



**KIOCH**

**Kathmandu Institute of Child Health**

*The Campaign for our Children*  
**Draft Capital Campaign Plan**  
**September 2019**

# Table of Contents

- Introduction
- Strategic Objectives of the Campaign
- Philanthropy as an Institutional Culture
- Fundraising Table
- Campaign Organization and Leadership
- Campaign Organizational Chart
- Campaign Divisions
- Case Statement Outline
- Gift Solicitation Strategy
- Prospect Development
- Communications Plan
- Campaign Timeline and Tracking
- Naming Opportunities
- Chief Philanthropy Officer
- Explore Partnerships and CSR Opportunities



# Introduction

## Introduction

*The campaign for our children or hamra bal balika ko lagi*, is a 3- year fundraising campaign to build and sustain Kathmandu Institute of Child Health KIOCH. First of it's kind in Nepal, the campaign will raise \$5,000,000 or 50 Crore Nepali rupees to build the hospital center in Kathmandu and 7 satellite hospitals around the country.

The need for a comprehensive child care hospital has been established through various stakeholder interviews, data analytics and workshops. Currently, Nepali healthcare system is not apt to provide high quality and affordable care for the 13 million children. Shortage of qualified healthcare professionals, advanced medical technologies, and an absence of a healthcare network has further strained the quality of care provided to children.

KIOCH's primary mission is to improve the status of health of Nepali children. KIOCH believes that it can achieve its mission by establishing an innovative healthcare network in Nepal. This healthcare network provides pediatric care, ranging from preventive care to highly specialized care, to all children irrespective of their economic status.

To support this ambitious project, KIOCH plans to conduct a comprehensive fundraising campaign to raise at least 30 percent of the total cost or \$5 million from individuals, corporations and foundations in Nepal and internationally.

# Strategic Objectives of the Campaign

- ❑ Raise \$5 million or 50 crores in current gifts and pledges to enhance the clinical mission, and construct a new hospital building.
- ❑ Establish the culture of top philanthropic giving in Nepal.
- ❑ Heighten the visibility of KIOCH among all of its constituencies.
- ❑ Position KIOCH as the leading center with world class medical care for children.
- ❑ Develop awareness of KIOCH's overall strategic plan for the future and its sustainability.
- ❑ Clearly articulate KIOCH as an institutional priority and purpose that is worthy of increased and continued leadership and financial support by all constituencies.
- ❑ Prepare clinical care practice and create integrated patient environment for next decade.
- ❑ Clearly articulate the *The Campaign for our Children* Campaign as an institutional priority.
- ❑ Involve donors who will make significant gifts and long-term financial commitments to KIOCH.
- ❑ Utilize KIOCH's internal leadership including the Board, volunteers and leaders and administrators to recruit, cultivate and solicit.
- ❑ Invite prospective benefactors throughout the campaign to cultivation events, such as breakfasts, lunches, dinner parties and receptions, and private briefings and special site tours.
- ❑ Position KIOCH in the strongest way possible for future fundraising endeavors domestic and internationally.

# Philanthropy as an Institutional Culture

KIOCH has an opportunity to set an example of a successful philanthropic institution, first of its kind, in Nepal. Building on the enthusiasm surrounding the announcement of the project, there is an opportunity to work with individuals, corporations and communities in and outside of the country to seek support. Philanthropy should be ingrained in KIOCH's internal culture by:

- ❑ Philanthropy needs to be KIOCH-wide priority with defined expectations for the CEO, Board members, physicians, nurses and other staff.
- ❑ Add a “Giving” page to the website, communicate the impact of giving early on.
- ❑ Conduct orientation sessions for Executives, Board members, volunteers, and staff.
- ❑ Provide volunteers the materials to succeed in cultivating, requesting, and stewarding gifts.
- ❑ Prepare a cohesive message and share impact of philanthropy in KIOCH communications.
- ❑ Install a donor recognition wall inside the facility to honor largest donors.
- ❑ KIOCH's achievements should demonstrate philanthropy's direct impact.
- ❑ Conduct internal campaigns to involve the staff. Examples:
  - Employee Emergency Fund – Staff campaign to establish an internal fund to help employees in need
  - Physician's Fund – Pool in money with staff physicians to support a local cause, scholarship or emergency care fund to support low income patients
  - Air evacuation Fund – raise money internally or partner with companies to establish a fund for air evacuations or emergencies

# Fundraising Table

The *Campaign for our Children* is designed to encourage multi-year pledges from selected prospects.

The following table summarizes the gifts required to raise \$5 million

Number of Gifts	Gift Level	Totaling	Cumulative
1	\$1,000,000	\$1,000,000	\$1,000,000
1	\$500,000	\$500,000	\$1,500,000
2	\$250,000	\$500,000	\$2,000,000
5	\$100,000	\$500,000	\$2,500,000
10	\$50,000	\$500,000	\$3,000,000
25	\$25,000	\$625,000	\$3,625,000
50	\$10,000	\$500,000	\$4,125,000
100	\$5,000	\$500,000	\$4,625,000
Many	\$5,000 and below	\$375,000+	\$5,000,000
194+			\$5,000,000

# Campaign Organization and Leadership

## *A Staff- and Volunteer-Driven Effort*

*The Campaign for our Children* will be a volunteer-driven effort for five reasons:

- ❑ To take advantage of the vast relationships and experience of Dr. Bhagawan Koirala and his vision for KIOCH;
- ❑ To provide extensive human resources needed to conduct a successful fundraising effort;
- ❑ To enhance the program with credibility and prestige through name recognition of the campaign's leadership and volunteers;
- ❑ To prioritize the campaign with a core group of capable and committed individuals who will form a partnership and accept responsibility for the overall success of the project; and
- ❑ To provide the means for enlisting additional committed volunteers who will, with appropriate guidance, work diligently toward the success of the campaign.

# Campaign Organization and Leadership Continued

## **Strong Volunteer Leadership**

Strong leadership will be essential to campaign success, and should be managed effectively. With Chief philanthropy officer's leadership, volunteer leaders will be organized into:

- ❑ KIOCH Board of Directors
- ❑ National Campaign Cabinet
- ❑ Campaign Executive Committee

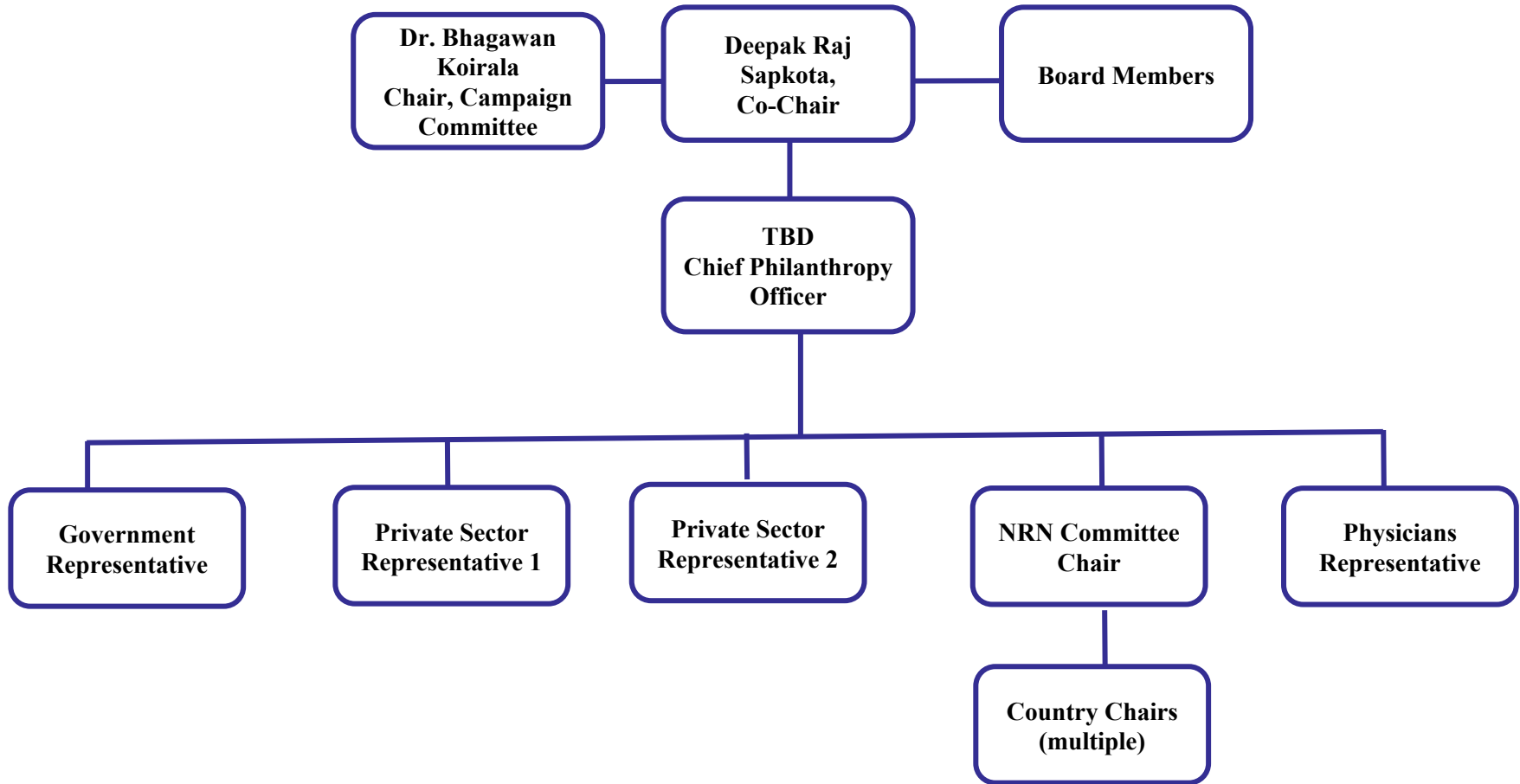
The National Campaign Cabinet will be recruited early in the effort to accomplish six (6) tasks:

- Enhance the draft Case for Support
- Approve the campaign plan and timetable;
- Assist in identifying high-level financial prospects;
- Advise on national gift recognition plan and naming opportunities;
- Approve all campaign gift crediting policies; and
- Recommend individuals for campaign leadership positions.

The Campaign Executive Committee (CEC) will guide the remainder of the effort, convening every four (4) to six (6) weeks early in the effort to receive campaign updates, share ideas and expertise, and encourage active participation of all campaign volunteers. CEC meetings / conference calls will also serve as orientation opportunities; volunteers will be introduced to materials such as a scheduling script, gift request talking points, and individual prospectuses.



# Campaign Organizational Chart



# Campaign Divisions

- ❑ **Board of Trustees division**
  - The solicitation of all members of the Board of Trustees and leadership at all request levels, with an early emphasis on six-figure requests
- ❑ **Phase I – Design, planning and Leadership Gifts phase ( above \$100,000 or 1 crore)**
  - The solicitation of the top prospects for \$100,000 and above with an early emphasis on gifts of \$500,000 and above.
- ❑ **Phase II – Leadership Gifts phase (\$100,000+)**
  - Continue to build momentum and focus on solicitation of the top prospects for \$100,000 and above with an early emphasis on gifts of \$500,000 and above.
- ❑ **Phase III – Major Gifts phase (\$25,000+)**
  - The solicitation of the top prospects for \$25,000 and above with an early emphasis on gifts of \$50,000 and above.
- ❑ **Phase IV – Corporate and Foundation Division**
  - The solicitation of all identified private, charitable foundations capable of gifts of \$25,000 or more. Solicitation of qualifying corporations.
- ❑ **Phase V – General Gifts phase (<\$25,000)**
  - The solicitation of the prospects for \$6,000 and above with an early emphasis on gifts of \$12,000 and above.

***NOTE: specific timeline for each activities are TBD***

# Case Statement Outline

Development of the Case Statement is a critical step in positioning the Campaign for leadership support. The Case Statement presents the rationale for a realistic, well-designed and organized *The Campaign for our Children* Campaign. This is the primary document for the Campaign and is designed to justify the request for funds, document how gifts will be used, and serve as the resource for subsequent campaign publications and promotional materials.

Forms and uses of Case Statement:

- Leadership and Major Gifts Prospectus
- Commemorative/Named Gifts Opportunities Booklet
- “Question and Answer” Brochure
- Campaign Video and/or Slide Presentation
- Newsletters and Progress Reports
- Media News and Articles
- Campaign Name and Theme

**NOTE: Outline and components of the Case Statement to be developed from KIOCH Business Plan**

# Gift Solicitation Strategy

In consideration of the magnitude of the goal, the development of a comprehensive major gift strategy that includes prospect identification, cultivation and solicitation is essential to the success. The following recommendations are suggested:

❑ **Planning and evaluation:**

- Identify prospects
- Evaluate capacity
- Develop individualized strategies

❑ **Cultivation and Briefing:**

- Briefing meetings to review case and campaign progress, learn about donors' priorities, lay groundwork for gift requests
- Cultivation events or receptions
- Mailed materials in advance of meeting requests, such as the Case for Support

❑ **Gift Request:**

- Carefully assign each volunteer leader
- Review the Case for Support in person
- Make a specific gift ask
- Set up a follow up meeting

❑ **Follow up:**

- Promptly follow-up on the gift request meeting
- Listen to donor's questions, concerns, or feedback

❑ **Steward:**

- Appropriate gift acknowledgement
- Engage, thank, follow up

# Prospect Development

In consideration of the magnitude of the goal, the development of a comprehensive major gift strategy that includes prospect identification, cultivation and solicitation is essential to its success. The following recommendations are provided for your consideration:

Initial visit	Site-visit	Institutional events	Pre-Ask	Ask	Follow-up
<ul style="list-style-type: none"> <li>▪ Organized by Campaign Chair (with the assistance from Philanthropy Officer)</li> <li>▪ Thank for previous gift</li> <li>▪ Stewardship update</li> <li>▪ Review exciting new plans</li> <li>▪ Site recent achievements</li> <li>▪ Discuss current challenges</li> <li>▪ Leave behind vision piece</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30 to 60 minutes in length</li> <li>▪ Tour the facility</li> <li>▪ Meet and interact with staff,</li> <li>▪ Introduce recent technological advances</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure prospects are aware of KIOCH.</li> <li>▪ e.g. informational breakfasts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introduce case statement.</li> <li>▪ Table of gifts</li> <li>▪ Recent leadership gifts</li> <li>▪ Explore specific project interest</li> </ul>	<ul style="list-style-type: none"> <li>▪ Solicitation with specific proposal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Determined by appropriate MGO.</li> </ul>

# Communications Plan

**Campaign Name and Theme** – Work with the campaign leaders to finalize campaign name and message.

**Campaign Identity** - The graphic identity plan will provide a consistent visual image for all campaign materials, and will complement visuals used by KIOCH for web, print, and branding.

**Stationery Package** - The package will include campaign letterhead, website, e-mail, news release masthead, invitations, newsletter masthead, and presentation templates.

**Campaign Brochure** - The brochure will reflect the mission, vision, and goals of KIOCH. Messages of “why support KIOCH” and testimonials that will support the campaign. An electronic version of the brochure will also be prepared for KIOCH’s website.

**Campaign Questions and Answers** - A *Frequently Asked Questions* will address the most common campaign issues, the Case, and impact of donor’s gifts. Development of this document will be influenced by KIOCH’s business plan and input from the Campaign Cabinet.

**Receptions and Events** - Gatherings of potential donors hosted by KIOCH leaders will be woven into campaign cultivation plans. Coordination with scheduled events about KIOCH’s campaign progress will be important.

**Campaign Newsletters and Video** - A newsletter will be produced for campaign leaders, donors, and volunteers, and will be distributed via e-mail. Further, a campaign video may be produced and distributed through targeted campaign marketing efforts.

**Press Releases and Featured News Articles** - In addition to materials directed to specific donors, targeted media relations will reinforce the rationale for the campaign effort. This type of outreach should communicate campaign success and aid campaign momentum.

# Communication Plan continued

KIOCH will implement a cohesive strategic plan for communicating the campaign and the organization's impact. Marketing and awareness pieces will include:

- Case for Support
  - Campaign Executive Committee Letterhead
  - Tailored Proposals and Campaign View Books
  - Leadership Gift Prospectus
  - PowerPoint Presentations
  - Campaign Brochure
  - Gift Recognition Program and Naming Opportunities
  - Feature News Articles and Press Releases
  - Public Relations Strategy to work with largest media houses in Nepal
- 
- ❑ Events and Activities:
    - Information Breakfast/lunches
    - Press meet and briefings
    - Honor large donation every 6 months with the presence of press
  - ❑ Document and Mailing
    - Campaign Newsletter
    - Question and Answer Brochure
    - Campaign Case for Support to distribute
  - ❑ Campaign Kick-off
  - ❑ Ground breaking of the new building
  - ❑ Publicize each large gifts in social media, with the press organize thank you events

# Campaign Timeline and Tracking

Priority / Activity	Calendar Year and Quarter							
	'20	'20	'20	'20	'21	'21	'21	'21
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Planning and Organization								
Campaign Plan & Policies								
Case for Support								
Initial Campaign Materials								
Leadership Recruitment								
CEO's Cabinet								
Campaign General Chair(s)								
Campaign Executive Committee								
Campaign Implementation								
CEC Activity								
Leadership Gifts								
Board of Directors								
Grateful Patients and Families								
Business and Charitable Foundations								
Friends of KIOCH								



# Naming Opportunities Example

Component/Division	Sub-component	Total Cost	Suggested Gift Amount
New Building		\$18,000,000	\$1,000,000
Mental Health Center			\$100,000
Cardiac Care Center			\$500,000
NICU			TBD
General Pediatric Care	Total	\$5,000,000	\$200,000
Oncology	Total	\$240,483	\$150,000
	Waiting Room		\$100,000
	Exam Room		\$50,000
	Consult Room		\$50,000
Critical Care	Total		\$500,000
		\$600,000	\$600,000

# Chief Philanthropy Officer Role (CPO)

**Professional Campaign Management** - Responsibilities of the CPO will include preparing Campaign Plan and Timeline, leadership recruitment and management, orientation and training, and weekly activity tracking. The CPO's responsibilities also include focused direction of all aspects of the effort, specifically:

- Assistance with the organization and oversight of all fundraising committees and participants;
- Develop the Campaign Plan and Timetable including the appropriate phase activities and goals, gift tables, volunteer needs, and core responsibilities;
- Ensure that the campaign remains on schedule and achieves its stated objectives;
- Prepare gift naming and recognition opportunities for approval;
- Prepare all campaign operational materials including the Case for Support, campaign brochure, gift request prospectus and letter, and campaign newsletters to volunteers;
- Develop, in coordination with the design and writing team, all campaign manuals;
- Develop prospect lists and tracking charts for all campaign phases;
- Assist in the identification and recruitment of leaders for all campaign divisions and participate in the process where appropriate;
- Help plan the gift requests of all potential donors;
- Guide and train volunteer leaders for all phases and divisions;
- Develop briefing papers for all major gift requests;
- Work with volunteer leaders in planning their requests and implementing the campaign plan;
- Plan and help implement a communications program with volunteer leaders and potential donors including update emails, volunteer newsletters, press releases, and in-house articles;
- Establish a system for the collection of pledges and communicate with campaign donors; and
- Provide counsel during the collection phase of the campaign to help ensure the timely redemption of pledges.

# Explore Partnerships, CSR opportunities

International hospitals  
e.g. Dutch/US/Canada

Train personnel, help make  
healthcare efficient

Medical companies

CSR, Technological  
innovations, lease  
equipment

Investors and donors

Money, expertise business-  
wise, training opportunities

Nepali government

sells services at reasonable  
rate, ER up and running

International  
governments

Linking private companies  
& foundations with KIOCH

THANK YOU