achieve their missions successfully.

Skilled volunteering and pro bono assignments are designed to directly impact nonprofits' internal operations: strengthening their infrastructure and building capacity in the organization. These projects utilize core skills of businesses.

Areas under skilled volunteering and pro bono can include: Strategic and Business Planning; Human Resources and Organizational Development; Marketing and Communications; Finance and Accounting; Information Technology; Logistics; Product Development; Fundraising and Development; Project and Program Management and Multi-media Strategy.

Individual skilled volunteers (or, professionals) may offer their particular expertise to a nonprofit agency. Corporate skilled volunteering (or, institutionalized pro bono) involves employee volunteers working on projects for a nonprofit organization through a structured program developed and managed by their employer.

Appendix-II

Sources

CONCEPT

[1]Skill-based volunteering: A New Generation of Service
http://www.nationalserviceresources.org/files/SBV-a-new-generation-of-service.pdf

BACKGROUND

HISTORY OF VOLUNTEERING IN INDIA

[1]Volunteering in India, UNV India Publication, 2012
http://www.undp.org/content/dam/india/docs/UNV/volunteering-in-india-contexts-perspectives-and-discourses.pdf
[2] India no more a polio-endemic country: WHO, The Hindu
http://www.thehindu.com/health/india-no-more-a-polioendemic-country-who/article2931523.ece
[3] Volunteering among corporate employees grows overseas and at home, The CSR Minute, 3BLMedia
http://3blmedia.com/News/CSR/Volunteerism-Among-Corporate-Employees-Grows-Companies-Overseas-and-Home-CSR-Minute-January

CAPACITY BUILDING OF INDIAN NGOS: PRESENT SCENARIO

[1]Perspective Note: Capacity Development and Civil Society Organizations, Organization for Economic Co-operation and Development
http://www.oecd.org/development/governanceanddevelopment/48252653.pdf
[2] Atma: Strengthening the education sector in India
http://social.yourstory.in/2012/11/atma-strengthening-the-education-sector-in-india/
[3] Whiteboard
http://ivolunteer.in/our_services_ngo.html
[4] India: Rooting for Change
http://www.lencd.org/case-story/2010/india-rooting-change-building-strengthening-community-based-organisation-women-sex-w
[5] ConnectIT Workshop
http://www.nasscomfoundation.org/nasscom-foundation-programs/connectit-it-training-programme/connectit-workshop2

SIZE OF MARKETS – CORPORATIONS[1] Feedback Consulting Analysis; MaFoi Survey; Articles from "The Lawyers" magazine, Bar Council of India; National Skill Development Corporation (NSDC); Ministry of Micro, Small and Medium Enterprises (MSME); Banking, Financial and Insurance Sector in India Report (BFSI Report); Ministry of Statistics and Program Implementation; Ministry of Corporate Affairs (MCA)

[2] Definitions of classification in the charts:

Middle Management: The term has been used for managers who head specific departments (such as accounting, marketing, and production) or business units. The typical experience for this segment is more than 5 years.

Senior Management: The term has been used for individuals undertaking the following functional roles as Directors, Presidents, C-Suite. (The numbers shown are for the organized sector only.) The rest of the workforce would include freshers, juniors, associates, junior or entry level managers etc.

Software Engineering and Knowledge Management: This segment includes engineers in the IT sector (both software and hardware) and individuals in the Knowledge Process Outsourcing Business.

Skilled Employees: A skilled worker is any worker who has some special skill, knowledge, or an acquired ability in their work. A skilled worker may have attended a college, university or technical school. Or, a skilled worker may have learned their skills on the job.

Corporate India: All registered Private and Public Sector companies operating in India and registered in the "Registrars of Companies (ROC)", Ministry of Corporate Affairs. This includes large, medium, small and micro companies which are registered.

Micro Enterprises: In the manufacturing sector, a micro enterprise does not exceed 2.5 million INR and in the service sector, a micro enterprise does not exceed 1.0 million INR.

Small Enterprises: In the manufacturing sector, a small enterprise does not exceed 50 million INR and in the service sector, a small enterprise does not exceed 20 million INR.

Medium Enterprises: In the manufacturing sector, a medium enterprise does not exceed 100 million INR and in the service sector, a medium enterprise does not exceed 50 million INR.

SIZE OF MARKET- NGOS

[1] First official estimate: An NGO for every 400 people in India
http://www.indianexpress.com/news/first-official-estimate-an-ngo-for-every-400-people-in-india/643302

[2] Chart source: Guidestar India.
The chart is a sample of 3,200 accredited Indian NGOs and gives an understanding of the various sectors Indian NGOs work in.

INSIGHTS AND IMPLICATIONS

[1]Pro bono launch-pads in India:

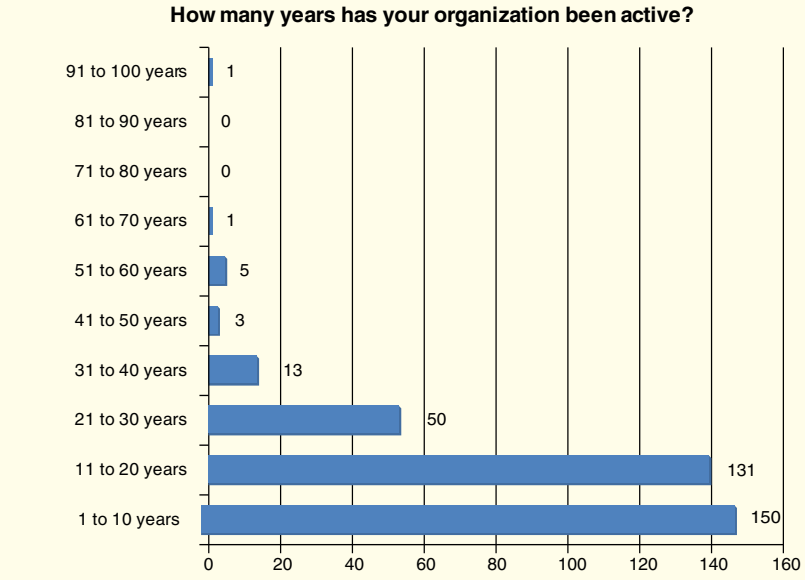
Maximum Number of NGOs Registered in:	No. of NGOs (in millions)	States with the highest GDP growth rate in India:	GDP (in billion $)
Maharashtra	0.48	Maharashtra	$190.310
Andhra Pradesh	0.46	Uttar Pradesh	$109.770
Uttar Pradesh	0.43	Andhra Pradesh	$100.350
Kerala	0.33	Tamil Nadu	$97.970
Karnataka	0.19	Gujarat	$90.650
Gujarat	0.17	West Bengal	$84.570
West Bengal	0.17	Karnataka	$70.890
Tamil Nadu	0.14	Rajasthan	$53.930
Orissa	0.13	Kerala	$48.630
Rajasthan	0.10	Delhi	$46.0

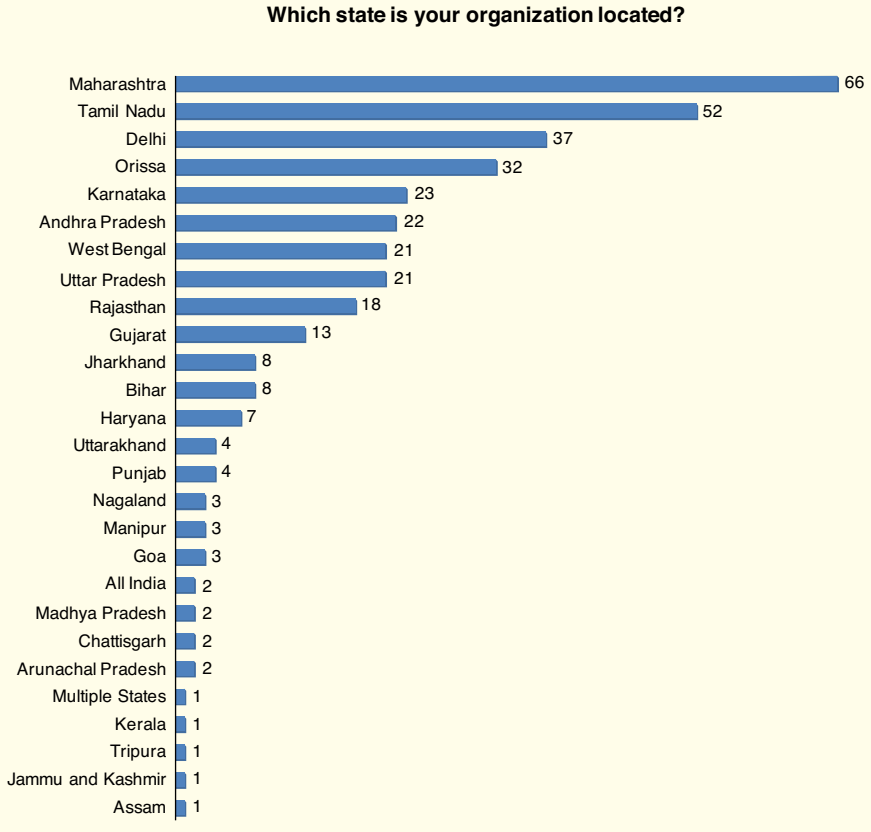
The 9 states common to both lists constitute some of the largest populated cities in India. These states also account for the bulk of industrial activity in India and act as major employment centres.

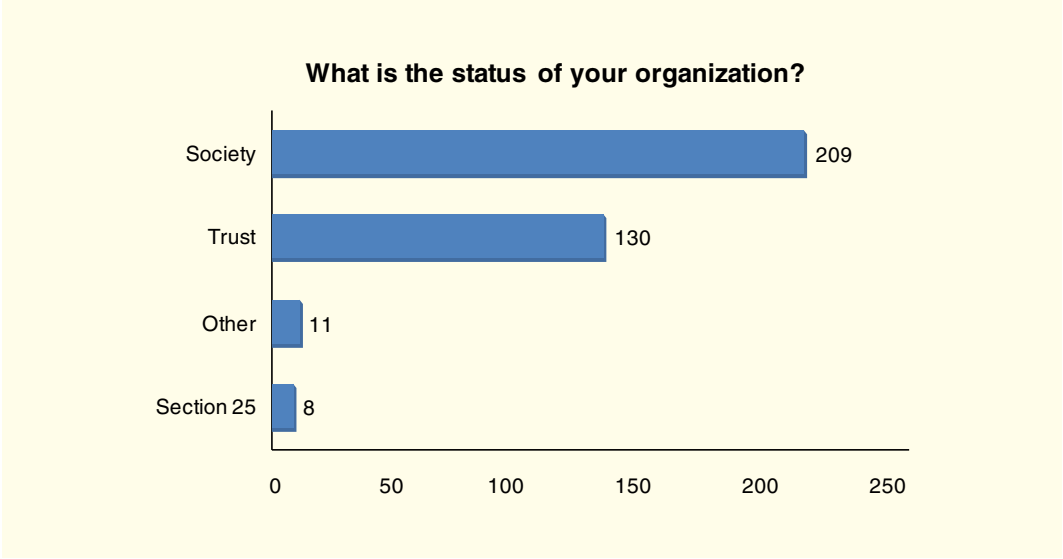
NEEDS AND SKILLS

Capacity Building Needs of Indian NGOs

[1]Graphical representation of the diverse nonprofit spectrum in India



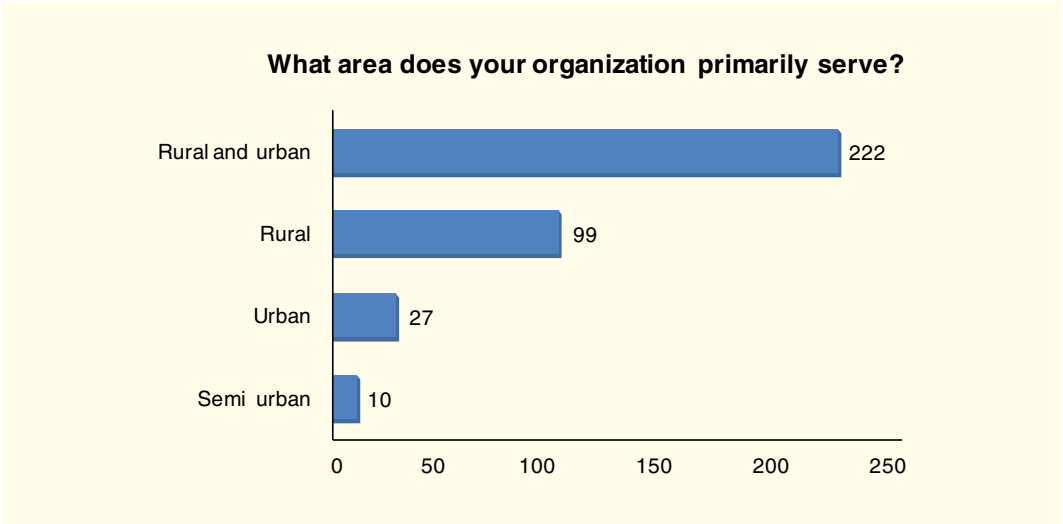




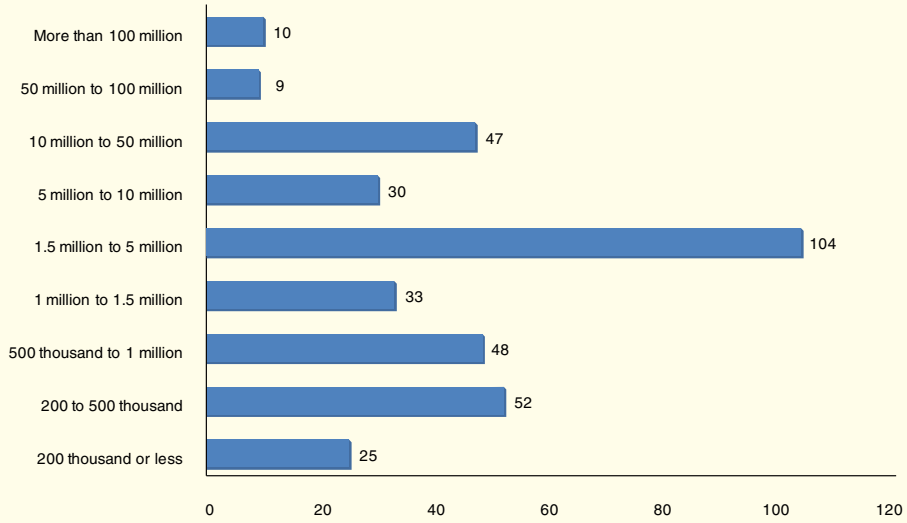
Trust: Public charitable trusts can be established for a number of purposes. These include poverty alleviation, promotion of education, medical relief, provision of facilities for recreation and other objects of general public utility. Public charitable trusts, as distinguished from private trusts, are designed to benefit members of an uncertain and fluctuating class. A trust requires at least two people for registration.

Society: Societies are membership organizations that may be registered for charitable purposes. Societies are usually managed by a governing council or a managing committee. Societies are governed by the Societies Registration Act 1860. Unlike trusts, societies can be dissolved. A minimum of seven people are needed to form a society.

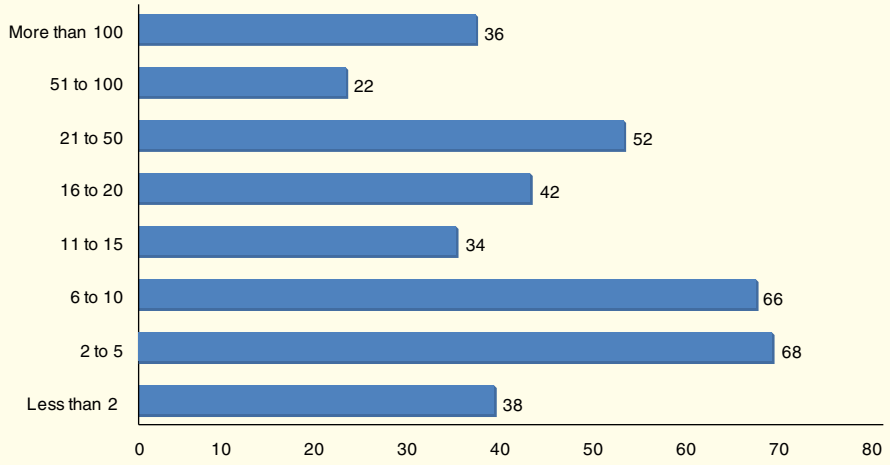
Section 25, Companies: A Section 25 company is a company with limited liability that may be formed for "promoting commerce, art, science, religion, charity or any other useful object"– provided that no profits, if at all any, or other income derived through promoting the company's objects may be distributed in any form to its members. It needs three people to register a company.



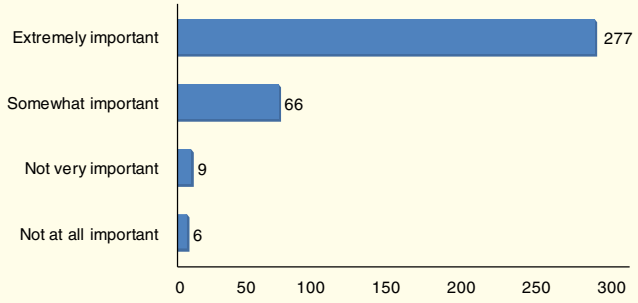
What is your organization's annual operating budget (in INR)?



How many paid staff do you employ?

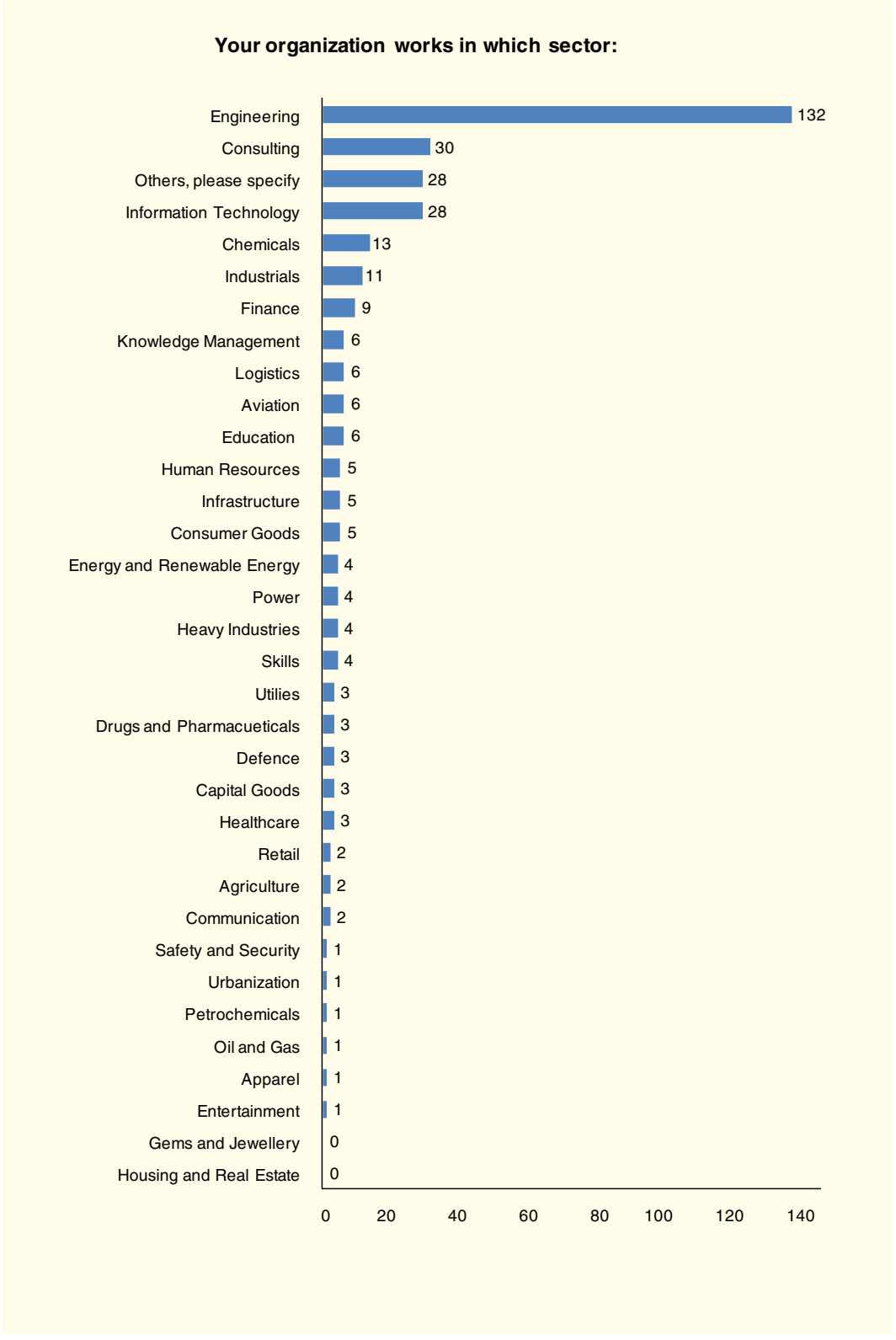


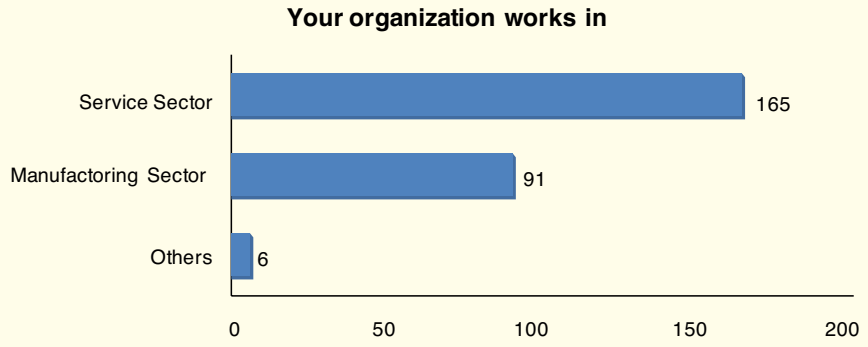
Currently, how important is skilled volunteer support to the success of your organization?

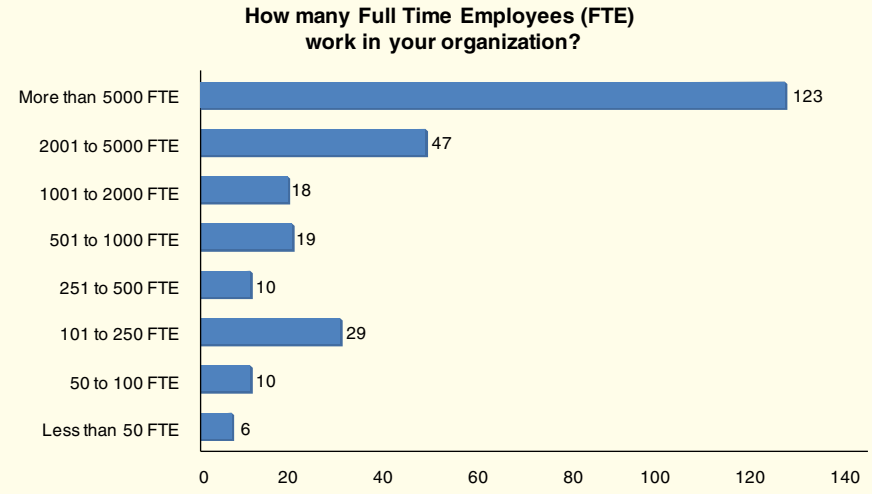


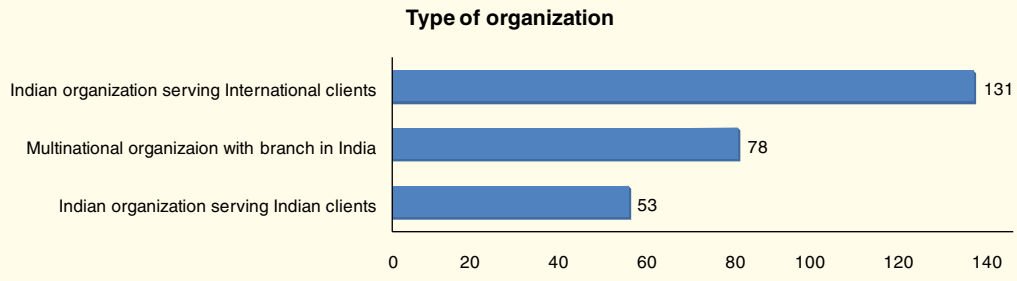
How would you best describe your organization's focus? Please check all that apply.

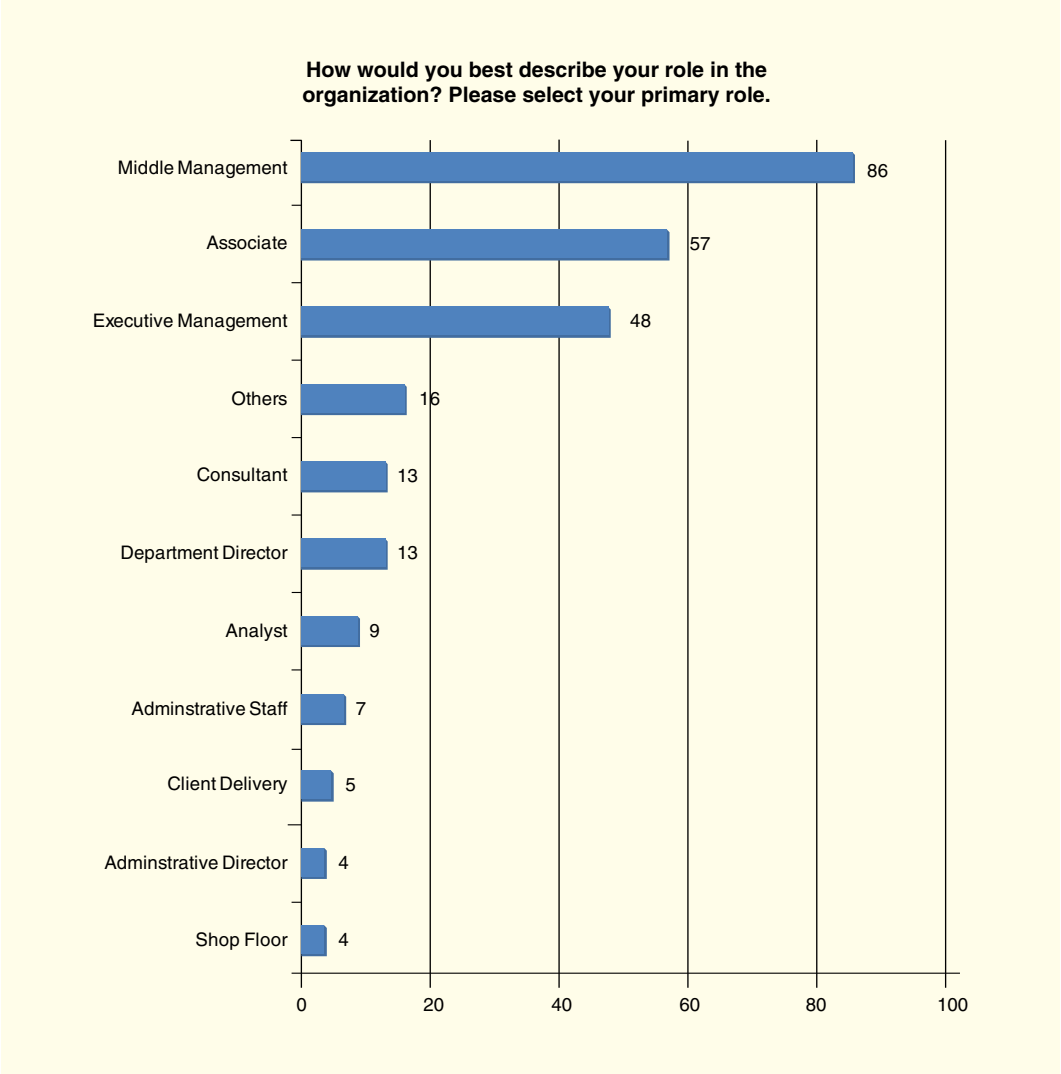
SKILLS OF VOLUNTEERS IN INDIA




Your organization works in
Service Sector
Manufactoring Sector
Others
165
91
6
0
50
100
150
200


How many Full Time Employees (FTE) work in your organization?
More than 5000 FTE
2001 to 5000 FTE
1001 to 2000 FTE
501 to 1000 FTE
251 to 500 FTE
101 to 250 FTE
50 to 100 FTE
Less than 50 FTE
123
47
18
19
10
29
10
6
0
20
40
60
80
100
120
140


Type of organization
Indian organization serving International clients
Multinational organizaion with branch in India
Indian organization serving Indian clients
131
78
53
0
20
40
60
80
100
120
140



MESSAGING

Messaging pro bono to companies

Interview Subjects:

Bhairavi Jani, Director, SCA Group
Devashish Dasgupta, India Head, Public Policy Team, Google India
James Abraham, Managing Director and Chief Executive Officer, Sunborne Energy
Radhika Shahpoorjee, President, IPAN Hill and Knowlton
Rahul Mirchandani, Executive Director, Aries Agro Ltd
Rajib K. Debnath, Director, Climate Change and Sustainability Services, Deloitte India
Ranjani Sridhar, Head Human Resources, Confederation of Indian Industry
Srivatsan Rajan, Managing Director, Bain and Company, India
Tanushree Banerjee, Chief Financial Officer, Confederation of Indian Industry
V. Ravichandar, Chairman and Managing Director, Feedback Business Consulting Pvt. Ltd