

# ENHANCING TCF’S FUNDRAISING CAPABILITY

## About TCF

The Economist has called The Citizens Foundation (TCF) "perhaps the largest network of independently run schools in the world." Since 1996, TCF has been dedicated to providing quality education in the most underserved rural communities in Pakistan where access to education is limited or non-existent. TCF currently runs over 1,921 school units with 286,000 students in 700 locations across the country, including 383 government schools that TCF has adopted. With over 14,000 female faculty, TCF has been called the largest private employer of women in Pakistan.

## Why does The Citizens Foundation want to revamp and enhance its fundraising capability?

TCF sustains on philanthropy from 32,000 donors and 20,000 volunteers that include individuals, corporations, foundations, and some government donors. In addition, we have 57,000 alumni that have graduated from Grade 10. In 2023 alone, TCF raised a total of PKR 14 Billion globally, out of which approximately 225M+ was raised through our website, and recorded over 100,000 transactions spanning across four distinct Customer Relationship Management (CRM) platforms. These numbers are expected to increase further as we expand our donor base in Europe, Middle East, and Australia. We currently have 8 affiliated websites: the websites for 7 partner organizations are linked to TCF Pakistan’s websites which are UK, USA, Canada, Pakistan, Italian Friends of TCF, TCF Norway, TCF Australia along with a few soon to be launched partner countries, namely, TCF Switzerland and TCF Germany.

### Our current online platform falls short in the following key areas:

* Our website is using outdated technology limiting its functionality, security, and scalability and hindering its ability to meet the evolving needs of TCF and its stakeholders.
* The website does not appropriately portray TCF’s evolving narrative hampering its ability to highlight achievements and attract support.
* The design lacks the necessary visual appeal to captivate and engage our diverse audience effectively.
* The current website lacks alignment with TCF's partner organizations, impeding cohesive technological, branding and communication efforts across regions.
* Our website also lacks engagement with TCF alumni, showcasing job opportunities, and accurately portray TCF school details, affecting alignment with stakeholder expectations and maximizing our impact.

### As far as our existing donor database systems are concerned, the following are the key problem areas hampering us from scaling up and consolidating all our independent CRMs into one:

* They have very basic functionality, making them unable to meet the evolving needs of TCF and its stakeholders.
* They do not offer many customization options, thus making them unable to support our tailored donor journeys.
* There is a lack of integrations available with the other systems that we are using globally, including payment gateways and financial systems.
* Complex workflow automations cannot be built directly into these systems, hampering our ability to scale our fundraising and servicing operations efficiently.
* They lack the ability to track two-way communications with TCF’s stakeholders (including donors, volunteers, and alumni).
* They do not allow us to develop and track inbound marketing strategies, nor do they support marketing analytics and insights based on AI.
* Donor data is scattered globally in independent donor databases, which makes consolidating them for fundraising dashboards or any other analysis a challenge.

## How will TCF Revamp its Fundraising Capabilities and how long it will take?

The entire website revamp effort will be divided into multiple milestones with each milestone aimed appropriately periodizing significant improvements. The details of each phase and the planned roadmap is below:

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| --- |
| **Website** |
| **Milestone** | **Features** |
| Consolidating Donation frameworks | * Consolidate fundraising efforts through a single window operation by introducing Consolidated Giving Portal.
* Establish interconnectedness between partner organizations and fundraising platforms.
* Connect with CRMs, reporting and advertising tools.
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| Rebuilding the existing website | * Rethink TCF’s global narrative and how we communicate our impact
* Refresh user interface, experience, content, photography and creative display of the website
* Rebuild on updated technology
* New partner organizations
* Improve school information interface
* Create dedicated alumni and HR sections
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| Introducing the Events Portal | * In-house technology to host events
* Multiple payment methods
* E-ticketing with seat and table reservations
* Integration with CGP
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The transition to Salesforce and consolidation of databases will also be divided into milestones over the course of one year. The details of each milestone and the planned roadmap is below:

|  |
| --- |
| **CRM software** |
| **Milestone** | **Features** |
| Donor and volunteer database implementation (Nonprofit Cloud) in all countries except UK and Canada | * In the first phase, we will be working with the local vendor team in developing and implementing a basic CRM software in Pakistan, UAE, Europe/Italy and USA.
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| Implementation of the new marketing system (Marketing Cloud) | * We will be implementing the Marketing Cloud in parallel with the CRM.
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| Donor and volunteer database implementation (Nonprofit Cloud) in UK and Canada | * Immediately after implementing the CRM in the first phase, we will start to develop and implement the CRM for UK and Canada.
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## Why can’t TCF fund this revamp of its fundraising capability?

Given the past success TCF has had with digital fundraising, as well as the trend towards online advocacy and ecommerce among the supporter-base, TCF is committed to growing its digital fundraising globally. Our projections also show that with streamlined processes, unified communication strategies, and tailored donor journeys, we can increase our donations significantly. However, the board’s priority still rests with providing quality education to deserving children, maintaining operations and the payroll of the 12,000+ all-female faculty rather than investing in growth projects such as revamping its online ecosystem.

## How long will it take for the investment to recover for the website?

Through refreshed narratives, improved user interfaces, and enhanced functionality, TCF seeks to better communicate its impact, attract support, and foster transparent relationships with donors, ultimately leading to higher donation volumes.

Combining both the qualitative and quantitative benefits of this project, with a projected 2% rise in global online donations, TCF aims to recover the investment within a year of completing the project.

## Budget for website

TCF is asking for support of 100,000 USD to revamp its online ecosystem. The estimated budget allocation for each step is as follows:

|  |  |
| --- | --- |
| **Milestone** | **Allocation (USD)** |
| Consolidating Donation frameworks | 0 |
| Narrative and Impact | 20,000 |
| Content Development | 15,000 |
| Creative & Photography | 15,000 |
| UI/UX Design | 15,000 |
| Complete backend development | 15,000 |
| Analytics & Monitoring tools | 20,000 |

## How long will it take for the investments to recover for the CRM?

By implementing enhanced donor retention strategies, establishing a sophisticated lead management pipeline, and converting a larger portion of our content consumers into active donors, we anticipate a conservative yet significant increase in donations totalling PKR 350 million (USD 1.25 million) within the first year of implementation, which means the investment is expected to recover within a year of fully implementing the CRM system globally.

## Budget for the new CRM

TCF is asking for support of USD 258,000 for implementation, and USD 86,100 as the first year’s operating cost, to revamp the CRM system. The estimated budget allocation for each step is as follows:

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| --- | --- |
| **Milestone** | **Amount (USD)** |
| **Salesforce implementation cost (one-time)** | **258,000** |
| **Net operating cost (first year/annual)** | **86,100** |
| Salesforce license cost | 50,200 |
| Marketing and engagement cost | 60,900 |
| Support/SLA cost | 14,400 |
| Cost reduction (existing CRM systems) | (39,400) |

A table showing the annual expected cash flows (in USD) related to this project is shown below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Cashflow** | **Year 1** | **Year 2** | **Year 3** |
| **Cash outflow** |  |  |  |
| Development and implementation cost | (258,000) |  -  |  -  |
| Salesforce license cost | (50,200) | (50,200) | (50,200) |
| Marketing and engagement cost | (60,900) | (60,900) | (60,900) |
| Support/SLA cost | (14,400) | (14,400) | (14,400) |
| **Cost savings** |  |  |  |
| Cost reduction, existing CRM systems | 39,400 | 39,400 | 39,400 |
| Cost reduction, HR cost |  -  |  -  | 43,000 |
| **Cash inflow** |  |  |  |
| Increase in donations |  -  | 1,255,000 | 1,380,500 |
| **Net cashflow impact** | (344,100) | 1,168,900 | 1,337,400 |

## Combined budget for both projects

The total required budget for both the projects is as follows:

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| --- | --- |
| **Project** | **Amount (USD)** |
| Revamping the website | 100,000 |
| Transition to the new Salesforce CRM | 344,100 |
| **Total** | **444,100** |