

Organisational Strategy

2025 - 2027



Foreword

Blossom Trust has faced both progress and setbacks, since our last Organisation Strategy of 2021-2024. While we have achieved important milestones in strengthening our programs and community networks, the start of the year 2025 has also been marked by significant funding cuts that affected our ability to sustain and expand certain projects. For this reason, we have decided to develop a new strategy 2025-2027.



This reduction in resources meant we had to make difficult choices. Some initiatives were scaled back or paused, and we relied heavily on the commitment of our staff and volunteers to continue delivering essential support to vulnerable communities. Yet, through these challenges, we have witnessed the strength and resilience of our teams and the communities we serve, proving once again that our impact cannot be measured by resources alone, but by the dedication to our mission.

At the same time, these constraints have pushed us to think differently about sustainability. This year we want to prioritize diversifying our funding base, building stronger relationships with Indian CSR partners, piloting social enterprise models, and using digital tools to streamline grant-seeking efforts. These innovations aim to reduce dependency on external aid and ensure greater organisational resilience.

This Organisational Strategy for 2025–2027 sets out how we will turn these lessons into lasting change. By re-establishing a core field team, embedding stronger monitoring and learning systems, promoting community leadership, and strengthening our fundraising and communication strategies, we aim to transform a moment of financial vulnerability into an opportunity for growth and stability.

We remain deeply grateful to our staff, partners, and communities who continue to support and inspire us. Together, we will navigate this new chapter with courage, adaptability, and a shared vision for a stronger, more sustainable Blossom Trust.

T. Mercy Annapoorani
Executive Director

A handwritten signature in black ink, reading 'T. Mercy Annapoorani'.

About Blossom Trust

Founded in 1993, Blossom Trust is a grassroots NGO based in the district of Virudhunagar, Tamil Nadu, India. With the initial focus on the social and economic empowerment of underprivileged women and a safe and nurturing space for vulnerable children, over time, we have committed to creating a strong foundation for sustainable community ownership. We believe that women have the capabilities to build resilient communities as the pillars of development; therefore, we strongly invest in the empowerment of these women through two main activities. Firstly, by establishing community-based organisations and networks which are primarily women-led. This allows collective action and collaboration to be at the forefront of our interventions, with higher success. Secondly, through advocacy and awareness-raising, we strongly believe that everyone has the right to access information. Knowledge empowerment plays a profound role in community development and allows women in the community to make well-informed decisions for themselves and their households. With our vision, mission and Theory of Change in mind, we have a strong commitment towards women empowerment and community development.

Vision

We envision women at the heart of community development; establishing thriving, equitable and empowered communities across Tamil Nadu.

Mission

Promoting women-led development and resilient communities through collective networks, collaboration and awareness-raising.

Theory of Change

We are committed to changing the narrative, from women as disadvantaged and impoverished, to women as agents of change and pillars of development; creating the opportunity for them to take ownership and agency, and empowering them to empower their community.

Blossom's Values

Inclusivity: We believe in gender equality, achieved through the empowerment of women as agents of change, and the inclusion of all.

Participation: We believe in listening to, acting on, and engaging with the voices and needs of the community, to bridge the gap between the grassroots and global stakeholders.

Equity: We believe in the fundamental rights of marginalised groups, through equitable access to healthcare, education, and secure livelihoods.

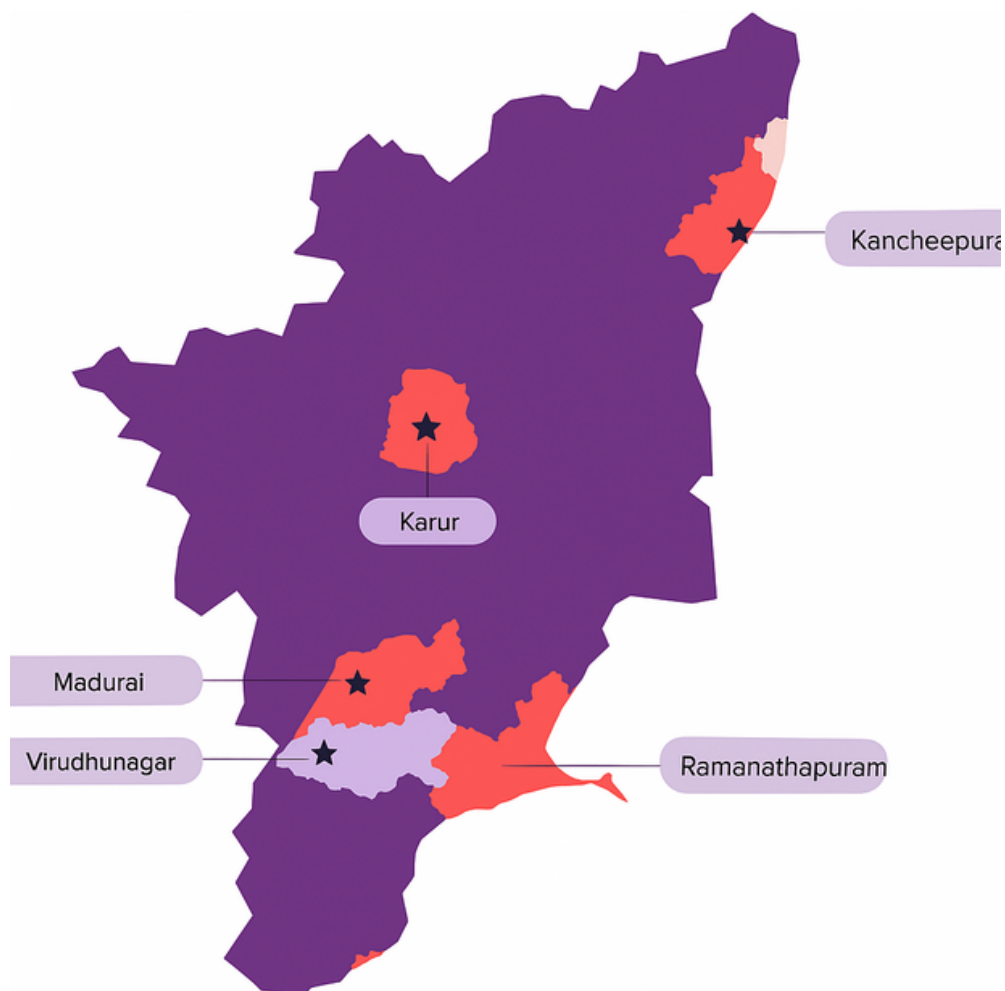
Resilience: We believe in sustainable practices, with impacts that are tangible, measurable and lasting.

Partnership: We believe in cross-sector collaboration and NGO partnerships, harnessing expertise to generate effective change at the community-level.

Blossom Trust's History and Profile

Since its inception, Blossom Trust has played an important role at the grassroots level to effect change for women and marginalised communities in Tamil Nadu. Inspired by the success of EduClowns, his theatre campaign to address stigma and discrimination surrounding HIV and TB in the community, Father Benjamin Vima Amalan along with Director Mercy Annapoorani brought Blossom Trust to life. What began as a light-hearted platform for raising awareness and education of important health issues that had severe impact on the region has since led to a vast network connecting women, children, and the health and economic sectors of Virudhunagar.

Established in 1993, Blossom Trust is one of the first NGOs in the region. We are registered under Section 12 A of the Income Tax Act (with tax exemption), the Indian Trust Act, and hold FCRA approval.



Currently, Blossom Trust is operating in the districts of Virudhunagar, Madurai, Kancheepuram and Karur. Alongside Dayspring Home and Farm, Blossom's primary areas of focus are economic resilience and leadership, women's rights and inclusive welfare, health advocacy and agricultural and environmental development.

Project Areas

Economic Resilience and Leadership

For nearly three decades, Blossom has nurtured women's Self-Help Groups (SHGs) that function not only as savings and loan collectives but also as platforms for vocational training, entrepreneurship, and mutual support. Today, this grassroots network connects more than 100,000 women, strengthening both economic security and community leadership across Tamil Nadu.

Building on this foundation, recent initiatives such as IDEAL (Integrated Development through Empowerment, Advocacy and Livelihoods)—a CSR project launched in 2023 and still ongoing—and the Poomalai Women's Collective continue to advance this legacy. These programs equip women and children in model villages with technical training, access to financial inclusion, and advocacy tools that enable them to assert their rights and secure sustainable livelihoods.

Women's Rights and Inclusive Welfare

Blossom promotes inclusive welfare through interventions that protect women and children while advancing their social and economic rights. A long-standing Family Counselling Centre addressed domestic violence and child abuse, while our community Crèche in Virudhunagar enables mothers of 28 children to pursue work opportunities. The Buds Network, revived in 2024 through donor campaigns, now provides after-school education and life skills to vulnerable children in 12 centres in different villages, having reached 420 children. These projects are complemented by advocacy campaigns to shift harmful norms and expand opportunities for women and children.

Health Advocacy

Health has long been a cornerstone of our work. Blossom's Paneer HIV Positive Women's Network supports women living with HIV, while the Rainbow TB Forum, born out of TB advocacy projects, is now an independent network of patients championing stigma-free healthcare. In 2024, we launched Beyond the Burden, a new TB project adopting a Community, Rights, and Gender approach to expand community-led monitoring and early detection in Virudhunagar, Madurai, and Ramanathapuram. Later that year, we also introduced ECPT, adapting our Educlovers methodology to raise awareness of tuberculosis and reduce stigma through creative engagement. Unfortunately, both projects had to be discontinued following cuts in US funding.

Nonetheless, Blossom remains deeply committed to health equity. Since 2018, we have successfully run a government-backed Targeted Intervention for the Transgender Community in Kancheepuram, ensuring access to STI/HIV prevention, treatment, and holistic social support delivered with dignity and respect.

Project Areas

Agricultural and Environmental Development

Environmental responsibility is central to Blossom's work. Since 2007, we have organised clean-up drives, awareness campaigns, and sustainable agriculture projects. At the heart of this is Dayspring Farm, which models organic farming practices while sustaining the children at Dayspring Home. In 2023, Blossom launched SEEAD (Sustainable Education, Entrepreneurship and Agricultural Development for Women), registering two women-led Farmer Producer Organisations (FPOs) in Madurai and Tirumangalam. These FPOs provide women farmers with market access, technical training, and recognition as agricultural entrepreneurs, while promoting climate-resilient farming.

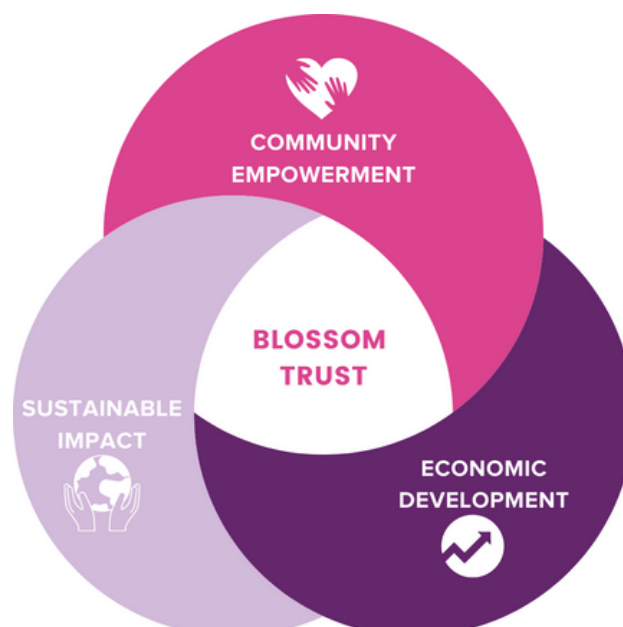
Dayspring Home and Farm

The Dayspring Home was established in 2003 in Chittur, a small village of Tamil Nadu. It provides a safe and nurturing environment for 25 girls who lost their parents to AIDS or tuberculosis, or whose families can no longer care for them. Some of the children are living with HIV or TB themselves and face rejection from relatives and communities due to the stigma surrounding these diseases.

At the home, the girls receive not only shelter and education but also the chance to grow with dignity. They learn to cook, work on the farm, welcome international volunteers, and attend school. In 2025, the home began a new chapter of renewal with repainting projects and the installation of a modern water filter, ensuring a healthier and brighter living environment.

Adjacent Dayspring Farm continues to produce organic crops and livestock, both feeding the children and modelling sustainable community farming practices. In addition, these crops are sold to villagers. Together, they represent Blossom's integrated model of care, sustainability, and empowerment.

Blossom Trust's model:



Blossom Trust Strategy

Building Partnerships

Sustainable development cannot be achieved alone, and we value partnerships that bridge the gap between community needs and local and international resources. Blossom has built its international donor base through establishing partnerships with global stakeholders and running a volunteer and internship program. Many of our projects are implemented in partnership with local and state government, a collaboration we believe is paramount to achieving the best results.

Strong Female Leadership

The Director of Blossom Trust, Mercy Annapoorani, has been with Blossom since its inception in 1993. Committed to continuous learning, she holds a diploma in Theater Arts (1998), a Master of Commerce with a Diploma in Human Resource Development (1999), a Master of Arts in Sociology (2000) and a Master of Women's Studies (2005). She is the recipient of the Kalai Valar Mani Award from the Madurai Arts Club in 1998 and the 2002 International Prize for Women's Creativity in Rural Life by the World Women's Summit Foundation (WWSF), Switzerland.

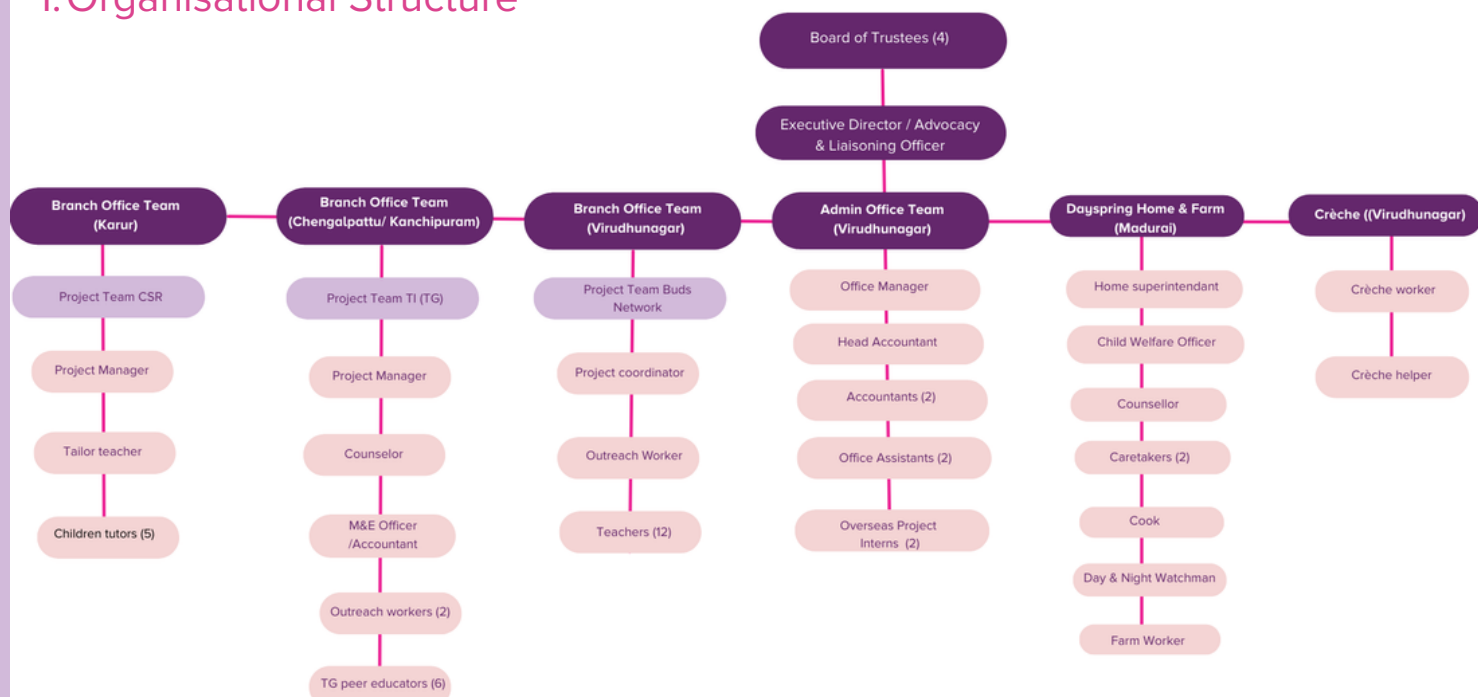
Blossom strives to uphold the rights of women and girls, and we are proud to have a managing team and board consisting of mostly women. We encourage gender equality within our organisational structure by providing equal opportunities for women and men to move into leadership roles within the organization. Our outreach workers and peer educations consist of women from local and transgender communities to cultivate effective relationships and build trust amongst our target groups.

Agents of Change

We are committed to shifting the narrative from women as disadvantaged and impoverished to women as pillars of development, creating the opportunity for them to take ownership of projects they are involved in and to drive community development. This narrative will remain central throughout our future projects, to acknowledge the active and powerful role women in our community have had from the formation of our Self-Help Groups to our planned women-led Farmers Producers Organisation.

Organisational Structure

1. Organisational Structure



2. Board of Trustees

The Board of Trustees is currently composed of four members, with a prevalence of female members. The Board reunites once every three months and is in charge of the overall management of the organisation, playing a substantial leading role in strategising, dictating future directions and reviewing ongoing progress and decisions implemented at the executive level.

Name of Member	Gender	Qualification	Designation
Mrs. Mercy T. Annapoorani	Female	M.Com, M.A, M.S.W	Executive Director/
Mrs. G. Vatsala	Female	Diploma in C.D.D.M	Financial Trustee
Mrs. B. Mareeswari	Female	Diploma in C.D.D.M	Trustee
Mr. C. John Jasper	Male	B.E., M.B.A	Trustee

Organisational Structure

3. Staff

Blossom Trust's team counts permanent, full-time staff and part-time staff, working across the Offices in Virudhunagar; Madurai, and the Branch Office in Karur, Chengalpattu (Kanchipuram district) and Ramanathapuram. Since 2016, Blossom Trust has also been hosting an internship program attracting international professionals: on average, 2 interns are present in the office throughout the year, usually working for a period of 4 months each.

Type of Staff	Male	Female	Transgender	Total
Full-Time	6	15	1	22
Part-Time	3	17	6	26
Interns		2		2
Total	9	34	7	50

The composition of Blossom's team aims at inclusivity, with a higher number of women in leading, executive and field-based roles. We strive to put gender equality at the forefront of our work and incorporate it into all aspects of the organisation. In line with this commitment, about 68% of Blossom's members are women, whereas 14% belong to the local TG community, which are the project manager and the peer educators for Blossom's Targeted Intervention program in the Kanchipuram district.

4. Internship

Since 2016, Blossom Trust has been running an internship program for international candidates from various nationalities and backgrounds. While this internship opportunity has attracted many talented individuals, especially young women, and contributed to their professional growth, it has also fostered fruitful exchanges and the adoption of different perspectives into our work. Blossom's capacity allows for four interns to join the organisation, usually for six months, nurturing their professional development and enhancing their understanding of the project cycle at Blossom.

The internship program is an asset of Blossom's work, not just for internal capacity but also for its potential to build relationships and connect with organisations, agencies and partners internationally, where interns are based.

Impact of US Fund Cuts

On January 24, 2025, the US government announced a Stop Work Order and suspension of all foreign assistance. As a result, two of our key projects, both in the health area, Beyond the Burden (BTB) and Educlowns for TB (ECPT), were forced to abruptly close on January 30, 2025.

Launched in April 2024, Beyond the Burden was supported by the STOP-TB Partnership and UNOPS Geneva. The project addressed urgent challenges in Tamil Nadu, such as gender barriers, paediatric underdiagnosis, and stigma surrounding tuberculosis. Through a community-led monitoring approach, BTB empowered communities across Virudhunagar, Madurai, and Ramanathapuram. Outreach workers engaged with Anganwadi centres, educating caregivers on TB prevention and early detection in children, while a targeted program for MGNREGA women strengthened community participation in health awareness and TB prevention.

Educlowns for TB, which began in November 2024 and was supported by USAID's TIFA programme, built on Blossom Trust's long tradition of using theatre to address social and health issues. Since its inception, Educlowns has engaged audiences on topics such as child labour, HIV/AIDS, and more recently, tuberculosis. By combining education with performance, the Educlowns method fostered direct interaction, reduced stigma, and encouraged lasting behavioural change in communities.

The sudden termination of both projects had a profound impact. Vital community health activities were cut short, leaving vulnerable groups without services. Staff contracts ended abruptly, disrupting livelihoods. The organisation lost key funding streams, further straining its operational capacity. This experience highlighted the risks of depending heavily on international funds, which are vulnerable to shifts in donor-country interests.

In addition, between January and July 2025, Blossom Trust had no interns, limiting our ability to apply for new funding and exposing our reliance on external support. In response, our 2025–2026 strategy focuses on diversifying funding sources, building greater resilience, and strengthening sustainable, community-driven approaches that can withstand future funding shocks.

SWOT Analysis

The Strengths-Weaknesses-Opportunity-Threat (SWOT) analysis serves to develop Blossom Trust's strategic planning, including its Fundraising and Communication Strategies. This analysis intends to acknowledge internal strengths and weaknesses while identifying external opportunities and threats for the organisation. Therefore, our 2025-2027 Strategy fundamentally draws from the SWOT approach for its formulation.

SWOT	Helpful	Harmful
Internal	Strengths 1. Community outreach 2. Network at the local, regional, national and international levels 3. Mostly female employees 4. International staff 5. Clear, compelling vision and rights-based mission	Weaknesses 1. Restricted finances/resources 2. Turnover of staff/interns 3. Internal Communication not streamlined 4. Director's involvement in day to day operations
External	Opportunities 1. Limited NGO competition in Virudhunagar/Blossom Trust is better established 2. International interns facilitating connections with European partners and funding agencies 3. Government working closely with CSOs to implement new schemes 4. Access to diverse funding opportunities 5. Increasing amount of companies implementing CSR projects	Threats 1. Fundraising through selected crowdfunding platforms, leading to dependency/overreliance on those networks 2. Changing Government policy and regulatory framework 3. Risk of donor fatigue or shifting funding priorities

Future Strategy Plan

Organisational Structure

Blossom Trust aims to strengthen its organisational capacity to ensure continuity, resilience, and growth. A key priority is to expand our project portfolio in order to re-engage experienced field staff from previous initiatives. Retaining this skilled workforce will allow us to build on established community relationships, preserve institutional knowledge, and deliver programs with greater quality and consistency.

To achieve this, we will:

- Re-establish a core field team that can be deployed across projects.
- Strengthen Monitoring, Evaluation, and Learning (MEL) systems to demonstrate impact, improve accountability, and attract sustainable funding.
- Build leadership pathways within the organisation by equipping community representatives, women, and affected groups to lead and facilitate programs.
- Digitalize the management information system and structure it intuitively to ensure effective knowledge transfer between permanent staff and rotating interns.

Programs and Projects

- Future projects will build on successful models such as the TG ACT Network, Educloons, BUDS Network, and Ideal CSR, ensuring replication and adaptation across different districts.
- We will also continue expanding our network of SHGs and FPOs.
- All future programs will integrate climate sustainability as a cross-cutting theme, ensuring that environmental resilience remains central to our work.

IDEAL CSR project

- 2026-2027: Expand to a third district based on CSR funding availability. Incorporate learnings by focusing on digital skills (basic computer literacy, communicative English) alongside traditional vocational training.

TG Intervention

- 2025-2026: Strengthen the TG ACT Network by establishing 10 new Self-Help Groups (SHGs) across southern districts, each led by TG Champions. Expand advocacy workshops on entitlements, healthcare access, and legal rights.
- 2027: Build capacity of TG Champions in digital literacy and entrepreneurship to link SHGs with livelihood opportunities. Pilot 2 small-scale social enterprises run by SHGs.

Future Strategy Plan

Dayspring Home

- 2025: Complete repainting and infrastructure upgrades. Introduce new water purification machine and a second solar panel.. Strengthen linkages with Dayspring Farm to ensure 70% of food is homegrown.
- 2026: Focus on higher education and career readiness—set up mentorship and scholarship pathways for older girls. Partner with vocational training institutes and universities for skill-building.
- 2027: Move towards a “transition to independence” model, preparing girls over 18 for employment, higher studies, or independent living. Build an alumni network to mentor current residents and showcase success stories to donors.

Buds Network

- 2025–2026: Build partnerships with universities and IT companies so they can send their students and staff to support the children's education by teaching English, Maths, computer skills, physical activities, and livelihood skills.
- 2026-2027: Expand from 12 to 30 centers, reaching 1,000 children. Introduce a structured life skills curriculum (health, hygiene, confidence-building).

Crèche

- 2025: Consolidate a mixed sustainability model supported by Blossom Trust contributions, small parent fees, and targeted donor support. Strengthen parent participation committees to build shared responsibility.
- 2026- 2027: Expand early childhood learning modules (literacy, numeracy, nutrition awareness) in collaboration with local schools. Pilot a nutrition garden maintained by parents and staff.

Future Strategy Plan

Fundraising Strategy

Recognising the risks of over-reliance on international aid, Blossom Trust will adopt a diversified fundraising approach:

- Local Resource Mobilisation – Strengthen partnerships with Indian CSR initiatives and local philanthropists.
- International Donor Engagement – Maintain collaboration with global partners while pursuing multi-year, flexible grants from foundations.
- Social Enterprise Models – Pilot income-generating activities linked to training programs (e.g., tailoring, handicrafts) to strengthen sustainability. We will also promote the products created through these initiatives to companies, encouraging them to purchase items for conferences, employee gifts, or corporate events.
- Individual Giving and Friends of Blossom – Strengthen donor retention through storytelling, transparent reporting, and regular engagement with small and medium donors.
- Leverage AI tools for NGOs – Use AI platforms to streamline funding applications, identify tailored opportunities, and adapt proposals to meet donor requirements. This includes using an AI platform that collect data of multiple CSR departments as well as their funding priorities to enhance outreach and partnership-building.

Communication Strategy

Effective communication is central to mobilising support and amplifying our impact. Blossom Trust will:

- Develop a strong organisational narrative highlighting resilience, community empowerment, and sustainability.
- Produce regular impact content—stories, newsletters, and short videos featuring beneficiaries' voices and program outcomes.
- Strengthen digital presence through an updated website, active social media, and donor engagement campaigns.
- Establish a knowledge-sharing platform to document lessons learned and share best practices with partners, stakeholders, and the wider development community.

Conclusion

This strategy positions Blossom Trust to grow from a point of vulnerability to one of resilience and sustainability. By reinforcing our organisational structure, expanding national programs, diversifying funding sources, and strengthening communications, we will continue to serve vulnerable groups with dignity, measurable impact, and long-term commitment.

Address

77 Sekkilar Street
626 001, Virudhunagar
Tamil Nadu, India

Registration Details

Registration Number: 85/93
FCRA Approved & Indian Tax Exempt
Date of Registration: 7 June, 1993
Place: Aruppukkottai
Act: Indian Trust Act 1882

Contact

Email address: blossomtrust@gmail.com
Phone Number: +91 4562 269236
Web address: www.blossomtrust.org
Facebook: [blossom.trust](https://www.facebook.com/blossom.trust)
Instagram: [blossom.trust](https://www.instagram.com/blossom.trust)

