

CASE STUDY

Atma - Rubaroo

A case study on Atma's 3 year Accelerator Partnership with Rubaroo

JULY 2022



About Rubaroo

Ishita Manek and Lisha Chheda, the co-founders of Rubaroo, are passionate advocates for the prevention of child sexual abuse. They rolled out their programme on the prevention of child sexual abuse in 2015 and formally registered their organisation-Rubaroo Breaking Silences Foundation (“Rubaroo”) in 2017. Since its inception, Rubaroo has been working with children and adult stakeholders to create awareness on the issue of child sexual abuse and addressing it through personal safety education, awareness and sensitisation sessions and the provision of healing services.

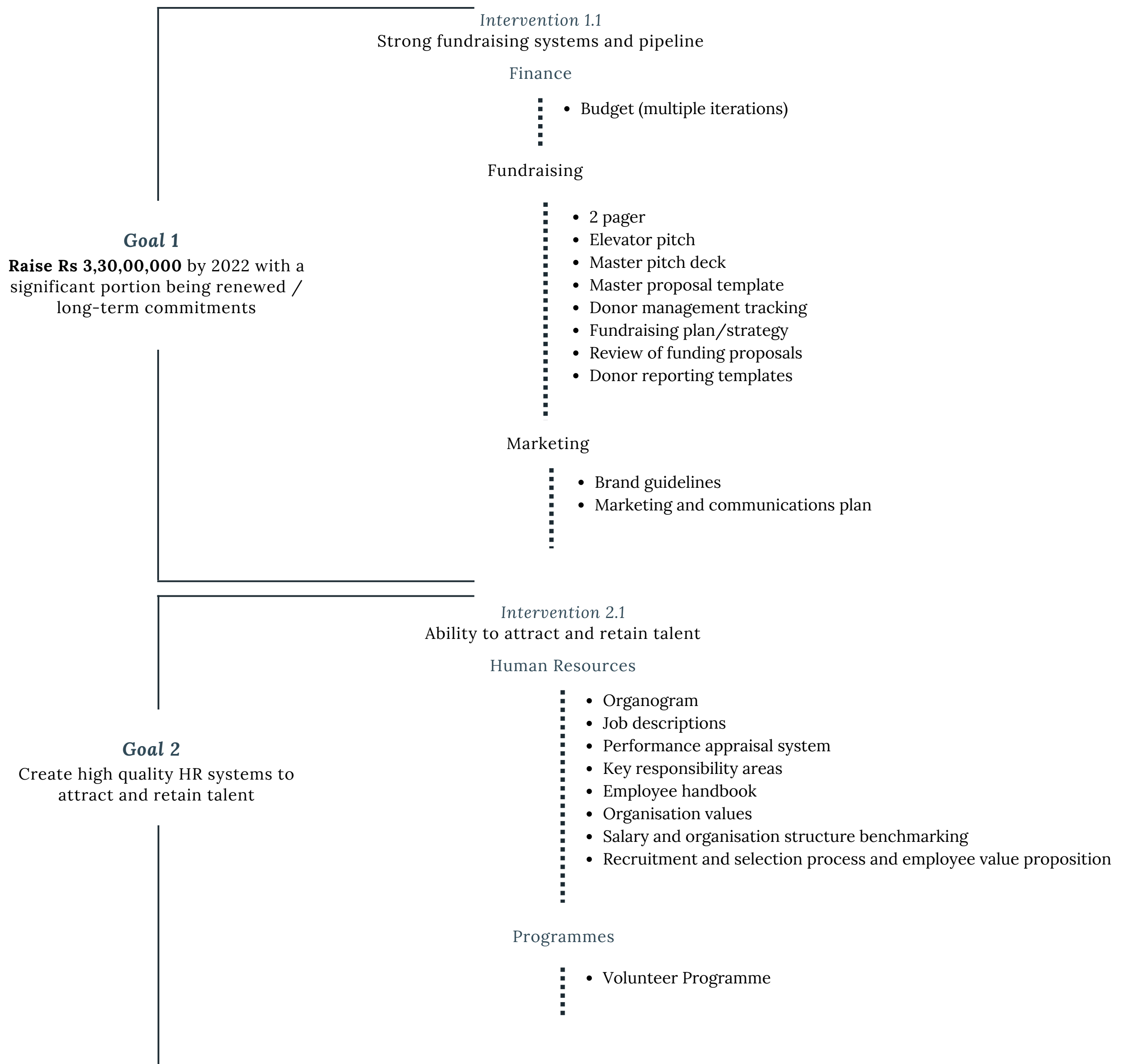
Problems identified

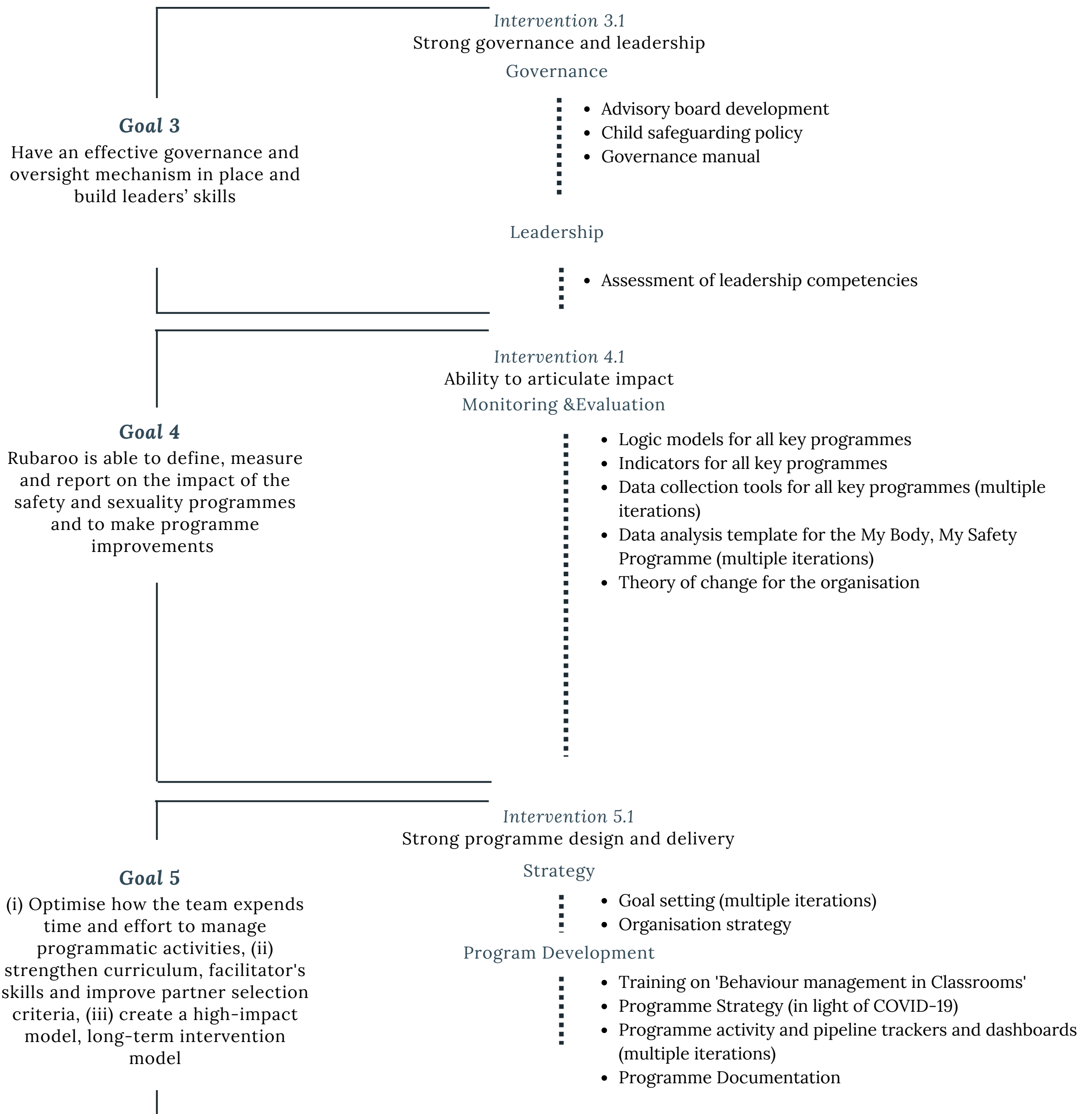
The vulnerability of children, limited awareness about the concept of child sexual abuse among children and adults, inadequate preventive and redressal mechanisms along with taboos around sex and sexuality, victims' silence and gender power imbalances are some of the reasons for the high incidence of child sexual abuse- this makes Rubaroo's work critical, but challenging. At the time that Rubaroo joined the Atma partnership, Rubaroo was in the process of building a strong foundation for organisational growth and sustainability and putting in place key systems and processes. Externalities like the COVID-19 pandemic made it challenging for Rubaroo to render their programmes and access relevant audiences. Since 2020, Rubaroo has, thus, been negotiating its growth imperative while dealing with the fallout of COVID-19 on its programmes and operations.

Atma's Approach

Through the use of Atma's Life Stage Survey tool, Rubaroo was able to assess its capacities across 9 different organisational development areas. Separately, Atma also helped Rubaroo articulate its long-term goals. Using the assessment and the articulation of long-term goals, Atma helped Rubaroo develop a blueprint of critical areas for capacity building for the 3 years of the partnership. Because of the constraints imposed by COVID-19 and the consequent pivots that Rubaroo made, Atma periodically revisited the partnership plan to make sure the work taken up during the partnership stayed relevant to the needs of Rubaroo.

Solutions

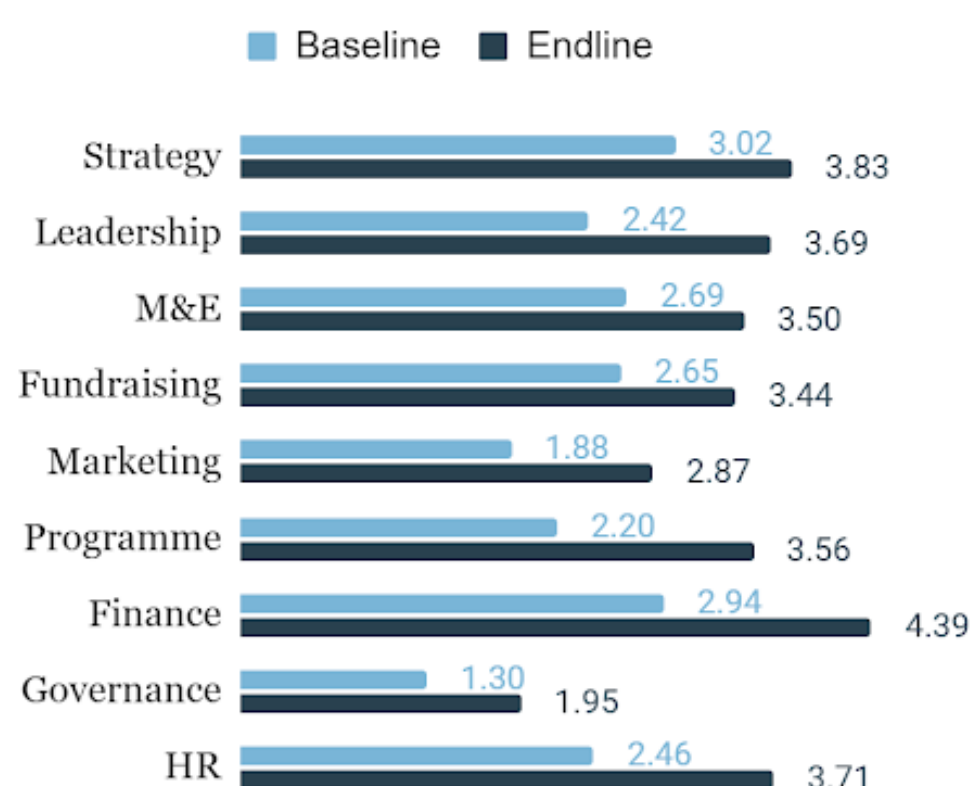




Rubaroo Growth

Life Stage Survey

The Life Stages framework defines the five board stages through which a nonprofit organisation typically progresses. An organisation in the final stage will have achieved self-sufficiency and sustainable while continuing to evolve.



Rubaroo showed an average growth of 1.25 on all the 9 Organisational Development areas of the Life Stage Survey.

Stakeholders

2019-20	10078 Children 361 Teachers 2552 Parents/ Adults
2020-21	1221 Children 384 Teachers 1058 Parents/ Adults
2021-22	1239 Children 233 Teachers 1897 Parents/ Adults

Budget

2019-20	57,00,000 ₹
2020-21	52,00,000 ₹
2021-22	24,00,000 ₹

Outcomes Achieved

Strong fundraising systems and pipeline

Atma built an understanding of different approaches and best practices with respect to the creation of budgets, fundraising research, collateral creation, strategic planning and pipeline management. Atma also supported Rubaroo in hiring and onboarding a dedicated resource person for fundraising. Through the partnership, Atma worked on building the abilities of the Co-founders as well as the Fundraising Lead on building the organisation's narrative, creating strong fundraising proposals and pitching to donors

- **INR 1.32 crore was raised** by Rubaroo during the partnership period
- **Financial runway (commitments and promising leads) for the next 8 months** (as of May 2022)
- Rubaroo was among the **top fundraisers at the Tata Mumbai Marathon** in 2020
- Through an Atma, facilitated linkage, Rubaroo was able to secure the services of a firm that provides them with financial management/ CFO services.

Ability to attract and retain talent

Atma developed Rubaroo's erstwhile understanding of job descriptions, performance appraisal, learning and development, organisational values and recruitment and selection processes

- Rubaroo's team size has been rather stable in the last 2 years
- Hiring for additional roles planned for 2023
- The team was able to successfully navigate remote work for 2 years, including running virtual hiring and onboarding processes
- Regular performance appraisals since 2020
- Instituted basic performance-linked increments
- Clarity and alignment on organisational values and policies
- Rubaroo now actively recruits volunteers for operational tasks

Strong governance and leadership

With Atma's support, Rubaroo has developed a greater understanding of NGO governance and oversight best practices. In addition, they were supported in distilling their experience and knowledge of Child Safeguarding into drafts of their Child Safeguarding Policy

- Rubaroo is contemplating reconstituting its Members (Rubaroo is a Section 8 company), by bringing on an independent Member not affiliated to either founder.
- Rubaroo is in the process of identifying advisors who can bring in subject matter expertise and help mobilise resources. Rubaroo has been able to identify 1 advisor through their participation in the Credit Suisse Community Connections Programme.
- Rubaroo's work on its own Child Safeguarding Policy (which has also been externally vetted) has helped it support other organisations in developing their Child Safeguarding Policies
- Lisha serves on the Child Protection Committees of 2 organisations, and the Internal Complaints Committee for Prevention of Sexual Harassment of 1 organisation. Ishita serves on the Child Protection Committee of 1 organisation.
- Lisha and Ishita have been featured in 10 publications including Hindustan Times, Mumbai Mirror

Ability to articulate impact

Atma supported Rubaroo in developing an understanding of logic models, theory of change, indicators, data collection tools, data analysis templates and data reporting.

- Rubaroo's data collection tools have undergone an evolution in the last 3 years based on the experiences deploying them in offline and online settings.
- Rubaroo is exploring an app-based solution to digitise its data collection and automate its data analysis.
- Rubaroo has started to look at monitoring data more critically (i) to make adjustments to the data collection tools and processes, as and when required, and more importantly, (ii) to make programmatic improvements

Testimonials

"Being a partner with Atma has been an enriching learning experience, especially through the tough times of the pandemic. Atma has enabled us to build better systems as an organisation for human resource management, strategic planning, fundraising and monitoring and evaluation, just to name a few. As leaders, we learnt to be more intentional in our strategic thinking and have grown to be more confident in ourselves. Our consultant, Aishwarya, really understands us and our work and this always nuances the way in which she supports us by making it apt for our context."

- **Lisha Cheddha, Co-Founder**

Rubaroo