



# Rebuild Partner Workshop

## Introductory Module Synopsis

11<sup>th</sup> - 14<sup>th</sup> July, 2023

School of Ancient Wisdom, Bengaluru

## The Rebuild India Fund

The Rebuild India fund, founded by Dasra and Tarsadia Foundation, aims to strengthen grassroots NGOs serving marginalized communities by providing trust-based, flexible funding for a period of 5 years along with capacity building support. It aims to transform the philanthropy landscape by introducing a new way of funding- where NGO leaders and funders collaboratively serve vulnerable communities meaningfully.

### About the Partner Workshop

Rebuild's introductory workshop is tailored to offer support to grassroots NGOs that are a part of the Fund to build organizational resilience in the face of unprecedented crisis. The 4-day residential workshop took place in the tranquil setting of School of Ancient Wisdom in Bengaluru. It adopted a participatory approach to understand the needs of these leaders and contextualize the support. It brings together top facilitators, sector experts and facilitates learning through peer learning, case-studies, group discussions and independent work.

Additionally, the Rebuild India Fund (RIF) operates as a platform for our grantee partners that enables value exchange across and amongst stakeholders within the ecosystem. Building capacity of our partners forms a critical part of this platform approach as it catalyzes interactions, empowers them with data and knowledge, unlocks agency, and enables open value creation, all to align towards better systemic outcomes.

The workshop brought together 21 leaders from across sectors and was conducted in four languages- Hindi, English, Tamil and Kannada. NGO leaders from 9 states engaged with their peers as well as with 14 facilitators including sector experts from organizations such as Guidestar India, Quest Alliance, Karnataka Health Promotion Trust, and others.

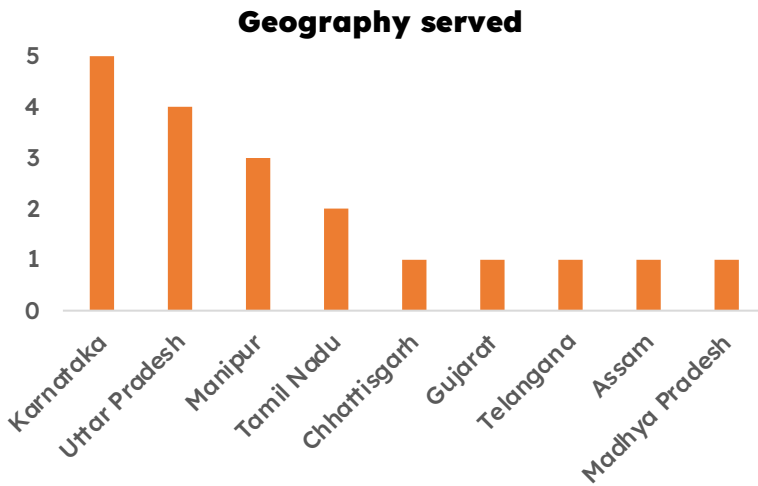
With the aim to build resilient pathways for growth, the fund leveraged the expertise of its portfolio organization leaders like Nandita Bhatt from Martha Farrell Foundation and Karthikeyan Ganesan from Sristi Foundation on themes such as Wellbeing and Prevention of Sexual Harassment at the Workplace. In addition to this, in order to create a platform for exploring synergies, sector experts like Jacob Mathew from Industree Foundation, Mallika Tharakan from Karnataka Health Promotion Trust and Aparna Balakrishnan & Kotresh H. B. from Quest Alliance led a session where they leveraged their deep nuanced understanding of the sector to guide the leaders.



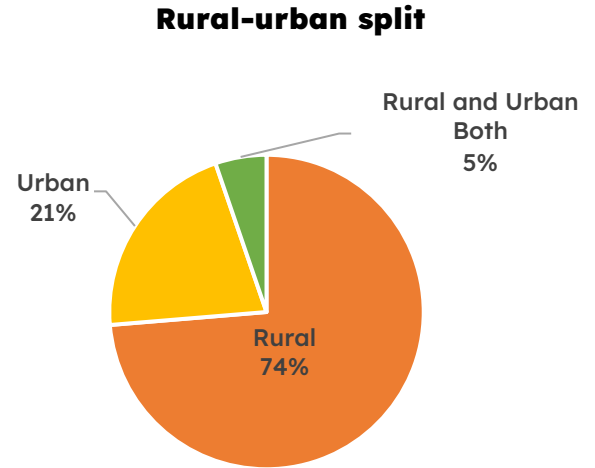
Snapshot of participants and Dasra team at the Workshop.

## Participant NGO Analysis

Rebuild India Fund aims to harness the power of proximate leaders to challenge the power dynamics and strengthen civil society organizations. Rebuild’s third partner workshop had leaders from 19 unique organizations working at the grassroots level in remote, conflict impacted, disaster prone areas across rural and/or urban geographies of Manipur, Uttar Pradesh, Tamil Nadu, Assam, Madhya Pradesh, etc.



N= States covered by 19 organizations

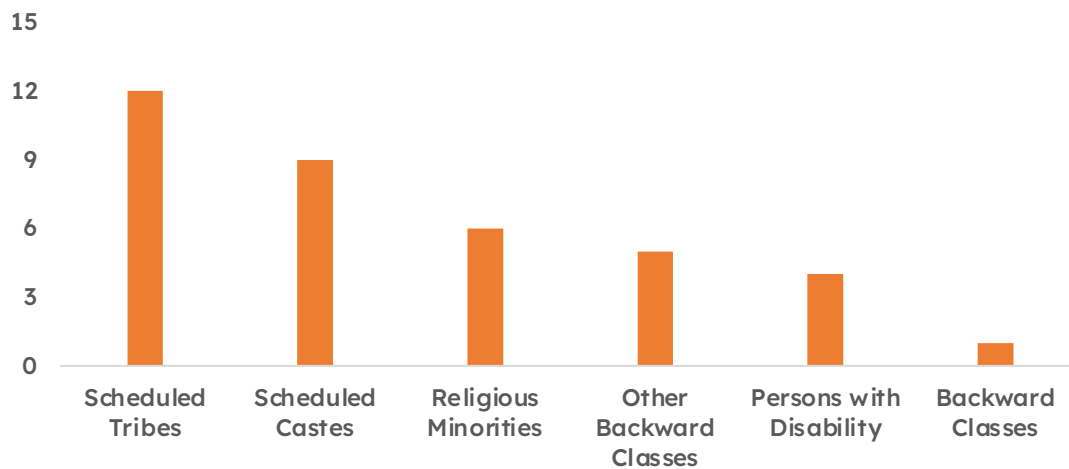


N= Rural/Urban geographic spread of 19 organizations

Rebuild NGOs are spread across the country and primarily serve rural areas.

Rebuild India Fund recognizes that the impact of historical subjugation is long-lasting. Thus, it aims to mainstream and empower the communities that have faced multi-layered challenges over years. Along with Scheduled Tribes and Scheduled Castes, it focuses on NGOs serving religious minorities, gender minorities, PWD (Persons With Disability) including PWH (Persons with Hemophilia) communities.

## Vulnerable communities served

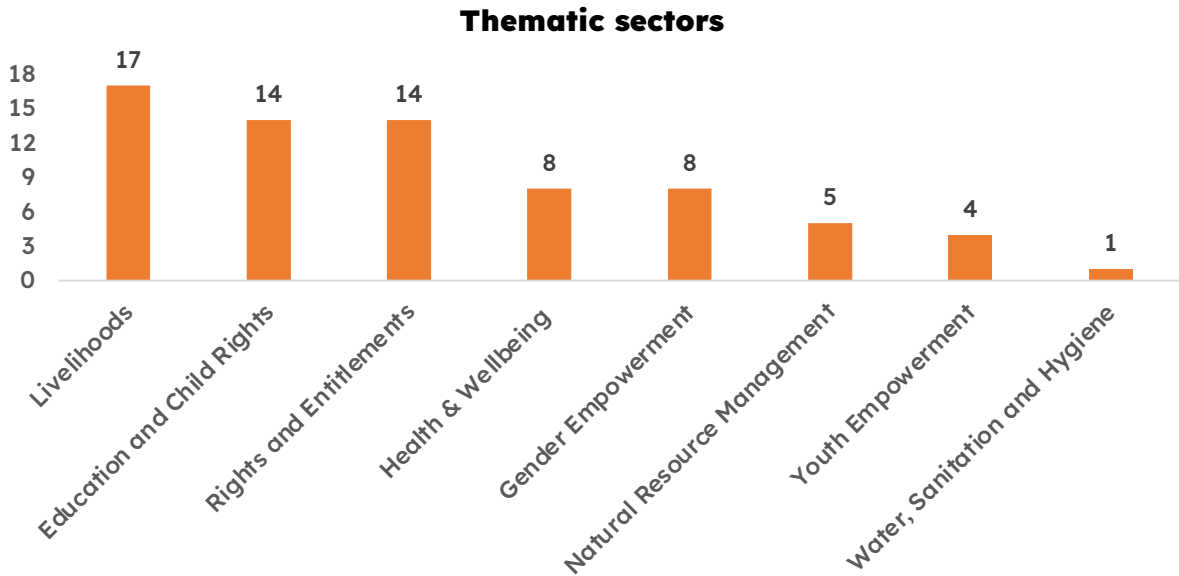


N=Vulnerable communities covered across 19 NGOs, includes organizations serving more than 1 community

Rebuild NGOs serve diverse vulnerable communities. Majority of them serve Scheduled Caste (SC) & Scheduled Tribe (ST) communities.

## Participant NGO Analysis

Rebuild India Fund is a melting pot of organizations that are working to solve the intersectional challenges that cut across sectors and communities. The intersectional approach of partner NGOs' work reflects the nuanced understanding that complex development challenges cannot be solved through a linear approach. Thus, the fund reflects a diverse blend of organizations working across thematic sectors such as livelihoods, education, health and wellbeing, etc.



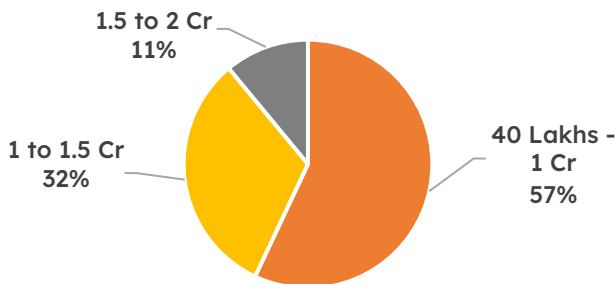
N= Sectors covered by 19 organizations, includes organizations working in more than 1 sector

Rebuild NGOs work across diverse sectors, majority of them work in livelihoods, education and health.

The fund places its trust in the leaders who deeply listen to the communities and design interventions that are tailored to their needs. 47% of the organization are led by women-identifying leaders. Overall, 90% of the organizations are served by proximate leaders who have lived experiences of the vulnerable communities they serve.

To challenge the power-dynamic in the philanthropic ecosystem, the fund focuses on mainstreaming small-grassroots organizations- whose voices are crucial for development, but are left unheard. In line with this, majority of the cohort (57%) has a budget between 40 lakhs to 1 crore and have an even distribution of maturity (9 – 40 years).

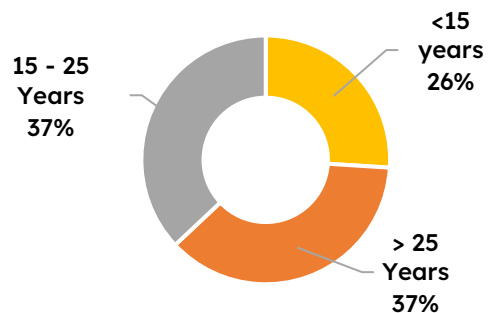
### Budget spread



N= Budget of 19 organizations

Rebuild cohort constitutes of smaller NGOs, majority fall under the category of INR 40 Lakhs- 1 Cr.

### Maturity age



N= Maturity age of 19 organizations

Rebuild cohort constitutes a similar break up of young to old organizations.

## Session: Rebuild- What, Why, How

In this session, participants built an understanding of the Fund, its principles, and attributes. Through real-life case studies, they deep-dived into flexible funding, its importance and applicability in their context. Through group discussions, participants explored ways of leveraging flexible funding and the Rebuild community.

The key takeaways include A) Leverage unrestricted funding to further strengthen your programmatic implementation and foster innovation. B) Leverage the Rebuild platform to access this network of community- based NGOs, funders, and capacity building service providers to amplify your work. C) Contribute to the changing narrative of funding in the sector by communicating the impact of flexible, unrestricted giving.



Nandita Bhatt in conversation on the principles of Rebuild India Fund.



Participants discussing a case study on leveraging the Rebuild network.

“In case of flexible funds, if we don’t have clarity of where and how to spend the money, it can become a lost opportunity. The ‘Rebuild, what, why how’ session has made me learn from my peers and think about how my organization can best utilize this new kind of funding” – **Hechin Haokip, Centre for Women and Girls**

## Session: Elevator Pitch

In this session, participants learnt key principles of an elevator pitch. Through real life case studies, they practiced application of the framework in different contexts with different stakeholders. In groups, the participants prepared and presented a real time pitch in a time bound manner and received peer feedback.

The key takeaways include A) Establish the saliency of your problem statement to build perspective in your pitch; support your claim with learnings on what worked, didn’t work and establish your credibility by highlighting your collaborations. B) Create a hook in the pitch by sharing the most crucial information and tailor the remaining pitch based on the listener’s interest and keenness. C) Ground your pitch in data points and evidence to strengthen your pitch. Form a compelling narrative to support the ask, substantiated by the intended impact of the pitch.



Participants presenting their elevator pitches as part of their activity.



Saleha Antulay talking about basics of Elevator Pitch.

“Through the Elevator Pitch session, I learnt how to effectively communicate in a structured format. This will be very helpful for me to apply in my organization’s work.” – **K. Gowri, Rural Development Council**

### Session: Gallery Walk

In this session, participants independently created innovative collaterals representing their organization’s journey, work, and impact. Leaders had an opportunity to practice mock pitches and present their collaterals in small groups in a time-bound manner followed by feedback from the group.

The key takeaways include A) Overcome the tendency and pressure of sharing every detail of the organization in your presentation. Keeping it simple and succinct is key; too much information might lead to attention deficiency. B) Build a strong narrative or story by drawing a connection between your problem, solution and ask when presenting about your organization externally; it enables them to connect the dots and relate more to the organization’s work and impact. C) Have a “differentiating factor” while communicating impact as many organizations come from same sectors.



Participant preparing a collateral about their organization.



Participant presenting about their organization within a group.

“It is challenging to visualize everything that an organization has done on a single paper, but through my peer’s presentation in the Gallery Walk, I learnt how to explain the organization’s vision, mission, and projects in one clearly documented chart.” – **Mallappa Managavi, Ashadeepa Angavikalara Sarva Abhiwruddhi Seva Samsthe**

### Session: Building a Robust Fundraising Pipeline

In this session, participants were able to understand nuances of funder engagement to build strong relationships and strengthen their fundraising efforts by discussing and exchanging experiences on ways to expand the donor base. They also shared the fundraising challenges they face and how can they effectively overcome them.

The key takeaways include A) Invest significantly in fundraising efforts to clearly articulate your organization’s mission and vision. Transfer these skills internally for long-term impact. B) Leverage board members’ networks to identify and connect with potential funders. C) Cultivate long-term funder relationships that go beyond funding even if turnaround time-is lengthy; regular communication ensures visibility. D) Seek insights and recommendations from existing funders as a way of engaging with them.



Saleha Antulay sharing about the streamlining processes to build a fundraising pipeline.

### Building a plan – things to remember

- 1 Talent – experience vs freshers/interns
- 2 Funder types – diversifying the risk
- 3 Funder Segment – Engagement level, Quantum of giving, Duration of relationship
- 4 Funder Engagement – crafting individual plans
- 5 Documentation – funder successes, failures
- 6 Data - Conversion cycle, rate, new v/s referral
- 7 Tools – Excel, Airtable, Bitrix24, CiviCRM

Key points to remember when strategizing for fundraising.

“In our experience, successful fundraising efforts are a result of catching funders’ attention, building relationships, and maintaining engagement. Diversifying funding is crucial to overcome challenges from reliance on a single donor. ‘Building a Robust Fundraising Pipeline’ session has given valuable insights on how to improve our fundraising efforts.” - **Dr. Suresh Hangavadi, Karnataka Hemophilia Society**

### Session: Creating Safe and Inclusive Workspaces

In this session, through live polls and real-life case study, participants aligned on key aspects of the POSH policy and on what constitutes as a “workplace”. They also discussed their approaches to addressing POSH cases and reflected on the support needed to create safe and inclusive work environments within their organizations.

The key takeaways include A) Be abreast of POSH policy regulations, invest in team upskilling, and strengthen implementation to create a safe and inclusive workplace for all. B) Identify and challenge multi-layered power dynamics (sexuality, religion, caste, ethnicity, etc.) to establish safety for staff members. C) Build and highlight redressal systems to instill confidence in victims at your workplace to report cases safely and without fear.



Nandita Bhatt discussing a real-life case study.



Nandita Bhatt interacting with participants on how to make a workplace safe and inclusive.

“In my experience as an Internal Committee member of the POSH committee in my organization, I have noticed that the investigation is often a very long and subjective process. The POSH session was very insightful in learning how as leaders we can enable the creation of safe workspaces.” – **Hameeda Khatoon, Sadbhavana Trust**

## Session: Theme-based Discussions to Drive Collaborative Impact

In this session, participants split into three different thematic groups (Education, Livelihoods and Health & Wellbeing) which were facilitated by sector experts from the respective themes. As a first step into exploring synergies with sector experts, the participants shared their organization journeys, challenges and scope of learnings & collaboration.

The key takeaways include A) Explore synergies with adjacent sectors (e.g. climate) and establish collaborations to expand the scope of livelihood opportunities. B) Collaborate with local self-governance bodies at the grassroots level to contribute towards need-based decision-making. C) Leverage technology to combat mobility issues and empower young girls who are unable to leave their homes.



Jacob Mathew interacting with the participants.



Aparna Balakrishnan and Kotresh H. B. interacting with the participants.

**“There is a systemic decline in the value system in the Indian education. Aspirations of the newer generations are soaring; however, they have left behind values and ethics that once drove aspirations. This calls for collaboration and systemic changes that such spaces can enable.” – Russel Raj Jayant, Lok Chetna Samiti**

## Session: Wellbeing

In this session, participants learned ways of creating healthy work culture in their organization. Through individual and group activities, they reflected and aligned on ways to maintain work-life balance and manage stress at workplace. They discussed challenges and practical insights on how wellbeing can be implemented in grassroots organizations.

The key takeaways include A) Define personal boundaries and learn to say “no” when overwhelmed by prioritizing self-care, to improve productivity. B) Foster a supportive work environment by upskilling the team to effectively manage workloads. C) Actively create a safe space for staff, adopt well-being practices to ensure a thriving and healthy workplace.



Karthikeyan talking about the importance of being able to say “no”.



Participants sharing about how to maintain wellbeing as part of group activity.

“In our organization, we have a sharing circle where we come to share our thoughts/emotions which helps in creating a healthy work culture. It was great to see that this reflective and insightful space was created at this workshop as we often keep our own well-being at the backdrop. This session was an important reminder to take care of oneself.” – **Pushpa Devi, Vanangana**

## Session: Needs Assessment for Capacity Building

In this session, participants used a case study to break down aspects of how NGOs can catalyse scale and stability by assessing their organization needs and ways to cater to them. Through a reflective form filling activity, they streamlined their aspirations, needs, and current capabilities as a first step to strategize towards building organization resilience.

The key takeaways include A) Prioritize capacity building initiatives to achieve sustained impact. Evaluate the organization’s current level of development across different capabilities and identify gaps to bridge for future growth. B) Explore how the Rebuild India Fund can support the organization’s development. Seek opportunities for collaboration, funding, and resources to enhance the organization’s capacity and amplify its impact. C) Engage with the community at all levels to build community leadership through skill building and mentoring and ensure team well-being to prevent burnout.



Participants filling out the needs assessment form.



Participants discussing the case study in groups.

“Filling out the needs assessment form has been very helpful. It makes me feel like there’s so much to consider about the way we prioritize our needs and goals. Doing this activity along with the team will be very insightful.” – **Shubhi Dwivedi, Rubaroo**

## Session: Why Compliance?

In this session, participants learnt about the latest compliance requirements, role of key stakeholders and their significance in strengthening the organization’s resilience. Through a group activity, participants also reflected on their organization’s compliance mandates across themes of governance & accountability, finance & compliance and social impact.

The key take-aways include A) Stay vigilant about evolving compliance regulations. Preserve records from previous years to ensure compliance with the latest mandates. B) Maintain compliance control internally by managing data, maintaining regular communication with officials, and allocating dedicated resources for proactive compliance. C) Invest in a long-term strategy for compliance as it plays a crucial role in ensuring impact on communities.



Pushpa Aman Singh sharing about the role of stakeholders related to organization's compliance.



Pushpa Aman Singh discussing the group activity with the participants.

“The compliance session was a good reminder to focus on aspects which we may not devote enough time to. As a leader, the discussions gave me an opportunity for self-introspection of my organization's processes.” - **Russel Raj Jayant, Lok Chetna Samiti**

### Session: Communications

In this session, participants learned about enhancing their organization's brand value through consistent and compelling social media content and personalized storytelling. The importance of identifying and defining objectives, audience, and messages for effective communication was emphasized, along with the need for empathy and audience awareness. Additionally, participants were equipped with media tools and frameworks that can be employed by organizations to record stories for podcasting and enhancing their social media presence to leave a mark in the sector.

The key takeaways include A) Choose platforms where your target community is present and tailor content tonality to emotionally connect with the audience. B) Utilize creative means (rhymes and catchy slogans) to build your brand and enhance audience recollection. C) Leverage Use stories and content from the ground mindfully to not sensationalize vulnerabilities.



Niharika Banerjee talking about the role of community in an NGO's communications.



Menaka Raman sharing about what makes a good story through an example of a podcast snippet.

“My biggest takeaway from the communications session is that my organization needs to have a strong media and communication strategy so that we can effectively communicate the work that we do.” - **Hejang Misao, InSIDE-North East**

## A Unique Amalgamation: Funder's Meet

With the aim to transform the philanthropy landscape by introducing a new way of funding- where NGO leaders and funders collaboratively serve vulnerable communities meaningfully, the Rebuild team in collaboration with Westbridge Capital organized a NGO-partners-funder meet. In this meet, partners engaged with 40+ individuals that also included several budding philanthropists in small groups. Here, they shared their experiences, challenges and highlights of leading grassroots organizations. The meet is a step forward in creating safe spaces for open dialogues between key stakeholders in the ecosystem.



NGO leader engaging at the funder's meet.



NGO leaders sharing their experiences in small group at the funder's meet.

## Facilitators

- **Anantvijay Singh**, Manager, Dasra facilitated the 'Gallery Walk' session where partners shared about their organizational journeys using creative ways in a time-bound manner. He also facilitated the 'Needs Assessment for capacity building' session where participants filled out the Needs Assessment form in a story-telling format.
- **Aparna Balakrishnan**, Senior Program Manager and **Kotresh H. B.**, Partnerships Specialist, Quest Alliance; **Jacob Mathew**, CEO, Industree Foundation and **Mallika Tharakan**, Results Delivery Officer and Knowledge Management Lead, Karnataka Health Promotion Trust (KHPT), co-facilitated 'Theme-based Discussions to Drive Collaborative Impact' session. In this session, participants were divided into groups to learn from and explore synergies with sector experts.
- **Karthikeyan Ganesan**, Director, Sristi Foundation, facilitated the 'Wellbeing,' session where he leveraged his lived experiences of wellbeing for grassroots organizations to drive a shared understanding of how to drive healthy work culture for grassroots organizations.
- **Nandita Bhatt**, Director, Martha Farrell Foundation & **Sangeeta Bhattacharya**, Manager, Dasra co-facilitated the 'Rebuild - What, Why, How?' session. In this session, participants learned about the key elements of the Rebuild India Fund and reflected on how can they leverage flexible funding. Nandita also facilitated the 'Creating Safe and Inclusive Workspaces' session where participants learnt the importance of the Prevention Of Sexual Harassment (POSH) at workplace and how they can establish and maintain safe and inclusive work environments.
- **Niharika Banerjee**, Senior Content Writer, On Purpose Consulting, **Ashrita Achar**, Associate Producer and **Menaka Raman**, Senior producer, Vaaka Media co facilitated the 'Communications' session to learn about how to design communications strategy and leverage it drive narrative change. They also reflected on the importance of story-telling as a medium of communicating and amplify impact.

## Facilitators

- **Pushpa Aman Singh** and **Lathika Rajan** co-facilitated the ‘Why Compliance’ session where they shared insights on the importance, evolution and future of compliance in India. Through tools and frameworks, they also empowered the participants on how to navigate the current regulatory ecosystem.
- **Saleha Antulay**, Manager, Dasra facilitated the ‘Elevator Pitch’ session that focused on building communication and presentation skills for effective fundraising and holding strategic stakeholder relationships. She also facilitated the ‘Building A Robust Fundraising Pipeline’ session where she shared nuances on funder engagement to build strong relationships and strengthen fundraising efforts of organizations.

## Participants Speak!



“I deeply appreciate the humbling environment created by the Dasra team; it was empowering to see how power dynamics were shattered. The agenda and topics chosen holistically covered different aspects of organization strengthening. The workshop has given me the self-confidence to communicate candidly with funders and be my authentic self. I hope that the second in line leaders also get an opportunity to experience this.”

**-Pushpa Devi,**  
**Vanangana**



“I haven’t attended any training in the last 10 years, I was concerned that I won’t be able to gel with everyone because of language concerns, but those concerns washed away. It has been a great opportunity for me to reflect, feel refreshed and learn new content-which was very well curated. It was a good opportunity to step out, meet diverse set of people and be a part of this community.”

**-K. Gowri,** Rural  
**Development Council**



“I was very disturbed because of the violence that my community members faced in Manipur, this workshop was a new chapter for me. I appreciate the values exhibited by the Dasra team and I felt valued as a partner. The agenda was well-curated, and I am leaving with strong insights from all sessions.”

**-Hejang Misao,**  
**InSIDE-North East**

## Rebuild India Fund: Workshop 3 Participants

Sr. No	Participant's Name	Designation	Organization's Name	Sector
1	Anand Lobo	Secretary cum CEO	Society for Empowerment through Voluntary Action in Karnataka (SEVAK)	Livelihoods, Education and Child Rights, Rights and Entitlements
2	Arunkumar. S	Executive Director	Voice of Needy Foundation	Health, Livelihoods
3	Charan Kumar M	Senior Manager	Sevabharathi	Health, Livelihoods, Education
4	Dinesh Pandya	Manager (Program and Administration)	Mahiti Trust	Livelihoods, Education, Rights and Entitlements, Natural Resource Management, Gender Empowerment
5	Dr. Suresh H.	Founder, President	Karnataka Hemophilia Society (KHS)	Health, Rights and Entitlements
6	Eliza Boro	Secretary	Mahila Shakti Kendra (MASK)	Livelihoods, Education, Rights and Entitlements, Natural Resource Management
7	Hechin Haokip	Secretary	Centre for Women and Girls (CWG)	Livelihoods, Education and Child Rights, Natural Resource Management
8	Hejang Misao	Director	Integrated Social and Institutional Development for Empowerment (InSIDE-North East)	Livelihoods, Education and Youth Development, Peace and Conflict Resolution
9	K. Gowri	Secretary	Rural Development Council (RDC)	Livelihoods, Education, Rights and Entitlements, Health
10	Longjam Suranjoy Singh	Secretary and Founder	People's Resource Development Association (PRDA)	Livelihoods, Education, Rights and Entitlements, Natural Resource Management, Disaster Management
11	Mallappa S. Managavi	Program Manager	Ashadeepa Angavikalara Sarva Abhiwruddhi Seva Samsthe	Health, Livelihoods, Education, Gender Empowerment
12	Manohari Doss	Secretary and Director	Institute for Self Management	Livelihoods, Rights and Entitlements, Gender Empowerment, Education
13	Meena	Secretary/ Karyakram samanvyak	Sahjani Shiksha Kendra	Livelihoods, Education, Rights and Entitlements, Gender Empowerment, Natural Resource Management
14	Pushpa Devi	Director	Vanangana	Livelihoods, Education, Rights and Entitlements
15	Raghu H. Huballi	Secretary	Ashadeepa Angavikalara Sarva Abhiwruddhi Seva Samsthe	Health, Livelihoods, Education, Gender Empowerment
16	Rajkumar Ahirwar	Secretary	Grameen Swavlamban Samiti	Livelihoods, Education, Rights and Entitlements, Gender Empowerment and Leadership
17	Ramgual Sinha	President	PRERAK	Livelihoods, Education, Rights and Entitlements
18	Russel Raj	Chief Functionary and secretary	Lok Chetna Samiti	Rights and Entitlements, Rehabilitation, Livelihoods
19	Shubhi Dwivedi	Director, Programs	Rubaroo	Education and Youth Development, Gender Empowerment
20	Hameeda Khatoon	Director	Sadbhavana Trust	Youth Development, Gender Empowerment, Rights and Entitlements
21	Vinayak Rao	Executive Director	Sevabharathi	Health, Livelihoods, Education

## Rebuild India Fund: Workshop 3 Participants





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