THE POWER OF NOW

—

Making the Case for Giving to India

Dasra

Dasra, which means 'enlightened giving' in Sanskrit, is a pioneering strategic philanthropy organization with a bold vision to transform India where a billion thrive with dignity and equity. It focuses on strengthening leading non-profits, magnifying philanthropists' impact and enabling the government to better serve communities. Since its inception in 1999, Dasra has accelerated social change by driving collaborative action through powerful partnerships with individuals, organizations and institutions such as Rohini and Nandan Nilekani, the Bill and Melinda Gates Foundation, Magic Bus, and Harvard Business School, as well as several government agencies. In 2017, Dasra along with several partners, launched the 10to19 Adolescents Collaborative, a multi-stakeholder platform which aims to transform the lives of adolescent girls and boys in India. In partnership with the Bill and Melinda Gates Foundation, it is also working towards accelerating sustainable sanitation solutions across India. Over the years, Dasra has impacted millions of lives and continues to work towards moving India closer to achieving the Sustainable Development Goals by 2030.

www.dasra.org

Bill and Melinda Gates foundation

Guided by the belief that every life has equal value, the Bill and Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, the foundation focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life. Based in Seattle, Washington, the foundation is led by CEO Sue Desmond-Hellmann and Co-chair William H. Gates Sr., under the direction of Bill and Melinda Gates and Warren Buffett. Dasra is grateful for operational support provided by the foundation.

www.gatesfoundation.org

William and Flora Hewlett Foundation

The William and Flora Hewlett Foundation is a nonpartisan, private charitable foundation that advances ideas and supports institutions to promote a better world. For more than 50 years, the Hewlett Foundation has supported efforts to advance education for all, preserve the environment, improve lives and livelihoods in developing countries, promote the health and economic well-being of women, support vibrant performing arts, strengthen Bay Area communities and make the philanthropy sector more effective. Dasra is grateful for operational support provided by the foundation.

www.hewlett.org

Table of contents

Foreword

In 2013, I joined my family's foundation as its Executive Director, and was tasked with creating a vision, mission, and focus areas for the foundation. This undertaking, while daunting, afforded me the rare opportunity to build a strategy for our foundation that emphasized our family values, employed philanthropic best practices, and wove in what I'd seen succeed during my time working in international development, while discarding the less effective practices I'd seen at play.

As part of this strategy creation process, I immediately set to work learning as much as I could, as quickly as I could, about India's nonprofit and philanthropic landscapes. At the same time, I was also learning about our family values – where we were in agreement and where there were some generational differences in our viewpoints. What I eventually saw were some parallels between the state of philanthropy in India and our own family system. Indians have long been philanthropic – for centuries, they have supported their families, their communities, and their religious institutions. But over time, Indians have become more mobile – they leave their communities in much greater numbers and move to city centers and abroad. The notion of duty to community has changed for many Indians living both in-country and abroad, and grown to encompass those we may never meet in our lifetimes. As such, what is possible through philanthropy has evolved to take on a much larger, more ambitious view, while still holding close the value of duty to others that has transcended generations.

Somewhat similarly, my family's belief in the fundamental equality of all people has been passed down over generations. We believe in the importance of creating access to opportunity so that people have freedom to make their own choices. We also believe in investing in others, recognizing that we do not exist in isolation, and if our communities do better, so do we. With these core principles serving as the guiding force of our philanthropy, my family felt it was critical to move beyond the feel-good act of giving and understand the outcomes of our philanthropic investments. Philanthropy at its best comes with a dual benefit – to the giver and to the recipient. While it is easy to recognize the benefit to ourselves as givers, it has traditionally been difficult to understand the actual effects of a philanthropic gift; how it can impact individuals, strengthen communities, and how those investments can ripple across an entire society. However, with organizations like Dasra cutting through the complexity of the nonprofit landscape it is a goal more achievable than it was a generation ago.

India's nonprofit sector is much more transparent than it was 40 years ago, when my parents immigrated to the United States. The ability to understand the intricacies of what is happening on the ground and to recognize what systems-level change looks like, is possible in a way that it simply was not even 15 years ago. And because of rapid changes in infrastructure and technology, scale is achievable at a level that we could previously only dream of.

As India's economic profile improves, social outcomes improve, but not for everyone. There is still a large swath of the population that has not benefited from the India success story, leading to a multitude of issues across healthcare, education, sanitation and more. There are challenges uncorrelated to economic growth that require our attention, such as gender-based violence and trafficking, and those that are actually being exacerbated by economic growth, such as chronic disease and air pollution.

Some may believe that as India's economic profile continues to improve, Indians should be solely responsible for taking care of themselves. But India is home to 1.2 billion people, nearly a quarter of the world's undernourished, 20 percent of maternal deaths, and one-third of the world's illiterate. Statistically, the United Nation's Sustainable Development Goals simply will not be met if India is ignored. If we want to improve at a global level, we must continue to invest in India's social sector. India has been a remarkable success story in many ways over the past several years, but as this report illustrates, there is more work to be done- and we have never been in a more enabling environment to transform systems and create large-scale change.

Sapphira Goradia, Executive Director,
Vijay and Marie Goradia Foundation

Executive Summary

Why India and Why Now?

The last decade for India has been one defined by remarkable growth; it has moved from being the twelfth largest economy in the world in 2007 to the seventh largest today.[1] In social development as well, India has made significant strides over the last decade. The incidence of multidimensional poverty[a] has almost halved between 2006 and 2016; the maternal mortality rate has reduced by 21%, between 2007 and 2013; and infant deaths have reduced by 26% between 2012 and 2018.[2,3,4] Much of this progress has been achieved by the collective effort of state and central government bodies, an engaged civil society, and a vibrant nonprofit ecosystem.

Unfortunately, this growth story has not been all-encompassing or entirely inclusive. It has left behind critical vulnerable populations that lack access to education, employment, and healthcare and remain disproportionately disadvantaged with regards to basic human needs.
- Around 16 million girls between age 15-19 become mothers every year
- 54% of girls aged 18-19 years have not completed Grade 10
- More than 50% of all maternal deaths in the country occur within tribal communities
- Millions of people still lack access to basic sanitation facilities [5,6,7]

The seriousness, scale and complexity of these challenges are quickly outpacing the ability of our government to single-handedly address them and are directly hindering our ability to accelerate human development at the required pace. With an annual gap of at least USD 60 billion for India to achieve just five of its 17 Sustainable Development Goals (SDGs) by 2030, the need for the private sector to supplement the government's effort in accelerating India's development, both financially and non-financially, is more pronounced than ever before.[8]

The good news is that now more than ever, the Indian social sector is well equipped and positioned to receive such support and address critical gaps on an unprecedented scale. With large-scale collaboration among multiple stakeholders, an increasingly transparent and professional philanthropy ecosystem, and disruptive models that are re-engineering the way we design and deliver societal solutions at scale, the opportunity to drive on-ground impact in India through collaborative, trustworthy, and innovative means is greater than ever before.

The Role of Global Philanthropy

Despite domestic private philanthropy in India growing steadily over the last few years, the country is far from raising the volume of funds required to sustainably address its development challenges. With an annual requirement of USD 960 billion for India to meet its SDGs, today only a third of it is available.[9] There is incredible potential for global philanthropy to supplement local efforts towards disrupting India's linear progression towards creating social impact at scale.

To realize this potential, global givers must recognize their critical role not just as funders, but also providers of learnings, networks and expertise towards strengthening local institutions, forging partnerships, and sharing global best practices in the Indian development context. The scale of India's challenges also calls for these givers to approach their philanthropy in a manner that is bold, systemic, outcome-led and ultimately catalytic in transforming the country's development. It is only with such support by global philanthropy that India stands the chance of amplifying its current efforts and moving several steps closer to achieving its Sustainable Development Goals by 2030.

Navigating This Report

This report calls on global philanthropists to recognize the urgency of acting now, in this moment of great need and extraordinary opportunity, so that India – home to a seventh of the world's population – can move closer to ensuring sustainable development that leaves no one behind.

The first chapter showcases the strength, credibility and vibrancy of the country's philanthropy sector today, and makes a case for global giving to India. The next chapter traces the journeys and approaches of a handful of thoughtful, engaged and highly effective global philanthropists who are giving to India – including Amit Bhandari, Maya Patel, Ramesh Sachdev and Sapphira Goradia – and calls for many more philanthropists to follow in their footsteps.

The third chapter profiles 7 inspiring, systems-focused and innovative initiatives – including Project ECHO, Tech4Dev, Sandbox and others – that together represent the incredible promise that India's development sector holds to impact millions and set an example for development that the world aspires to learn from. The report concludes with suggesting clear action steps to 4 key stakeholder groups – global givers, foundations, nonprofits and ecosystem players – looking to drive large-scale impact in India through global philanthropy.

While this report in no way intends to undermine the very real need and opportunity for global philanthropy to drive sustainable development in other countries as well, it is clear that with disruptive innovations, an engaged government and civil society, and a thriving philanthropy ecosystem, India is better placed than it has ever been, to achieve systemic impact at an unprecedented scale. Given the magnitude of the issues, collaboration amongst funders, nonprofits and government to affect systems change is no longer an option, but a necessity. Global philanthropists are well placed to drive such collaboration and amplify the exciting work being done, with the recognition that that there is no better time than now.

[a]Multidimensional poverty is an improved indicator of poverty as it measures not only income, but other critically important indicators as well such as access to healthcare, quality of work and threat of physical violence.

THE OPPORTUNITY FOR GLOBAL GIVING TO INDIA

India has seen significant economic and social progress over the last decade, and has achieved bold development outcomes at scale.

Over the past few decades, India has successfully transitioned from a primarily agrarian economy to an exporter of services, and is now one of the fastest growing economies in the world.[10] The cumulative wealth of India's population is estimated to reach USD 25 trillion by 2027, with the number of Ultra High-Net-Worth Individuals (UHNIs) expected to increase from about 62,000 in 2011 to about 330,000 by 2022.[11] India is expected to add approximately 200 million working-age individuals to the population between 2013 and 2030 — more than all major countries combined — and according to Bain & Company's estimates, the high and upper-middle income segment is expected to double from one in four households in 2018 to one in two households by 2030.[12] The country's booming economy combined with the demographic dividend that its young population is expected to yield has secured its place as an emerging global superpower.

> " To make real progress on the problems of the poorest, you need at least two ingredients: a deep understanding of the problems, and the technical ability to solve them. India has both [these elements] and its progress over the past 20 years has been quite phenomenal. It has emerged as a dynamic, influential country with a lot of talented people and I am hopeful about its future.[13,14] "
>
> -Bill Gates,
> Bill and Melinda Gates Foundation

In step with its high levels of economic growth, India has made significant progress over the last decade in addressing its development challenges, and achieving bold outcomes at scale.

The incidence of multidimensional poverty has almost halved between 2006 and 2016, dropping from

54.7% to 27.5%

and moving an estimated 271 million people out of poverty during this period.[15]

India has reduced its maternal mortality rate by **21%**

down from
212 → **167**

per 100,000 live births in 2007 to in 2013.[16]

India has seen a
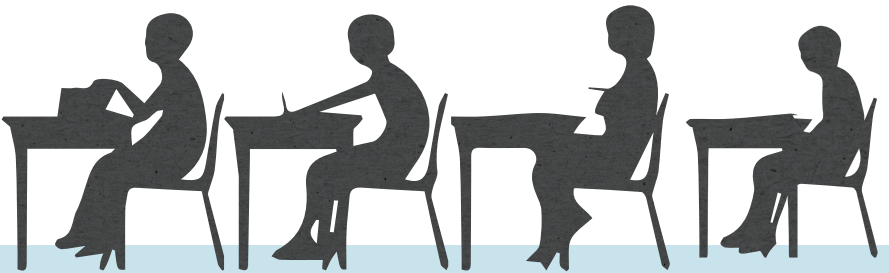**26%** reduction in infant deaths,

down from
1,090,000 deaths in 2012 to
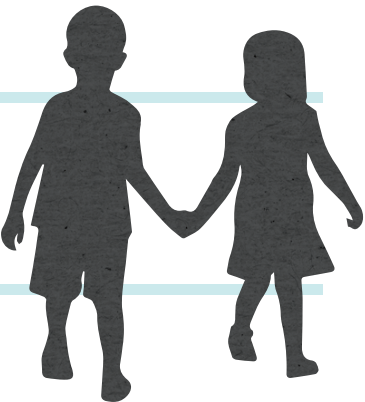**802,000** in 2018.[17]

2012
2018

Between 2007 and 2017, overall school enrollment averaged **95%** in India.[18]

In 2018, the proportion of out-of-school children fell below

3% for the first time in history.[19]

The proportion of out-of-school girls, which was
10.3%

in 2016, has since fallen to
4.1%

in 2018.[20]

Such outcomes are largely the result of philanthropists, foundations, nonprofits, multilateral agencies, and the government working together, with their bold and strategic efforts having yielded systemic change on an unprecedented scale.

India's story of eradicating polio is one of the most notable examples. In 2009, India constituted over 60% of all global polio cases but in a remarkable feat, in 2014 it was officially declared polio-free. There were a number of obstacles to polio eradication in India – a vast population, high population density, unsanitary living conditions and most importantly, the prevalence of diarrhea, which prevented the vaccine from being in the body long enough to have any effect. Yet, the country managed to overcome these challenges and conquer polio through strong commitment from the government at all levels and collaboration between several partners of the Global Polio Eradication Initiative – notably the World Health Organization, Rotary International and UNICEF. Over time, the Bill and Melinda Gates Foundation (BMGF) contributed USD 1.5 billion to the fight against polio to ensure that the virus was finally defeated.[21]

Take also the example of Aravind Eye Hospital, which has successfully cut the rate of cataract blindness in the state of Tamil Nadu by half. The hospital has treated more than 32 million patients and performed over 4 million surgeries till date. Founded by ophthalmologist Dr. Govindappa Venkataswamy, the hospital's model is a unique one, wherein it serves the majority of patients free of cost, offset by adequately high numbers of paying patients.
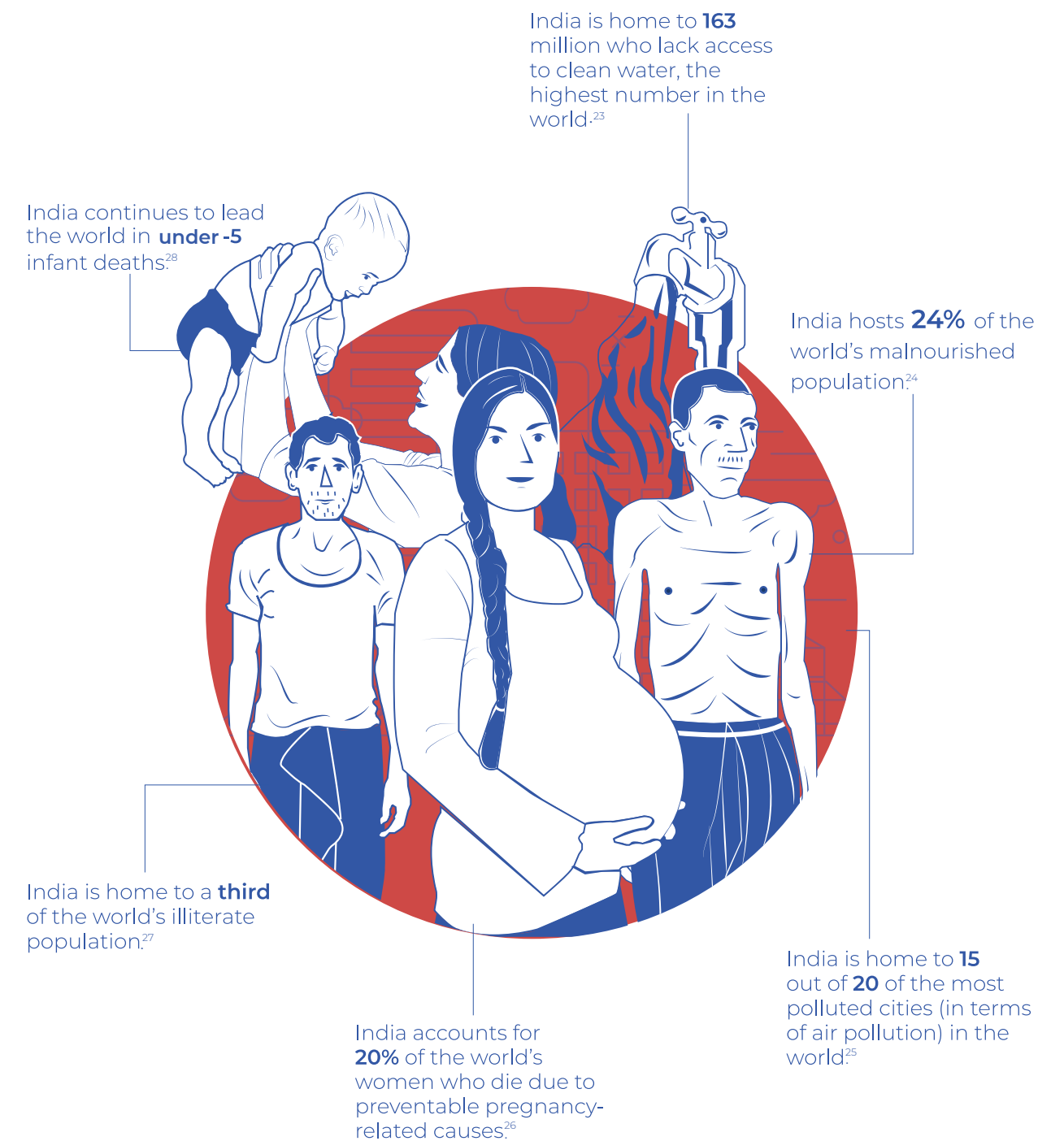
With time, Aravind Eye Hospital has built efficiencies in its surgery systems such that each surgeon performs on average 2,000 surgeries per year, compared to the national average of 300. In spite of this, its rate of complications is half of that in United Kingdom's National Health Service.[22]

Another remarkable and well known example is that of Akshaya Patra Foundation, which works to eliminate classroom hunger by supporting the implementation of the Midday Meal Scheme of the Government of India. The Scheme, the largest of its kind in the world, guarantees the provision of free lunch to school children of government and government-aided schools on all working days of the week, with the aim to improve both children's nutrition levels as well as their school enrolment and retention levels. Founded in 2000, Akshaya Patra has over time achieved the status of running the world's largest nonprofit school lunch program, serving hot, nutritious meals to over 1.76 million children across 15,668 schools in 12 states in India, every school day. By investing aggressively in data-driven techniques such as Kaizen and Six Sigma that minimise waste and defects, as well as software systems for managing inventory and other logistics, the organization successfully leverages technology to scale and build efficiencies into its programs. The impact of such frugal innovation is clear: In August 2016, the organization delivered its two billionth school meal.

These are just a few of several examples that demonstrate that a thriving culture of innovation in India is increasingly reengineering the way we think about, design and deliver solutions to some of the country's most urgent social problems. They point to the transformative and large-scale impact that India has seen in the last few decades, and the incredible promise that the country holds to further this impact and achieve many more such bold outcomes in the coming years.

Despite this progress, India continues to contribute disproportionately to global development challenges.

There is great reason to be hopeful about the progress India has made over the last decade, but a contextual global view highlights the urgent need for greater and faster improvement. In fact, it is often said that the world will not achieve the SDGs if India does not achieve them first. This is evidenced by India's share of the world's key development challenges, examined below:

India is home to **163** million who lack access to clean water, the highest number in the world.[23]

India continues to lead the world in **under -5** infant deaths.[28]

India hosts **24%** of the world's malnourished population.[24]

India is home to a **third** of the world's illiterate population.[27]

India accounts for **20%** of the world's women who die due to preventable pregnancy-related causes.[26]

India is home to **15** out of **20** of the most polluted cities (in terms of air pollution) in the world.[25]

However, research suggests that with the right support, India has incredible potential to turn this picture around and lift millions of vulnerable people out of poverty and deprivation.

In India, two in five children under 10 years of age are multi-dimensionally poor.[29]

As of 2018 only
27.2% of Std III children,
50.3% of Std V children and
73% of Std VIII children
can read a Std II text.[30]

38%
of children under age five years in India are stunted, with the number higher among children in rural areas (41%) than that in urban areas (31%).[31]

An estimated
6.3 Million
children under 15 years of age died in 2017, or 1 every 5 seconds, mostly of preventable causes.
The vast majority of these deaths
5.4 Million
occur in the first five years of life, with newborns accounting for around half of the deaths.[32]

Increasing health expenditure by just USD 5 per pregnant mother and infant child per year could result in **9X** economic and social benefits by **2035**.[33]

Exclusive breastfeeding can reduce newborn deaths by **71**% and skilled care during labor can prevent **43**% of newborn deaths. In most resource-poor parts of India, incorporating these techniques cost only USD 1.15 per person.[34]

Increasing preschool enrollment to
25% - 50%
in low- and middle-income countries yields a benefit-to-cost ratio of
6.4-17.6
Just a 25% increase in preschool enrollment yields returns of USD 10.6 billion in terms of increased lifetime earnings.[35]

Every
USD 1
invested in early childhood development programs yields a return between USD 6-17 in wage productivity.[36]

Girls and women are similarly disadvantaged in India's historically patriarchal society

But empowering them can lead to improved life outcomes for themselves as well as their children and the community

Research shows that only 47% of adolescent girls in India are enrolled in secondary school, and out of those who are, 51% have dropped out by the age of 15.[37]

Girls with secondary schooling are up to 6x less likely to be married as children, than girls with little or no education.[40]
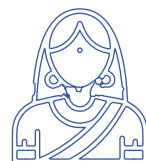
26.8% of women aged 20-24 were married before the age of 18 and once married, 22.5% of adolescent girls report facing spousal violence. The actual number could well be higher, considering 44.7% of males aged 15 to 19 believe that wife-beating is justified.[38]

Each additional year of schooling for girls reduces infant mortality for their offspring by up to 10%.[41]

Delaying adolescent pregnancy could add 12% to India's GDP or USD 400 billion.[42]
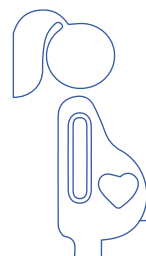
India is among the top 10 countries in the world for highest rates of adolescent pregnancies.[39]

For every USD 1 spent on key interventions in reproductive, maternal, newborn and child health, about USD 20 in benefits are accrued for adolescent girls and women[43]

India's labour force suffers from a lack of formal education and skilling opportunities, with a majority of the young population living in poverty

If invested in, however, India's youth has tremendous potential to secure a brighter future for themselves as well as the country

Over 90% of India's labour force continues to work in the informal sector, suffering from a lack of skills and low productivity levels.[44]

Enhancing the employability of our workforce could reduce poverty in India by up to 70% by 2025.[48]

Over 85% of the informal sector is made up of women, contributing disproportionately to India's unorganized labour force.[45]

Estimates suggest that enhanced skills would increase productivity, in turn increasing India's per capita income from the current USD 2,500 to USD 4,100 by 2025.[49]

A skilled workforce would attract investments from India and abroad, which are estimated to add 2 percentage points to India's per capita GDP, annually.[50]

Only 25% of new entrants to the workforce undergo any form of Technical and Vocational Education and Training, which is essential to enhancing employability.[46]

48% of Indian employers report struggling to fill job vacancies due to a shortage of skilled talent.[47]

Bringing all of India's girls into the workforce could add up to USD 56 billion a year in potential earnings to the economy. There are also a number of intangible benefits, as research also shows that girls reinvest a larger percentage of their earnings into their families, compared to men.[51]

India also has a thriving philanthropy ecosystem working to strategically drive impact at scale.

Myth Buster

Myth: Indians don't give enough to their own country.

Fact: A new study by Sattva called Everyday Giving in India estimates that individuals give roughly USD 5 billion every year. An estimated USD 528 million of individual giving in 2017 was formal, i.e. it went to nonprofits. This formal method of giving is growing and has expanded its scope to include online, retail and crowdfunding platforms, which is growing at 30% every year, with offline giving also growing at an impressive rate of 25% per year.[52]

Nandan Nilekani and Kiran Mazumdar Shaw, both UHNIs who have pledged to donate 60% and 75% respectively of their wealth to the Indian social sector, represent a growing number of Indian philanthropists who are not only giving more, but also setting an example for strategic philanthropy and in many ways, championing the case for greater and smarter philanthropy in India.

Giving in India has traditionally been closely tied to family values and religious duty. Almost all of the world's major religions are found in India and encourage giving to the less fortunate. This often takes an informal character, with people giving to religious and spiritual organizations, as well as direct assistance in cash and kind to those less fortunate.

Alongside this, with concerted efforts by both the public and private sectors over the last decade, India has grown to become home to one of the most mature philanthropy ecosystems globally. Overall, total social

sector fundshave grown at a rate of 11% between 2014 and 2019. Private philanthropy in particular has expanded significantly, growing at a rate of 15% per year during this period.[53]

Contributions by individual philanthropists has seen especially strong growth—21% per year between 2014 and 2019 – with these individuals currently contributing about 60% of the total private funding in India, estimated at approximately USD 6 billion[54]. As of 2018, 11 Indian and Indian-origin families including Kiran Mazumdar-Shaw, Dr. Romesh and Kathleen Wadhwani, Azim and Yasmeen Premji, and Nandan and Rohini Nilekani, among others, have joined the Giving Pledge, a commitment made by billionaires globally to donate majority of their wealth to philanthropic causes. Recently, Azim Premji made an additional pledge of USD 7.5 billion, bringing his total philanthropic contribution to USD 21 billion and placing him in the same league as leading philanthropists such as Bill and Melinda Gates and Warren Buffett. Individual giving has also grown to become more participatory – the Daan Utsav or the Joy of Giving Week held every year in the first week of October, engages roughly 7 million Indians every year in the act of giving.[55]

Additionally, philanthropic contributions by domestic corporations in India have seen significant increase in response to the requirements of the Companies Act 2013, which mandated companies with a revenue of around USD 140 million or net worth of around USD 70 million or a net profit of USD 0.7 million to give at least 2% of their average net profit over the previous three years to charitable causes. Corporate Social Responsibility (CSR) budget outlays of the domestic corporations and contributions of corporate charitable trusts combined, have grown at a rate of 12% between 2014 and 2018, contributing approximately USD 2 million to India's social sector funding in 2018.[56]

Along with a rise in the quantum of philanthropic funding, India is also seeing a growing movement towards more strategic giving. Today, there is greater collaboration among philanthropists, government, nonprofits and other stakeholders, than ever before in the country. For example in 2014, a group of 80 entrepreneurs, business leaders and corporates pooled their funds to establish Ashoka University with the dream of creating a liberal arts university in India at par with the best in the world.[57] This is the largest initiative of collective philanthropy towards education in India, and has set a precedent for post-secondary education in the country.

Additionally, philanthropists in India are willing to go beyond structural reforms in education and health, and extend their support toward more underserved and potentially contentious issues such as access to justice and independent media. In 2015, Rohini Nilekani, Azim Premji, and other Indian philanthropists came together to support the funding of independent media outfits that publish socially relevant content through the Independent and Public-Spirited Media Foundation in Bengaluru. By investing in these causes and encouraging others to do so, Indian donors are lending public support, influence and power to these issues, signaling a maturing of the country's philanthropic sector and its ability to have difficult conversations towards solving complex issues.

> " Philanthropy in India is getting more organized and there is a lot that both the US and India can learn from each other. I have seen that the number of philanthropists in India who are adopting a systems-level view to their philanthropy and looking to solve big problems holistically, far outweighs that in any other country.[58]
>
> -Desh Deshpande, Deshpande Foundation

The government is an active and important partner to social change at scale in India.

Myth Buster

Myth: The Government of India is not very open to collaborating with nonprofits, philanthropists and other private sector stakeholders on development issues.

Fact: Countless examples demonstrate that the government in India is in fact enthusiastic about partnering with private players to advance the country's development, and many state governments and central ministries even run fellowship programs for young professionals to work with them on pressing social issues. ARMMAN, a nonprofit which leverages technology to improve the well-being of pregnant mothers, newborn infants and children, partnered with the Government of India's Ministry of Health and Family Welfare in 2019 to manage and scale its mobile health program called Kilkari. It currently runs in 13 states and has reached over 9 million women across India, making it the single largest maternal messaging programs globally, in terms of absolute number of users.[59]

The government has also partnered with the eGovernments Foundation (eGOv), a digital platform established by Indian philanthropists to enable government administrators to make data-driven operational decisions in response to rapidly growing urban demand. Since its launch in 2003, eGov has helped city governments process 4.7 million service requests and address 2 million citizen-logged grievances with a 90% resolution rate.

A number of state governments are also working with private professionals to solve issues at scale. In 2013, the state government of Haryana approached the Boston Consulting Group (BCG) to improve management of its public education system and boost learning levels in children. BCG worked on building accountability within the education system, improving access to assessment data, enhancing capacity of government employees and renewing the focus on quality of teaching. Seeing the resultant reduction in the state's education spending and improvement in learning outcomes, the state governments of Rajasthan and Jharkhand have since approached BCG to implement similar education transformation programs in their states.

These along with several other examples reinforce the openness of the Government of India in partnering with private players and the value it sees in fostering such partnerships towards creating large-scale social change.

The government is the single largest contributor to social sector funding in India, at about 6% of the GDP. Progressive government schemes such as Beti Bachao Beti Padhao (Save the Girl Child, Educate the Girl Child, with a budget of USD 92 million), Digital India Programme (with a budget of USD 535 million) and Swachh Bharat Abhiyan (Clean India Mission, with a budget of USD 1.9 billion), have played a significant role in achieving transformative outcomes across girls' education, eGovernance, and water, sanitation and health.

In keeping with its commitment to economic and human development while leaving no one behind, the Government of India has stepped into a leadership role with respect to the Sustainable Development Goals. The government's think tank, the National Institute for Transforming India (NITI Aayog), has created the SDG India Index for tracking individual states' performance on 13 out of the 17 SDGs, linking each goal and its targets to a ministry, department and/or centrally sponsored scheme within the government. India also releases the Voluntary National Assessment on the SDGs every year and participates actively in international forums and debates on the subject.[60]

With the significant rise in quantum of philanthropy, movement towards more strategic and collaborative approaches to giving, increase in the number of organizations supporting the giving ecosystem, and important contributions of the government in bringing about meaningful social change, it is clear that India's philanthropy ecosystem is thriving and shows immense potential to reach even greater heights over the next decade.

> **I understand that the government cannot do it alone. We need civil society, nonprofits, donor partners and philanthropists to move the needle on adolescent empowerment.[61]**
>
> -Dr. Sushma Dureja,
> Ministry of Health and Family Welfare

The country's development sector is becoming transparent, enabling high levels of trust.

Myth Buster

Myth: The Indian social sector is corrupt and lacks transparency, with no strong philanthropy infrastructure to effectively address these issues.

Fact: India has thousands of highly credible nonprofits that are positively impacting the lives of millions every day. Its social sector also has a number of homegrown and international organizations which provide certifications of authenticity, accountability and good governance, such as GuideStar India, Give India and Credibility Alliance. As of August 2019, GuideStar India alone has verified over 9,000 nonprofits in India, and certified another 1,800.[62] India is also one of the few countries in the world where nonprofits have started using the BRIDGE number[b] as a unique global identifier.

> "The Indian development ecosystem is at an inflection point, with game-changing interventions happening in multiple sectors. This is due to the convergence of several very encouraging trends – with innovation accelerating, NGOs and other private sector players better able to deploy and scale these innovations in vulnerable communities, and key leaders in government open to new ideas and partnerships that can improve the lives of citizens. There has never been a better time to invest in social development in India.[64]"

-Sunil Wadhwani
iGATE Corporation, Mastech Digital

Over the years, India's development sector has matured and is increasingly becoming more transparent and trustworthy, making it easier and more attractive for global givers to invest in India. In addition to the registrations and licenses mandated by the Government of India, nonprofits in the country also invest in acquiring certifications from well-recognized organizations such as GuideStar, GiveIndia, Credibility Alliance, Charities Aid Foundation India, Caring Friends and Give2Asia.[63] By conducting robust due-diligence before accrediting nonprofits, such organizations are transforming how Indian nonprofits report and share information, and positively changing the way that philanthropists perceive and engage with them.

There are also a number of consultancies and intermediaries that share robust data on the development sector in India, including the annual

India Philanthropy Report by Bain & Company and Dasra, the Hurun India Philanthropy List, and other sector reports by organizations such as McKinsey & Company, Bridgespan and FSG. The Centre for Social Impact and Philanthropy at Ashoka University, founded by a group of prolific Indian philanthropists including Amit Chandra and Ashish Dhawan, also publishes credible research on philanthropy.[65]

It is also worth noting that several of the world's largest philanthropic foundations including the Bill and Melinda Gates Foundation, the Michael and Susan Dell Foundation and Omidyar Network, chose India as the location of their first global office. This reinforces not only the great need for funding to India, but also the high degree of trust they place in the country's development sector and the promise that it offers to create large-scale and meaningful social change.

To enable transformative impact, India needs significant and strategic investment of resources, with domestic and global philanthropy playing a critical role.

Myth Buster

Myth: Since India is now a fast growing middle-income country, it doesn't need philanthropic funding.

Fact: Around the world, conventional wisdom holds that by focusing on economic growth, inequality will be reduced and incomes of every segment of society will increase – a rising tide lifts all boats. While India has undeniably made important economic progress over the last decade, the reality is that its development has not been all-encompassing or entirely inclusive. Millions of people remain untouched by this economic growth, lacking the ability to participate in, or benefit from it. In fact in 2011, the World Bank estimated that 23.6% of Indian population, or about 276 million people, lived below USD 1.25 per day.[66]

Additionally, issues such as sex trafficking and domestic violence continue to affect every strata of society despite this economic growth, and do not receive enough attention from returns-focused avenues such as impact investing. The role of philanthropy in turning this picture around and driving inclusive development at the scale and pace required, therefore cannot be understated.

India has witnessed unprecedented economic growth over the last decade, but this growth has been far from inclusive. The SDGs provide a framework for what inclusive development means, yet estimates suggest that India faces a severe shortfall of funding to achieve such development.

To achieve just five SDGs – zero hunger, good health and well-being, quality education, gender equality, and clean water and sanitation – by 2030, India needs approximately USD 371 billion or INR 26 lakh crore annually.[67] Even in the most optimistic scenario – in which the country sustains its current economic growth rate and its current

funding growth rate, all philanthropic capital is channeled towards the SDGs, there is no leakage in deployment, and the funding required to meet the SDGs doesn't increase – the country will still face an annual funding gap of around USD 60 billion or INR 4.2 lakh crore.[68] At 6% of the country's GDP, the government is the largest funder of the social sector in India and its role is undoubtedly critical. Yet the urgent need for innovative solutions and risk-taking to achieve inclusive growth, places philanthropy in a unique position to address India's development challenges at scale, and renders its role more important than ever before.

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[b] BRIDGE (Basic Registry of Identified Global Entities) is an identifier system for the global social sector, enabling streamlined information sharing to improve transparency and effectiveness.

Despite domestic private philanthropy in India growing at a rate of 15% per year between 2014 and 2018, the country is far from raising the volume of funds required to sustainably address its development challenges. There is a huge potential for global givers to step up its support to India's development sector, not just in the form of greater quantum of funding, but also in providing expertise and knowledge that can strengthen existing efforts.

The diaspora community in particular can play a crucial role in India's development story. Indian Americans are among the most educated, successful and affluent immigrant groups in the country, and have accumulated significant wealth and influence over the years. In fact, Indian Americans have the highest median annual household income among any other ethnic group in the United States, pointing to a large giving potential.[69]

The 28.5 million-strong Indian diaspora also have significant non-financial assets to offer. A great proportion of this population is well-educated, born into or have created wealth, and are in positions of leadership across industries such as higher education, medicine, science, technology and engineering. As of 2010, 28% of Indian Americans worked in science and engineering fields, compared to 5% of the overall population.[70] The skills and experience that has allowed this population to grow and lead industries successfully is in high demand in the rapidly professionalizing development sector in India.

Even beyond Indian diaspora, the networks, resources and knowledge that global givers have access to, can be transformative if leveraged towards strengthening local institutions, forging partnerships, and sharing global best practices in the Indian development context. If realized, this financial and non-financial giving potential of international givers has the ability to significantly scale impact to a level where India will be several steps closer to achieving its SDGs.

EFFECTIVE APPROACHES TO GLOBAL GIVING

Myth: Giving to India is tedious and confusing for philanthropists based overseas due to lack of knowledge and understanding of the country, its issues and organizations doing credible work.

Fact: With greater awareness of the development needs in India as well as easier access to organizations and mediums of giving internationally, global philanthropy to India is becoming more formalized and participatory, with a strong ecosystem to support both funders and nonprofits towards meaningful impact.

Intermediary organizations such as Indiaspora, American India Foundation, Kiva, Global Giving, Bridgespan, Samhita, Sattva, Charities Aid Foundation and Dasra are playing a prominent role in facilitating giving to India and building strong communities of philanthropists around the world. They in turn work closely with organizations conducting due diligence and awarding certifications of authenticity and credibility to nonprofits. The opportunity for smaller-ticket givers to engage via retail giving is also expanding, propelled by the rise is number of digital crowdfunding platforms such as Ketto, Impact Guru, Milaap, Global Giving and Crowdera, that are making every day giving for global philanthropists increasingly accessible and attractive. Additionally, nonprofits such as Magic Bus, Pratham, Akshaya Patra, Ekal Vidyalaya, and Sankara Eye Foundation all regularly host galas in key geographies outside India to spotlight their work and mobilize support among philanthropists, sector experts and other stakeholders.

Ultimately, several examples of both international philanthropists and foundations without a formal presence in India, demonstrate that by simply partnering with the right local players, giving to India can be easy, compelling and exciting.

In addition to the growth of a strong philanthropy ecosystem that supports global philanthropists to easily and meaningfully give to India, what has also been particularly encouraging to see is the commitment and drive of a growing community of philanthropists across the US, UK, UAE and other countries, who are not only placing their trust and giving generously towards creating social change in India, but are also doing so in a manner that is increasingly thoughtful, engaged, and catalytic. Many of these philanthropists such as Donald Lobo, Desh Deshpande, Sapphira Goradia and Sonal Sachdev Patel are entrepreneurs or next generation givers who are getting involved in philanthropy early on, bringing a high degree of structure to their philanthropy and approaching their giving with a vision to achieve bold outcomes in a country where they often have deep cultural roots and see great opportunity for impact.

> " The fact is that we have great success stories from all around the world – proven ideas poised to transform underlying systems for the benefit of millions of people – and it is important to take those and reflect on how we can truly help to scale impact. By giving collaboratively, building on existing efforts, and unlocking additional capital from others, philanthropy has really exciting potential to support this type of change. We need to encourage more philanthropy towards these kinds of initiatives and create mechanisms to help make that happen. This is how we can serve millions more women, men and children around the world, and get closer to achieving the SDGs.[71] "

-Olivia Leland,
Co-Impact

Dasra's first-hand interviews with over 25 global givers, US and UK-based philanthropy advisors and nonprofits with an international presence, have shed light on a few common and noteworthy giving approaches that have enabled these individuals to drive meaningful impact at scale in India, and offer valuable learnings for all philanthropists looking to do the same. Largely, these individuals are:

Makers of "big bets"

Discarding the idea that giving is a one-time disbursement of funds in a specific program, these givers typically view their philanthropy as long-term investments with the belief that if high potential nonprofits are adequately supported, they have the ability to create sustainable impact at scale. These givers are willing to take "big bets" on the organization and its leadership and see themselves as key participants or partners in the organization's journey to impact. For example, UK-based Lynne and Peter Smitham were amongst the very first supporters of the 10to19 Dasra Adolescents Collaborative, committing a significant portion of their philanthropic funds towards the ambitious goal of empowering 5 million adolescents in India. They have and continue to be critical partners of Dasra along this journey.

Keen to be involved beyond capital

They often lead their own businesses or have full-time jobs, yet consciously and regularly take out time to spend on their philanthropy. This time is typically spent in a way that leverages their skills and expertise. For example, Sean Sovak, cofounder of a leading mid-market private equity firm, lends his time towards supporting Muktangan, a nonprofit that provides education for low-income schoolchildren using a community-led model. Most notably, he lent his time to support a leadership transition for the organization in 2017. Sean also serves as a member of the steering committee of ARMMAN, providing advice on aspects such as financial systems, fundraising and organization strategy based on his deep understanding of business principles. Sean is an active champion of both organizations and often leverages his networks to mobilize greater support towards their work.

Curious to learn and work with local partners

Aware of the challenges posed by distance, they demonstrate a strong and deliberate desire to learn and seek advice from local partners in India about specific sectors or issues and effective approaches to philanthropy, with the goal to constantly improve their own philanthropic practice and maximize the impact of their giving in India. Such learning could take place through various formats including events, philanthropy education programs, site visits to organizations, or even conversations with local ecosystem players. For example, Hong Kong-based philanthropist Aleem Jivraj considers learning as a critical part of his giving journey, and spends significant time visiting nonprofits and speaking with sector leaders in India before making philanthropic decisions.

Believers of investing in strengthening institutions

Providing not just programmatic but also institutional support, these givers understand that areas such as technology, capacity building and research are often underfunded as compared to programmatic aspects, yet are critical elements that form the foundation to strengthen India's nonprofit and philanthropy ecosystem as a whole.

Persevering influencers

Understanding the need for greater participation in philanthropy towards India, they are not shy of leveraging their often strong network of peers and business associates to spread awareness about and encourage greater philanthropy towards India. This may involve hosting gatherings with their network, inviting them to attend philanthropy related gatherings, encouraging them to pool capital for a cause, or even putting formal systems in place to encourage giving among employees. For example, Houston-based Amit Bhandari has been a visible champion for Magic Bus, mobilizing his networks, hosting fundraising galas, and sometimes matching the amounts raised through such events.

Open to and welcoming of collaborative giving opportunities

They are acutely aware of the fact that they have relatively limited amount of capital that alone will not be able to solve issues at scale. Given this, many of them are participating in collaborative giving platforms that channel the resources, knowledge and experience of several givers towards a shared vision of impact. For example, Romesh and Kathy Wadhwani are key partners of Co-Impact, a global collaborative focused on systems change to improve the lives of millions in India and beyond, through investments in education, health and economic opportunity.

Driven by innovation

With a clear recognition of the need for solutions that can disrupt India's linear progression towards impact at scale, they demonstrate a strong focus on adopting innovative and impactful approaches to solving problems. They are willing to take risks and veer away from supporting traditional interventions, so long as they think it has the potential to create large-scale impact necessary to create meaningful and lasting change. Many US-based technology entrepreneurs are leveraging their expertise to drive innovation through digital solutions. Boston-based Desh Deshpande is a prime example of a philanthropist who views innovation at the core of his philanthropic focus, with his Sandbox initiative encouraging local community-driven entrepreneurship and innovation.

Not shy of sharing

These givers understand the need to share their experiences – approach to philanthropy, challenges, impact on the ground, successes and failures – to enable collective learning and growth. They are open to talking about their philanthropic journeys at forums, gatherings and often with the media.

There is no one way to give strategically to India – each individual's philanthropy roadmap will be unique and the possibilities are endless. With global givers uniquely placed to contribute to India's development, what's important is having the drive to create catalytic change in this country that is so full of need and opportunity, being open to learning, and together working towards driving social change at scale. The approaches above have consistently shown to be powerful in driving catalytic impact in India, and the journeys of global philanthropists who champion them are nothing short of inspiring. Below are snippets that capture some such journeys.
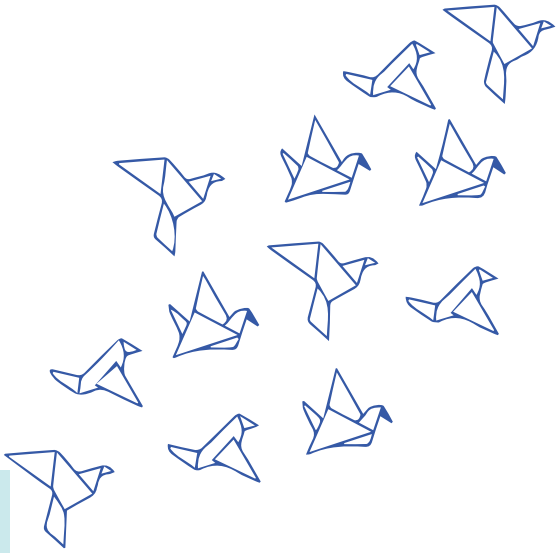
Global Giving Champion
Sapphira Goradia, Executive Director, Vijay and Marie Goradia Foundation

Sapphira Goradia is the Executive Director of her family foundation, the Vijay and Marie Goradia Foundation. Motivated by a strong connection to the country that provided him with opportunities to pursue his goals, her father Vijay established the US chapter of Pratham, one of India's largest education-focused nonprofits, in 1999. Both her parents are actively involved in the running of Pratham US and have supported several other initiatives in Houston and India through their philanthropy. Sapphira herself has a background in public health and experience with a number of organizations focused on the prevention and treatment of diseases including UNAIDS and Population Services International. She joined the foundation in 2013 with the goal of strengthening its strategic focus and scaling the organisations it supports to improve health and educational outcomes in India.

"While we also fund in the U.S., my parents wanted to focus our philanthropic efforts in India because they wanted to give back to where they came from and where they feel they got the opportunity to be successful."
Born and raised in Mumbai, Sapphira's father, Vijay Goradia, immigrated to America with a vision of building an international chemical trading company, which today has grown to become a prestigious global company with over 50 offices worldwide. His decision to give back to India stemmed from a deep connection to the country that provided him the initial opportunities and education that enabled such success. An inspirational visit to one of Pratham's urban literacy programs in Mumbai reinforced this decision and led him to found Pratham USA in Houston in 1999.

"Someone once told me, 'if you are standing by a river and saw a baby floating in there, you would jump in and save the baby right? But if after you save one, there's another one, and another, and another…then what? Then you'll want to go upstream and figure out why all these babies are floating down this river.' To me, that's what strategic philanthropy is – not saving each baby as it comes downstream, but going upstream and tackling the problem at its root."
Sapphira and her family strongly believe that philanthropy is most effective when it focuses less on putting a band-aid on the problem and more on asking why the problem exists in the first place and how one can address it. She ensures that such a systems lens is core to every philanthropic decision made through her foundation, and actively seeks opportunities to deepen her understanding of the complex healthcare and education systems in India. For example, she frequently conducts field visits in India, meets nonprofits leaders, and reads relevant research reports, and has participated in immersive learning programs with organizations such as The Philanthropy Workshop. Such exposure and exploration has helped her better understand the root causes of key issues, test solutions, learn and improve her approach to philanthropy.

"It can be very daunting to be so far away from the work we are supporting in India. Having strong local networks and trusted partners on the ground really helps bridge the gap."
Despite making frequent visits to India, Sapphira – like many global givers – is sometimes challenged by giving to a country in which she does not reside. In giving to India, she initially struggled with questions such as "where do we get started?", "which are the high-potential and trustworthy organizations out there?" and "what does impact look like on the ground?" Over time, she has recognized the critical role of local intermediary organizations in providing the adequate research to enable informed philanthropic decisions, conducting due diligence to identify credible organizations, and initiating connects with relevant stakeholders in the sector. Building a strong network of advisors, sector experts and philanthropists in India has also helped Sapphira develop a sense of community, learn from others' experiences, and stay connected with the work she is supporting.

Global Giving Champion
Maya Patel, President, Tarsadia Foundation

Maya Patel is President and Chair of the board of the Tarsadia Foundation, a multi-generation family operated foundation that focuses its efforts on three impact areas to support underserved communities globally: inclusive mobility, driving systemic change on current crisis and future threats, and human transformation. Maya has held leadership roles at Tarsadia Hotels, a privately owned hotel, investment, and management company founded by her father, B.U. Patel. She has served on the board of Cal State Fullerton, and Sage Hill School.

In addition to her strong desire to spread philanthropic values with the global community, Maya encourages her family to share in the experience of generosity. Under Maya's leadership, the growing family participates in volunteer trips to various impoverished communities. In 2016, the National Center for Family Philanthropy recognized the Tarsadia Foundation as a model of successful next generation engagement in philanthropy.

"India is our motherland and we have an inherent desire to stay connected. Giving is one of the ways we can keep in touch with our culture."
Born and raised in Gujarat, India, B.U. Patel migrated first to Zambia, and later to the United States to build his career. Today, the company B.U. built is one of the most successful privately-owned hotel management companies. Due to the success of his business, in 1999, B.U. and his wife, Pushpa, founded the Tarsadia Foundation in homage to his ancestral village of Singgod, which contributed to the foundational opportunities that eventually led to his success. Maya and her two elder brothers believe strongly in honoring their parents' legacy and continue to seek opportunities to provide relief to Indian communities. Their frequent visits to nonprofits in India allow them to maintain this deep connection and strengthen their identity as Indians.

"When it is a paper transaction, it doesn't really stick in your mind. But when you talk to people in the communities, when you walk them, when you eat with them, you see their circumstances. They become real people. That opportunity is so much more valuable and the experience is something you take back with you."
In 2009, Maya along with fifty of her family members visited India and interacted with orphaned children whose parents are victims of leprosy. Not only does she cite this as one of the most fulfilling and transformative experiences of her life, she also mentions the incredible impact of the experience on the younger generation of family members. Since then Maya and her family regularly engage with social organizations overseas and locally in order to inspire and educate the next generation to give back. She believes such opportunities inspire her to do more with her giving and offer a type of learning that would not be possible through data and reports. To this day, these immersive visits frequently form the topic of the family's dinner conversations.

"We have intentionally opened up the platform for the next generation of our family to engage in philanthropy and take ownership of meaningful actions in social injustice. Once you give them leeway and confidence, anything's possible."
Engaging the next generation of her family in philanthropy has been a critical aspect of Maya's approach. She encourages them to spearhead new innovative ideas and approaches to social challenges – no matter how small or large. Additionally, she believes in allowing them the freedom to design their own philanthropic journeys which enables a great sense of responsibility, ownership and accountability.

Global Giving Champion
Amit Bhandari, CEO, BioUrja Group

Houston-based serial entrepreneur Amit Bhandari has been building start-ups for almost 20 years. Notably, he founded the BioUrja Group, a commercial group of companies focused on energy commodities, power, and grains supply and trading, as well as the supply of specialized metal tubing used in the oil and gas sector. The BioUrja Group is among the largest privately held companies in the Houston, Texas metropolitan area, with annual revenues of approximately USD 6 Billion.

As a native of Indore, Madhya Pradesh, Amit came from a modest family. His parents, both of whom were teachers, were committed to serving their community even during financially challenging times, with an emphasis on promoting education and self-help. His own philanthropic approach was greatly influenced by their values, and Amit is now an active philanthropist who supports nonprofits that focus on underprivileged children's causes, education, and culture. In 2013, Amit joined the Board of Magic Bus (USA) and Magic Bus Global, a leading nonprofit organization that lifts communities in India out of poverty by creating youth leaders, while utilizing the power of play. Additionally, Amit serves on the Board of Trustees for Pratham Houston chapter and Gujarati Samaj of Houston, has given generously to Ekal's Digital Literacy program, and supports several other nonprofit organizations in India and in Houston.

"When I visited a Magic Bus sporting activity in the slums of Mumbai with my wife and kids, we were struck by the tremendous joy and hope that the organization brings to underprivileged children. Words just can't capture what they do – it truly is magical."
When Amit met Matthew Spacie, the founder of Magic Bus, he learned about their mission to take under-privileged children and young people in India on a journey from abject poverty and challenges, to a fulfilling life with a respectable livelihood. He particularly was impressed by the idea of using sports to bring communities together and help children build resilience and other integral life skills. Amit himself grew up playing sports, and understood the potential that a program like this could have in empowering children who came from impoverished communities. His confidence in the work of Magic Bus has enabled him to become a strong champion for the organization, and he is now the largest individual donor from the United States contributing to it.

"When you're passionate about something that you think is really changing the world, it allows you to give a lot more time and be driven to go above and beyond to help the organization get the results it needs."
For Amit, supporting organizations financially is only one part of his philanthropy. By mobilizing his networks, hosting fundraising galas for nonprofits, and even sometimes matching the amounts raised through such events, Amit truly champions the organizations he supports and has been able to bring together a community of like-minded givers in the US working towards catalyzing change in India, as well as in Houston. Leveraging his entrepreneurial experience, he also provides strategic and operational guidance to organizations such as Magic Bus and Pratham in the capacity of a board member, further highlighting his role as not only a funder, but also a strategic partner to the organizations he supports.

Global Giving Champion
Ramesh Sachdev, Co-Founder, God My Silent Partner Foundation

Ramesh Sachdev is the co-founder of God My Silent Partner Foundation (GMSP) that was set up in 2006 to improve the lives and well-being of people who are vulnerable, marginalized, or facing prejudice and discrimination in India and the UK.
Born in Mombasa, Kenya, Ramesh was one of 13 children and came from humble beginnings. At the age of 19, he was sent to London to try and build a better life for himself and his family. Although not materially well off, he felt rich in love and family support. Living in a hostel for East Africans in London, he started his new life studying to be an accountant by day and washing dishes, stacking books, and selling ice creams by night. Over the next 25 years, Ramesh and his wife Pratibha worked as a team to create a prosperous business in property and nursing homes. Together they founded GMSP Foundation as a vehicle to give away their wealth in their lifetime. With a particular focus on empowering vulnerable girls and women, GMSP Foundation is committed to supporting and championing organizations that are serving their communities boldly and thoughtfully.

"It is hard to build wealth, but it is even harder to give it away. I had learned only to accumulate and my hand was closed into a tight fist. With my Guru's blessings I am now learning to open that hand and to give our wealth away."
Ramesh has worked hard every day for over 50 years and feels grateful that he is able to give back in some way. His wife has shown him first-hand the power of women in a family and in a community. It is known that women reinvest 90% of their income back into their communities and over the years, Ramesh has seen his wife being the engine that has propelled their family forward on all fronts. While their children say that he is the head and she is the heart, they all know that together Ramesh and Pratibha make a strong team and are humbled to be on this journey of giving together.

"Our focus is broad because we believe in our shared humanity and that fundamentally all are equal."
GMPSP Foundation is based on their family values of dignity, respect and spirituality which underpin their approach to philanthropy. Morari Bapu's teachings have been central to Ramesh's life and philanthropy – and the principles of truth, love and compassion – not just for his own community – but for all – regardless of race, ethnicity, gender or anything else have been integral in defining his philanthropic approach.
Ramesh understands that there is no single solution and therefore he supports established organisations such as Mann Deshi, Manav Sadhana, Akshaya Patra and many more with strong leaders and a strong track record of working with communities, collaborating and bringing about real and lasting change in the lives of those that need it.

"Indians are very clever in business. Now we need to apply that same lens and strategic thinking to our philanthropy."
Ramesh believes that the Indian community is smart and sophisticated when it comes to business and if this community can apply that same skill and strategic thinking to philanthropy too, it will be possible to really make a difference. At GMSP Foundation, they try to bring much more than just funding – such as access to our network, our skillset and all of our resources. They have great respect for the frontline organisations that are fighting every day to make a change at the grassroots level and understand that these organizations need their long term backing to build resilience. Together, they work with these organizations to support their shared missions of lifting up the most vulnerable in our society.

INNOVATIVE AND DISRUPTIVE MODELS IN INDIA

It is not only the rise of an increasingly strategic and engaged group of global philanthropists that inspires hope, highlights opportunity and paves the way for greater global giving to India. India's social sector functions in an environment where the magnitude of need, complexity of issues and scarcity of resources are today creating a thriving hub of innovation that is generating learnings for the world at large, and reengineering the way solutions are designed and delivered. With such a unique landscape, there might be no better guide than Indian nonprofits for how to achieve impact at an unprecedented scale, reaching millions of people every day.

From initiatives that focus on leveraging digital solutions, strengthening capacity of the sector at large, enabling community-driven innovations and building collaborative platforms— India's development sector has never before seen greater innovation, grassroots movements, engagement by philanthropists, nonprofits and the government and collaboration between these critical stakeholders.

Today, disruptive solutions such as that of Aravind Eye Hospital and Akshaya Patra are the subject of curiosity and case studies across the world, receiving extensive coverage and interest across leading global platforms such as Stanford Social Innovation Review, Harvard Business Review and The New York Times.[72,73] All these aspects and more, shed light on the immense promise India holds to create catalytic impact at scale in the coming years and set an example for development that the world aspires to learn from.

With the extraordinary proliferation of technology in India, local entrepreneurs and technologists are increasingly leveraging digital solutions in innovative ways, to enable knowledge sharing, magnify the reach of interventions and amplify the sector's capacity to deliver solutions. Project ECHO (Extension for Community Healthcare Outcomes) for example, works to revolutionize medical education and increase the capacity of the workforce to provide specialty care in remote areas through a technology-based hub and spoke model. It was launched in India in 2008 and today has a

strong presence in over 35 countries around the world. Philanthropists such as Donald Lobo, with extensive experience in the technology sector, are also leveraging their time and expertise towards strengthening Indian nonprofits. As one of the first employees of Yahoo, he later founded Tech4Dev, an ambitious initiative that aims to build a software ecosystem that supports Indian nonprofits to leverage low-cost technology towards improving data management, learning and overall efficiency. Nandan Nilekani is another such example, leveraging his professional experience in the technology sector towards driving large-scale change through innovative platforms such as Aadhaar and EkStep, which are paving the way for India to reimagine the way it approaches social impact.

> " A number of things make India unique for donors relative to other countries in the region: its population density, the willingness and support from the private sector and the government that we see, its spirit of innovation, and its deep talent pool. All of these things contribute to the opportunity for solutions to scale quickly, steadily and massively.[74] "
>
> -Rachel Flynn, Skoll Foundation

> **"If you want to solve complex problems at a large scale, it is a great time to engage philanthropically and in impact investing in India. With a government that is focused on encouraging businesses to demonstrate corporate responsibility, an unmatched pool of talent, and growing interest from diaspora donors, , there is great opportunity to transform the nation and empower millions.**[75]
>
> -Alex Counts,
> Indiaspora

The Government of India continues to be one of the most active players in India's development and is today collaborating with private stakeholders more than ever before, towards transforming the country. Whether it is CSR organizations partnering with the central government towards accelerating the Swachh Bharat Mission, or the Michael and Susan Dell Foundation Foundation and Central Square Foundation working with Rajasthan's state government to support its Rajasthan Adarsh Yojana scheme, the value of such partnerships is clear and it is encouraging to see increasing commitment amongst all players to drive change together.

While there are countless other examples of the government and private players collaborating towards social impact, one of the most impressive ones is the Transformation of Aspirational Districts Program. The first of its scale, this program works to improve quality of life in 115 of the poorest performing districts from across 28 states in India by 2022. It's an all-India initiative that brings together stakeholders from the state government, central government, as well as experts in the private sector such as the Piramal Foundation, to trigger equitable growth and development in the districts that

need it the most.Programs like this demonstrate the government's commitment to inclusive growth for all, as well as the innovative approaches that philanthropists are taking to bolster the national agenda and support ambitious programs at scale.

Such remarkable commitment and drive is not limited to governments and private organizations. Over the last decade, there has also been a great rise in community-driven innovation, with local citizens building their own solutions for social problems that they have experienced first-hand. Initiatives like Sandbox, a living laboratory founded by Boston-based Gururaj Deshpande which applies a 'bottom up' approach to building scalable solutions by providing resources and training to aspiring leaders within the community, demonstrate the power of such an approach. Encouraged by its success in Hubballi, Karnataka, the Sandbox model is today being adopted by entrepreneurs and philanthropists in several states across India. Another noteworthy example is that of the Tata Trusts led initiative Lakhpati Kisan, which strives to lift rural farmer populations in central India out of poverty through community-led income enhancement interventions.

Additionally, as the development sector in India is becoming more mature, philanthropists are taking bolder approaches with their philanthropy and supporting unique models that have great potential to create large-scale impact. Collaborative models, particularly those that bring together multiple stakeholders to mobilize action towards an audacious shared vision that is centered around well-defined outcomes, are gaining traction in India. The 10to19: Dasra Adolescents Collaborative and Co-Impact are examples of such collaboratives that are transforming the way philanthropists are giving, allowing them to leverage individual and collective strengths towards realizing a common vision of impact. The National Faecal Sludge and Septage Management (NFSSM) Alliance, supported by the Bill and Melinda Gates Foundation and comprised of several nonprofit partners and experts in the Indian Sanitation sector, is another noteworthy example that highlights the power of fostering collaboration among critical stakeholders towards achieving systemic social change in India.

With its continued evolution and growth, the Indian development sector has recognized the need to build capacity and capabilities of nonprofit organizations, giving rise to several powerful initiatives focused on doing this. India now has over 15 programs that work to nurture social sector leaders. These include programs such as the Dasra Social Impact Leadership India, Strategic Nonprofit Management India at Ashoka University, India Leaders for Social Sector (ILSS), Aspire Circle Fellowship and Aritra at the Indian Institute of Management Bangalore, which largely focus on developing leaders,

scaling organizations, leading the discourse on sector-level challenges and building a peer network for sharing of best practices. With partnerships with world-renowned institutions such as Harvard University, these programs hold immense promise to sustain the rapid growth of this sector and enable nonprofits to effectively scale their impact.

This rise of pioneering digital solutions, public and private partnerships, community-driven innovations, collaborative platforms and capacity building efforts, offers a clear illustration of the fact that

India holds extraordinary potential to transform its development and disrupt its linear progression to impact at scale in the coming years. This chapter traces the journey of some of the most inspiring systems-focused and innovative initiatives in India, while highlighting the approaches of the bold philanthropists who have made them possible. It is important to note that the profiled list of initiatives is in no way comprehensive; it is merely indicative of the incredible promise that India's development sector holds, and the very opportunity that lies ahead for global philanthropists giving to India.

APPROACH	PROFILED INITIATIVES
Leveraging Digital and Technology Solutions to Scale Impact	Project ECHO Tech4Dev
Driving Systemic Change through Government Partnerships	Piramal Foundation's Partnership with the Aspirational Districts Program
Enabling Community-Driven Innovation	Sandbox
Driving Collaborative Action toward Bold Outcomes	10to19: Dasra Adolescents Collaborative NFSSM Alliance
Strengthening Institutions and Building Capacity of the Sector	Dasra Social Impact Leadership Program

Project ECHO

Year established:	2003 (2008 in India)
Key funders:	UNM Foundation, Tata Trusts, Vijay and Marie Goradia Foundation, Foundation of Merck & Co., Inc., Kenilworth, NJ, USA, Co-Impact, Bristol-Myers Squibb Company, GRUH Finance Limited and Universal Polymers
Key partners:	ECHO Institute, National Institute of Mental Health and Neurosciences, National Institute for Cancer Prevention and Research, National Institute of Tuberculosis and Respiratory Diseases, National Health Systems Resource Centre, Central Leprosy Division, PGI Chandigarh, Tata Memorial Hospital, EkStep Foundation, Societal Platform, DataKind, Mindtree.org, DataIn2It, Pluto7, Salesforce, Zoom
Differentiators:	• Co-creating context specific-solutions • Leveraging technology to build the capacity and capability of workforce to deliver solutions at scale • Leveraging existing public and private infrastructure to reach remote regions

The Problem

India's health care sector is battling a major crisis. On average, a government doctor in the country attends to 11,082 people, more than 10 times than what the WHO recommends.[76] In fact, India falls well below WHO recommendations on several such critical parameters, including number of hospital beds, doctors and nurses. The brunt of this shortage is felt most prominently in rural India – according to a 2016 WHO report, about 60% of the country's health workforce caters to urban India which houses less than 30% of the population, while only 40% services rural areas, where more than 70% of the country's population resides.[77] Even when access to medical care is available, there is huge disparity in the quality standards of care – less than 1% of the Indian hospitals are accredited – and the costs of services is often prohibitive.[78]

This lack of access to quality health care is especially true for chronic conditions that require specialty care. Individuals who live in rural areas face a serious scarcity of specialty care and are often forced to travel long distances to receive adequate services.

The Initiative

Project ECHO® (Extension for Community Healthcare Outcomes) was founded by Dr. Sanjeev Arora in New Mexico in 2003 and following its success, launched in India in 2008. At its core, ECHO works to improve both capacity and access to specialty care for rural and underserved populations. This low-cost, high-impact intervention focuses on linking expert teams in urban centers of excellence with primary practitioners in rural areas, through a hub and spoke model that leverages multipoint video conferencing technology.[79] In these interactions, real cases are presented, their treatment discussed, and outcomes monitored, allowing experts to mentor primary practitioners and other healthcare workers with guidance, feedback and instruction on a regular basis. The model also emphasizes communal learning, wherein practitioners share best practices with each other through an "all teach, all learn" approach.[80]

This in turn empowers and enables primary practitioners in remote regions to develop the skills and knowledge to treat patients with complex conditions in their own communities, enhancing access, reducing costs, and improving outcomes. The ECHO philosophy is exemplified in the brief slogan, "Moving Knowledge, Not Patients", which highlights the model's distinction from telemedicine.[81] In telemedicine, the specialists typically assume the care of the patient, whereas in the ECHO model, guided practice is emphasized and the primary practitioners retain responsibility for managing the patient, operating with increasing independence as their skills, knowledge and confidence grow.[82] This model is guided by the belief that the world will never be able to generate the number of experts required to manage complex diseases, creating great need for an innovative solution like Project ECHO that leverages technology to distribute the expertise of scarce resources in a manner that is replicable across geographies and contexts.

Impact So Far

Today, Project ECHO has spread to serve 35 countries, with 280 specialist ECHO Hubs running over 600 programs that address 80 topics. By the end of 2019, these numbers are likely to grow by 30%. Till date, ECHO India has trained more than 8,000 healthcare professionals and impacted over 100,000 patients across the country. For example, by working with 22 district hospitals and 3 medical colleges over two years, ECHO has now expanded the capacity for Hepatitis C treatment from 1,200 to over 60,000 patients a year, with a 93% cure rate. It is estimated that this has enabled savings of as much as USD 10 million a year in terms of the personal costs to the patients travelling and losing wages.[83] Leveraging the government's strong push for digital transformation of the Indian healthcare sector, ECHO is also working to train government health practitioners through Ayushman Bharat, a scheme launched as a part of National Health Policy 2017, to achieve Universal Health Coverage (UHC).

Philanthropist Spotlight

One of the earliest supporters of ECHO India was the Vijay and Marie Goradia Foundation, whose support has been critical in laying the foundation for its operations in India. Headed by Sapphira Goradia, the Foundation's emphasis on scale, systems change and risk-taking has informed its strategy to fund and provide capacity-building support to early-stage organizations with the potential to achieve large-scale impact across India.

Tata Trusts has also been a key partner to ECHO India, together planning a 3-year project to bridge gaps in delivery in the Indian healthcare system through innovative solutions. ECHO India will be building capacity of existing partners and collaborating with medical institutions with a focus cancer treatment, mental health, reproductive, maternal newborn and child health and programs that build awareness on key health issues. ECHO India's collaboration with the Germany-based Merck Foundation is also gearing towards developing the capability of ECHO superhubs to provide technical assistance for ECHO projects in India. In 2019, Project ECHO announced a 5-year partnership with Co-Impact, a global collaborative of philanthropists created to improve the lives of millions by enabling systems-level solutions to complex social issues. With philanthropists such as Richard Chandler, Bill and Melinda Gates, The Rockefeller Foundation, and Rohini and Nandan Nilekani, Co-Impact aims to support Project ECHO's expansion across India with the aim of impacting up to 400 million people in India and around the world.

Opportunity for Involvement

Project ECHO aims to reach one billion lives by 2025, engaging 10 million users – including program coordinators, specialists, and spoke participants – on its platform. To achieve this ambitious vision, the organization recognizes the need to improve its capacity and capability across four key areas – communications, training, technical support and outcomes measurement. Given that there are no existing market solutions that meet the unique needs of this initiative, Project ECHO recently introduced ECHO Digital, a program that offers advanced digital tools to track attendance data, manage relationships with partners, monitor outcomes, train ECHO members online, manage cases, facilitate communication and learning among members, and maintain a database of all accumulated resources.

The organization is actively raising funds for ECHO Digital and seeking engineering partnerships to help develop the architecture of this platform. Project ECHO is also seeking experienced professionals to advise and guide them on their journey to touch a billion lives.

Tech4Dev

The Problem

India is home to nearly a fifth of the world's population, creating a great need for solutions that have the potential to reach millions.[84] Over the last decade, we have seen technology create great efficiencies and increase productivity within companies across various sectors. In the nonprofit space too, there is a lot of potential to create impact at scale by harnessing the power of technology. However, creating and integrating technology solutions requires technical expertise, time, and finances – all of which are often in limited supply to smaller nonprofit organizations.

Software vendors and designers usually choose to work with larger organizations with higher budgets, and funders often prefer to support programs which have direct and tangible on-ground impact, rather than invest in building technology systems or hiring focused IT talent. Despite billions of dollars being invested in this sector, several nonprofit organizations are still unable to magnify their impact to solve for the scale required for India's challenges. There is a great need for the sector to create a stronger support ecosystem for innovative technology based solutions that will encourage greater and more effective usage of technology across causes and organizations.

The Initiative

Tech4Dev was founded by Donald Lobo, a technology entrepreneur who felt strongly about creating opportunities for nonprofits to use existing, low cost, open source software technologies to drastically increase their data management, and hence their learnings and productivity. It brings technology to the core of program design and implementation by providing customized technology solutions to NGOs, at a cost more reasonable than off-the-shelf alternatives. By focusing on developing open source solutions that are then made freely available for other NGOs to use and build on, Tech4Dev is creating an ecosystem of software firms that work effectively with NGO leaders to solve large-scale problems effectively.[85]

To do this, it identifies and supports promising NGOs and software partners for a period of six months, to design and implement technology-based tools for social development, after which the NGO and the software partner are responsible for maintaining and enhancing the project. This approach is guided by Tech4Dev's larger vision of placing technology at the forefront of programs by strengthening the long-term software capability of NGOs and software vendors, to foster a vibrant 'technology for development' environment.[86]

Impact So Far

Since 2017, Tech4Dev has nurtured six software firms, and supported 19 nonprofit organizations in creating technology-based solutions to amplify their reach and improve program quality. By bringing these players closer together to build more effective solutions to some of India's most complex problems, Tech4Dev has been able to create a unique model that has great potential to accelerate India's growth. Additionally, it has raised USD 2.3 million to fund solution creation for software firms.

Philanthropist Spotlight

Donald Lobo is a technology entrepreneur and philanthropist based in the San Francisco Bay Area. He was one of Yahoo's earliest employees and went on to spend the next decade developing open-source platforms like CivicCRM, to enable nonprofits to efficiently record and manage information. He established his family foundation Chintu Gudiya Foundation in 2000, and has been focusing on his philanthropy full-time since 2014.

Donald's philanthropic approach involves researching and understanding pressing issues on the ground and taking big bets on organizations with the most effective solutions. He has been able to do this by reading articles in academic journals and newspapers, having in-depth conversations with social entrepreneurs and speaking with beneficiaries during three weeks of volunteering every summer with his wife and children. Leveraging the core skillset and network, Lobo has managed to build a disruptive model which is addressing some of the most pressing challenges in India.

Opportunity for Involvement

With Tech4Dev's growth over the last two years, it is now focusing not only on addressing technology needs of individual nonprofits, but also on increasing the uptake of technology across the development sector. By 2022, it aims to provide customized technology solutions to 100 social organizations and build capacity of 20 software firms to work with these organizations. It is also working on creating a repository of open source solutions which are readily available for all nonprofit organizations to use and customize as per their needs.

To achieve these goals, Tech4Dev is planning to raise funding and is keen to engage with philanthropists who wish to support its mission of strengthening the 'technology for development' ecosystem in India.

> " You have to spend time with NGOs, really understand them, and figure out what they're doing and why they're doing it. Only then can you build technology which will help create systemic change.[87] "
>
> -Donald Lobo,
> Chintu Gudiya Foundation

Piramal Foundation's Partnership with the Aspirational Districts Program

<table>
<tr><td colspan="2" align="right">Quick Facts</td></tr>
<tr><td>Year established:</td><td>2018</td></tr>
<tr><td>Key funders:</td><td>Piramal Foundation</td></tr>
<tr><td>Key partners:</td><td>NITI Aayog, several state and district governments in India</td></tr>
<tr><td>Differentiators:</td><td>• Fostering partnerships between private philanthropy and the government at an unparalleled scale at the central, state and district levels
• Leveraging the complementing strengths of each partner – the government's influence along with the private foundation's on-ground experience and ability to lend risk capital</td></tr>
</table>

The Problem

India's economic growth trajectory has been celebrated, yet its social development has not kept pace with this growth. According to the World Inequality Report 2018, India is the second most unequal region with regards to wealth distribution in the world.[88] It was placed at 130 among 188 nations on the 2018 Human Development Index (HDI), a dataset released annually by UNDP which ranks nations in terms of life expectancy, average income and years of schooling of its citizens.[89] Drastic inequality amongst states and significant variations in the rate of development at the inter-district level is leaving behind large vulnerable populations and hindering India's progress.[90]

The Initiative

In 2018, the Transformation of Aspirational Districts program was launched by the NITI Aayog to address this problem and improve the quality of life in 115 of the poorest performing districts from across 28 states in India by 2022.[c] It is an all-India initiative that brings together stakeholders from the state government, central government, as well as experts in the private sector to trigger equitable growth and development in the districts that need it the most.[91] It works to develop convergence of existing central and state government schemes through collaboration between officials on the ground at varying levels—from state level officers to district level collectors.[92] Each state ministry involved is accountable for a particular area of work, and this program is focused on creating long-lasting, systemic change in the most under-developed districts, following which this program may be replicated in other regions of India too.[93]

NITI Aayog chose to partner with Piramal Foundation in 2018 due to its extensive experience in implementing innovative programs on the ground and creating impact at scale across diverse geographies and communities in the areas of primary healthcare, nutrition, education, and safe drinking water. Piramal Foundation is supporting NITI Aayog in transforming the healthcare and education sectors in 25 of the poorest performing districts across 7 states.

Impact So Far

In its first year of implementation alone, the Transforming Aspirational Districts Program has seen great improvements across many of its priority areas. This is the first program in India to focus on data collection with such high levels of frequency and granularity which is empowering state and district administrations to identify the right set of interventions based on real-time feedback. Together, the 115 aspirational districts cover over 200 million people and so far the program has shown great potential in delivering successful interventions.

Piramal Foundation through its Education Leadership program (PFEL) has mobilized over 2 million community members in these districts to rebuild trust and faith in the public education system. Over 5000 schools were chosen as demonstration schools and the Foundation is currently working on improving infrastructure, staffing them with teachers, setting up libraries, improving a plethora of school processes in these schools. In the first half of 2019 alone, PFEL has supported 4.01 lakh new enrolments in government schools and 70,841 dropped out students re-enrolled across all 7 states that the Piramal Foundation is working with.

In the area of healthcare, Piramal Swasthya, has focused its efforts on engaging with the community, transforming the health facilities, building the capacity of health workers in the government ecosystem and effective implementation of government schemes. Due to these efforts, the institutional delivery rate has observed an overall improvement with 17 districts recording a positive shift, and 24 out of the 25 Aspirational Districts have witnessed an improvement in registration of pregnant women for antenatal care services. 10 district hospitals have received quality accreditation, 40 first referral units have been operationalized and 154 health and wellness centers have been strengthened.

In 2018, the Ministry of Drinking Water and Sanitation (MDWS) launched the 'Swajal Scheme' to supply solar-powered, piped drinking water to the 115 Aspirational Districts. As part of the scheme, the MDWS worked with Piramal Foundation to leverage its water initiative - Piramal Sarvajal. Sarvajal's role entails identifying under-served locations, designing water solutions, convincing communities to adopt these solutions, and eventually assisting the MDWS with implementing IoT-based monitoring and evaluation.

Philanthropist Spotlight

Piramal Foundation supports this initiative through their funding as well as providing support on leadership development, research, change management, and technology integration.[94] It has successfully run programs with proven theories of change across health and education, to achieve impact at scale and bring about transformational change.

NITI Aayog on the other hand, works with a third party evaluator, IDinsight, to track outcomes of the programs and ensure that there is ownership and accountability from government officials at a district level.[95] Together, NITI Aayog and Piramal Foundation are able to bring complementary skills and resources to the table, working towards a shared vision of inclusive development.

Opportunity for Involvement

The Transforming Aspirational Districts program has the potential to create large-scale change in the most under-developed pockets of India with the aid of more private partners who can work with the government to transform these aspirational districts. The Piramal Foundation will be supporting NITI Aayog until 2022 and to fulfill its role in this transformative project, it recognizes the need to build its capacity and scale up operationally. Going forward, the foundation is seeking other private funding partners who can join their ambitious vision and work to support inclusive development across India.

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[c] The National Institution for Transforming India, also called NITI Aayog is the premier policy 'Think Tank' of the Government of India, providing both directional and policy inputs. While designing strategic and long term policies and programs for the Government of India, NITI Aayog also provides relevant technical advice to the Centre and States.

Sandbox

Year established:	2007
Key funders:	Deshpande Foundation, Raju Reddy and Phanindra Sama, Dilip Modi, Komatireddy Pratheek Foundation
Key partners:	Yes Bank, RBL Bank, Citi Bank, Vanguard, HSBC, Spice Initiatives, Hitachi, Tata Trusts, LTI, Marico, IDH, ST Microelectronics, Government of India – Department of Science and Technology, Zoho, Microsoft, Mathworks, Solidworks, others
Differentiators:	• Co-creating context-specific solutions with local communities • Investing in building capability of leaders who drive solutions • Connecting social innovation to address relevant local challenges

The Problem

While India has an overall impressive growth rate, large pockets remain untouched and huge segments of the population continue to live on less than USD 2 per day. There is a growing recognition among both the public and the private sector, of the urgent need to take a big leap in social innovation to make the 70% of the India's population living in rural areas a core part of the country's growth story.

The good news is that innovations in rural and semi-urban India have gained pace in the last decade, largely due to increased connectivity. However, many initiatives fail to create the intended impact or scale widely. This is because either the innovators tend to lack strong mentorship or resources to back their solutions, or the solutions are created by individuals far from the customer base without adequate local relevance or buy-in from the very communities that they are catered towards. There is a great need and opportunity to build a community-driven entrepreneurship ecosystem that can ensure greater relevance, scalability and sustainability of the solutions.

The Initiative

In 2007, inspired by the potential of innovation to solve modern social problems, Boston-based Gururaj "Desh" Deshpande and his wife Jaishree launched the Sandbox initiative in Desh's hometown Hubballi-Dharwad in Karnataka, through the Deshpande Foundation. At its core, the Sandbox is a living laboratory for local entrepreneurs to have their ideas tested, strengthened and sustained over a period of time, ultimately fostering an environment where innovative approaches to addressing social challenges are encouraged. Applying a 'bottom up' approach to building scalable solutions, its goal is to provide resources and training to aspiring leaders within the community who can address these challenges with relevance to the local context. Hands-on involvement, long-term engagement, scalable growth, a clear exit strategy, and a people-centred approach are key principles that form the foundation of Sandbox's work with the individuals and enterprises it supports.

The Sandbox model can be understood through a four-pronged approach:

- **Enable:** Sandbox works to empower individuals and organizations to create and scale social enterprises through the Sandbox Startups program which provides incubation support to entrepreneurs to test and pilot their business ideas.
- **Transform:** Sandbox also works to expand the capacities of local talent through three skill development programs. LEADers Accelerating Development (LEAD), is a youth-leadership program that works with college students to foster empathetic and entrepreneurial thinking. The Deshpande Educational Trust (DET) program imparts leadership and skill development training for aspiring youth. Finally, the Navodyami program helps to make micro-entrepreneurship a viable livelihood, enabling individuals to build sustainable small enterprises.
- **Innovate:** Sandbox serves as a living lab to test, iterate and prove solutions. Agriculture is a strong focus area of the initiative, with the aim to share innovative farming practices that impart strong agricultural and leadership skills in the next generation of farmers.
- **Engage:** Sandbox also functions as a platform for entrepreneurs from around the world to connect and collaborate, primarily through the foundation's annual conference, Development Dialogue, which brings together over 1,000 organizations, startups and students.

Impact So Far

Encouraged by its success in Hubballi, the Sandbox model is today being adopted by entrepreneurs and philanthropists in different parts of India, with the operational support of the Deshpande Foundation. These replicated models include the Katakiya Sandbox in Telangana (2014), Ek Soch Sandbox in Uttar Pradesh (2015), Nalgonda Sandbox in Telangana (2016) and Kadapa Centre in Andhra Pradesh (2016).

Through its work in agriculture, Deshpande Foundation has benefited over 80,000 farmers across 400 villages, increasing their livelihood by up to 50%. It has also skilled over 10,000 youth through eight skill development programs across three states. Finally, through the Sandbox Startup, Navodyami and LEAD programs, it has created over 1,000 jobs from 100+ startups that have added over USD 8 billion to the economy, trained over 14,000 micro entrepreneurs, and built capacity of over 37,000 youth leaders.[96]

Philanthropist Spotlight

Gururaj "Desh" Deshpande and his wife Jaishree's belief in the power of social entrepreneurship led to the founding of the Deshpande Foundation in 1996. It supports social innovation work across India and the US, and made possible the MIT's Deshpande Center for Technological Innovation in 2002. With over three decades as a technology entrepreneur, investor and founder of several companies, Desh learned that creating a successful social enterprise isn't just about coming up with a great idea; it's about having a deep understanding of the problem itself, co-creating the solution with the people who need it most, building local leadership and strengthening capacity within the community to absorb the idea. Without these, he believes, it doesn't matter how great the solution is—it will remain only an idea.

Desh approaches his giving in much the same way as he approached his career as an entrepreneur, placing big bets over a long term and aiming for scale to achieve bold results. According to him, "an idea does not have an impact unless it is directed at some burning problem in the world."[97]

Opportunity for Involvement

Philanthropists can consider funding existing Sandbox initiatives to grow more programs beyond the pilot stage and inject greater capacity and technology to drive sustainability and scalability of the models. As has been done by other philanthropists, they may also consider replicating the Sandbox model across different parts of India, with the goal of empowering local communities to find contextual solutions to local development problems.

10to19: Dasra Adolescents Collaborative

Quick Facts	
Year established:	2017
Key funders:	Bank of America Merrill Lynch , Children's Investment Fund Foundation (CIFF), Kiawah Trust ,Tata Trusts, The David and Lucile Packard Foundation, USAID, others
Key partners:	Aangan Trust, Child In Need Institute, Centre For Catalyzing Change (C3), Quest Alliance
Differentiators:	• Driving collaborative action among multiple stakeholders working towards an audacious vision of empowering 5 million adolescents with the support of funders, nonprofits and the government • Identifying clear and bold outcomes that form the center of all work • Investing in building a robust system for monitoring, evaluation, and learning

The Problem

India is home to more adolescents than any other country. Yet, this group – particularly adolescent girls – still faces immense social and economic challenges that complicate their transition from childhood to adulthood. 54% of girls and 48% of boys aged 18-19 years in India have not completed Grade 10 and about 16 million girls between ages 15-19 in India become mothers every year.[98,99]

Adolescents – particularly girls – are often denied agency, and this manifests in their lives in countless ways across their lifespan. This includes poor nutrition and health, lack of education, dearth of employment opportunities, early marriage and pregnancy, as well as sexual violence. However, investments by individual stakeholders – no matter how large – will not be enough to create transformative change. There is little data to show what works, strategic funding directed to the sector is also limited, and collaboration between governments and civil society to ensure prioritization of adolescents is rare.

The Initiative

Launched in 2017, the 10to19: Dasra Adolescents Collaborative is a high-impact platform that unites funders, technical experts, the government and social organizations to move the needle on outcomes key to adolescent empowerment. The Collaborative focuses on 4 priority outcomes for adolescents—ensuring their completion of secondary education delaying their age of marriage, increasing their agency, and delaying their age of pregnancy. It works to scale state-level, evidence-based adolescent programming by fostering a network of stakeholders and accelerate growth of the field by positioning adolescents at the centre of the national health and development agenda. With a goal of channeling USD 50 million across five years, the Collaborative is supported by key partners including USAID, Kiawah Trust, Children's Investment Fund Foundation (CIFF), Packard Foundation, and Tata Trusts.

The vision of the Collaborative is a transformed India where millions of adolescents thrive with dignity and equity. In order to enable this, its programs are currently being implemented in 10 districts across three states – Jharkhand, Chhattisgarh and Assam. After extensive research and due diligence, the Collaborative chose to support four nonprofit organizations – Aangan Trust, Child In Need Institute (CINI), Centre for Catalyzing Change (C3), and Quest Alliance. This group of nonprofits was chosen for their replicable and effective programs, ability to scale, alignment to 10to19 outcomes, and ability to work in partnership and complement each other to deliver comprehensive programs to adolescents.

Simultaneously, 10to19 fosters a national network of 80+ organizations that brings together adolescent-focused nonprofits and other stakeholders from across 25 states in India, through a community of practice. The purpose of this network is to encourage peer learning, work together towards identifying and solving priority issues for adolescents, and build a collective voice to engage with the government for effective policy and program implementation.

Finally, with adolescents at the center of 10to19's approach, it also spearheads a national initiative aimed at funneling up the youth voice, building on-ground accountability, and promoting the exercise of agency on the ground. Through the initiative 'Ab Meri Baari', 10to19 engages directly with adolescent leaders across India, primarily in Rajasthan, Jharkhand and Maharashtra, through media campaigns, social auditing, and other empowerment and agency-focused workshops and activities.

Impact So Far

The Collaborative has been working towards driving scalable impact to ensure that adolescents are educated, healthy and empowered to make positive life choices. Till date, it has leveraged and directed over USD 46 million to the sector through 12 funders. In 2018, the Collaborative polled more than 10,000 adolescents across seven states in India, in partnership with the Ministry of Health and Family Welfare, to evaluate the status of adolescent focused healthcare services. Additionally, the Collaborative's programs are being implemented in six districts in Jharkhand, two in Chhatisgarh, and two in Assam.

10to19 has also kickstarted 'Ab Meri Baari', a national initiative, in the form of a media campaign which reached 10 million stakeholders, and trained girl champions across 3 states (Jharkhand, Maharashtra and Rajasthan), who will lead social audits and assessments of their states. This initiative is projected to have a catalytic outreach of at least 3 million adolescents.

Philanthropist Spotlight

The Collaborative adopts an innovative outcome-driven, pooled funding model. Key partners such as USAID, Kiawah Trust, Children's Investment Fund Foundation, The David & Lucile Packard Foundation, Bank of America Merrill Lynch and Tata Trusts are deeply involved in shaping its success, and believe in the idea that together, we are stronger. 10to19 is also supported by several new philanthropists including institutional donors, corporates, and individuals based across the US, UK and India.

Opportunity for Involvement

At a time when some of India's most pressing and complex social problems are too big to tackle alone, the promise of multi-stakeholder collaboratives is simple and powerful. Philanthropists can support the 10to19: Dasra Adolescents Collaborative by funding the initiative or directly supporting its partner organizations, as well as investing their time and expertise into furthering the ambitious vision of enabling millions of adolescents to thrive with dignity and equity. The platform offers an opportunity to not only drive large-scale impact among one of the most vulnerable populations in India, but also to be part of a learning circle with peer philanthropists and pioneers in the development sector.

National Faecal Sludge and Septage Management (NFSSM) Alliance

<div style="border:1px solid red">

Quick Facts

Year established:	2016
Key funders:	The Bill and Melinda Gates Foundation
Key partners:	Group of 28 nonprofit organizations across India
Differentiators:	• Fostering collaboration among key players in the field to present a powerful collective voice to the government to influence change • Partnering with the government to create policy level transformation through collective action and collaboration • Disseminating and sharing knowledge to drive awareness and enable learning regarding the issues and solutions in the sanitation space

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The Problem

With the launch of the government's Swachh Bharat Mission[d] in 2014, there has been significant focus on improving access to toilets to end open defecation in India. However, in order to make toilets accessible it is critical to also address the challenges associated with sewage treatment. India generates more than 40 million tonnes of sewage daily, of which less than 30% is treated.[100] Sewage waste management in India is severely lacking, and only one-third of Indian urban homes are connected to sewer lines.[101] Most human waste ends up untreated and back in the environment, forming the largest source of water pollution in India and causing severe health consequences.[102]

Given the long timespan and high cost of expanding the centralized sewerage network, it is critical to explore alternatives to tradi¬tional centralized sewerage systems. Decentralized waste management processes are potentially more affordable and faster to scale. One solution is faecal sludge treatment plants (FSTPs), wherein human waste is collected from on-site containment systems and transported to a waste-treatment facility that produces treated water and sludge that can be disposed of safely. However, there has been limited consensus and discourse regarding the viability of Faecal Sludge and Septage Management (FSSM) processes amongst nonprofits in the sector, and organizations focusing on FSSM solutions have largely been working in silos, unable to come together towards build a strong advocacy effort to convey the promise of FSSM as a solution to India's sewage problem.[103]

The Initiative

Recognising FSSM as a viable solution to India's sanitation crisis, a group of 28 organisations came together in mid-2016 to work towards building FSSM solutions and solving India's sanitation crisis quickly and effectively. The NFSSM Alliance is a voluntary body that convenes on a monthly basis and serves as a platform for knowledge sharing among members, enabling collaboration and learning among them. The Alliance works in close collaboration with the Ministry of Housing & Urban Affairs (MoHUA) as well as state governments and has played a key role in helping the Ministry design a National Declaration for a national goal on FSSM which paved the path for the National Policy on Faecal Sludge and Septage Management.

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[d]A nation-wide campaign that aims to clean up the streets, roads and infrastructure of India's cities, towns, and rural areas.

Impact So Far

The Alliance has been instrumental in drafting and passing the National Policy on Faecal Sludge and Septage Management, which was launched in 2017. India is the first country to pass a policy like this, and this has led to 19 out of 36 states and union territories drafting state-specific FSSM guide¬lines and at least 4 states making financial commitments to FSSM. Today, states have committed to building more than 400 FSTPs over the next three years, especially in smaller cities that have the greatest problems with sewage treatment systems.

The Alliance also suggested revisions to the National Urban Sanitation Policy (2008) to include the provision of FSSM and gender considerations while designing sanita¬tion systems. It has submitted a memo to include FSSM as one of the provisions in the 15th Finance Commission. If approved, this will unlock substantial government funding for FSSM.

Philanthropist Spotlight

The Bill and Melinda Gates Foundation is working to promote the development of safe, effective, and affordable sanitation services by supporting more than 60 organizations in the urban sani¬tation sector in India. The NFSSM's strength lies in its diverse membership, which includes research institutes, academic institutions, think tanks, quasi-governmental bodies, implementing organizations, data experts, consultants and intermediaries like Dasra. By supporting an Alliance like this, the Gates Foundation was able to build a cohesive unit in which members volunteer significant time and effort on a common vision for the future.

Opportunity for Involvement

The NFSSM alliance has already moved the needle on addressing sanitation in India at a policy level to tackle the issue of FSSM. Through collaborative action, government alliances and designing for scale with audacious targets, the alliance has been successful in presenting a powerful collective voice to the government. Philanthropists can support this unique initiative by playing a role in funding and getting involved in the NFSSM Alliance by giving their time or expertise to further this bold vision of treating at least 50% of toilet waste in India by 2025, through a multifaceted field approach.

Dasra Social Impact Leadership Program

Quick Facts

Year established:	2014
Key funders:	Amit and Archana Chandra (A.T.E. Chandra Foundation), Omidyar Network, Robert Bosch Stiftung, MacArthur Foundation, TATA Trust, others
Key partners:	Harvard Business School, Dasra
Differentiators:	• Investing in strengthening the institutional capability and capacity of nonprofits • Fostering an environment for peer learning • Collaborating with institutions that have the experience and expertise to drive effective learning • Customizing curriculum programs to the unique needs of nonprofits

The Problem

With over 3.2 million nonprofit organizations in a country housing nearly a fifth of the world's population, there is a growing recognition that achieving impact at scale calls for investing in not just programs, but also the institutions and leaders that deliver them.[104] Yet despite this growing understanding, there is insufficient investment in nonprofit leadership teams to achieve these important outcomes.

In a 2017 study by The Bridgespan Group which surveyed over 300 nonprofit leaders, funders and intermediaries in India, 97 percent of survey respondents say leadership development is vital to their organizations' success, a belief echoed by funders. Yet practitioners and funders also say they invest little time and resources in cultivating leaders. In fact, more than half the nonprofits polled do not believe they are capable of recruiting, developing, and transitioning leaders, and more than 50 percent report their organizations have not received any funding to develop leaders in the past two years. Such underinvestment often leads to overdependence on a handful of senior-most leaders or founders, lack of second line leadership, and limited organizational leadership skills.[105]

The Initiative

India has over 15 programs that target current social sector leaders. These include programs such as the Dasra Social Impact Leadership India, Strategic Nonprofit Management India (SNMI) at Ashoka University, India Leaders for Social Sector (ILSS), Aspire Circle Fellowship and Aritra at the Indian Institute of Management Bangalore, which largely focus on developing leaders, scaling organizations, leading the discourse on sector-level challenges and building a peer network for sharing of best practices. They are usually delivered in cohort-based settings that allow organizations to learn from experts, exchange ideas and collaborate with their peers.

The Dasra Social Impact Leadership Program, led by Dasra and designed in partnership with Harvard Business School, helps leaders of growing organizations recognize and strengthen their management style, reflect on their organization's vision and strategy, and build a strong brand and motivated team that is able to drive greater impact. It is conducted over 16 days and comprises four modules, spread over nine months. This provides a continuous learning environment to leaders, allowing for time in between modules to reflect and implement this learning.

Using the Harvard Business School case study methodology, self-reflection tools, expert-led sessions, classroom discussions and small-group workshops, both this program brings together a well-connected community of leaders to reflect on challenges, discuss solutions and learn from one another. This dynamic experience provides a platform for leaders to build their ability to drive the important changes that can maximize their organization's impact.

Impact So Far

Since 2006, Dasra's Leadership Program has trained over 240 leaders from across 200 organizations. Past participants have included leaders from Akanksha Foundation, Educate Girls, Magic Bus, Barefoot College, The Hunger Project, and many others.

Philanthropist Spotlight

Counted among the most thoughtful givers in India, Amit Chandra, Managing Director at Bain Capital and Archana Chandra, CEO of Jai Vakeel, aim to give away at least 75% of their earnings every year towards creating systemic change across issues including healthcare, education, drought relief and livelihoods. Their years of exposure to nonprofits have left them with the belief that India's development sector can effectively address its many large and complex issues only if a sustained effort in supporting nonprofit capacities is made. They have seen that most funders push nonprofits to scale as fast as possible, yet don't invest enough in the infrastructure, people and skills required to drive impact at such a scale. This has led to a strong focus on capacity building as a core principle of their philanthropy.

Through the ATE Foundation, Amit and Archana Chandra regularly fund leadership talent through direct budgetary support to individual nonprofits, as well as through four programs – Dasra's Accelerator and Leadership programs, the Strategic Nonprofit Management program and the Strategic Perspectives in Nonprofit Management program at Harvard. Amit Chandra also serves as a vocal champion for capacity building in India's development sector, promoting the idea that just as they do in their businesses, all philanthropists must be willing to invest in people and processes to help build successful nonprofits.

Opportunity for Involvement

There is great opportunity for global givers to join the nonprofit leadership development movement in India, either by nominating their existing grantee partners to attend such programs, or by providing funding to strengthen the programs themselves. Additionally, givers can consider leveraging their networks to help foster partnerships between Indian leadership programs and relevant global organizations towards strengthening the programs' global outlook and enabling exchange of best practices across geographies.

> **With [the increased] level of financial capital available [to NGOs], it is imperative that we invest in human capital that is capable of handling [these] much larger flows with greater impact and accountability...If we apply the same approach that we adopt in building companies, towards the development sector, I believe we can make much better progress in solving India's social sector problems.[106]**
>
> -Amit Chandra, Bain Capital

CALL TO ACTION

At Dasra, we are inspired by the limitless potential of the aspiring Indian. As we reflect on our two decades in India, we recognize that the country has come a long way in creating empowerment and opportunities for all. We have seen that several crucial efforts led by governments at the central and state level have been bolstered by a vibrant nonprofit ecosystem, engaged civil society and rapid developments in technology. To achieve India's ambitious yet necessary targets for sustainable and inclusive development by 2030 however, a lot more needs to be done.

With an urgent need for innovative and large-scale solutions backed by risk capital, the role of philanthropy in achieving these targets in India has never been more critical. Yet despite domestic private philanthropy in India growing at a rate of 15% per year between 2014 and 2018, the country is far from raising the volume of funds required to sustainably address its development challenges. There is an immense and untapped potential for global givers to step up and contribute to India's development, in the form of not only greater funding, but also expertise and knowledge that has the potential to amplify existing efforts.

This report is an effort to shine light on the immense promise of India's development sector today and the great opportunity that global philanthropists have to drive meaningful impact here. It aims to encourage those who have the capabilities and resources to give, to do so in a manner that is bold, systemic, outcome-led and ultimately catalytic in transforming India's development.

> **Due to the variety of massive social challenges, India has come up with solutions at costs and a scale the world has never seen before. The country is full of opportunity and can be a beacon of hope for billions of people who are not well-served in the current economy. The potential and possibilities are limitless and I'm excited to see where India goes.[107]**

-Desh Deshpande,
Deshpande Foundation

Lessons offered to each critical stakeholder are several:

For Global Givers

Participate in philanthropy education programs and immersive visits to nonprofits in India facilitated by organizations such as The Philanthropy Workshop and Synergos, which can help drive a deeper understanding of the issues on the ground, build an effective philanthropic plan, and enable greater connection to the work.

Engage with local ecosystem players that can provide guidance about effective approaches to create meaningful change in India, enable connects with high-impact and credible nonprofits, identify trusted partners along the journey, and work to build their capacity to scale impact.

Join philanthropy networks such as Global Philanthropists Circle and attend convenings such as Dasra Philanthropy Forum and Skoll World Forum to derive inspiration and learning from sector leaders and like-minded peer philanthropists, stay in touch with trends in the Indian development sector, and identify partners to collaborate with.

Become a strategic partner and champion for nonprofits in India by offering management expertise, assuming board or other leadership roles within nonprofits, mobilizing personal and public networks towards raising additional support for a cause or organization.

Adopt a systems-level approach to giving, which involves understanding the root causes of the issues at hand, learning about evidence-based interventions, and approaching philanthropy with a bold vision to solve a problem and achieve large-scale outcomes.

Invest in key enablers for scale such as technology, capacity building and research. Such aspects are often underfunded as compared to programmatic aspects, yet are crucial elements that form the pillars of India's nonprofit and philanthropy ecosystem.

For Foundations

Recognize that giving to India does not necessitate a physical presence in the country; several international foundations such as Kiawah Trust have offices overseas, yet by partnering closely with local ecosystem players, are able to impact millions in India through their philanthropy.

Stay apprised of local regulations related to cross-border giving to India, such as tax structures and legal registrations.

Adopt a gender lens to grant making, with the understanding that men and women are often impacted differently and disproportionately by social issues such as poverty, health, domestic violence or education, and gender lies at the heart of these differences. Foundations aiming to maximize the impact of their grant making must invest their time and resources in understanding the concept of a gender lens, identify pathways to integrate gender into all aspects of their work- internally and externally, and encourage grantees to incorporate a gendered approach to programming.

For Nonprofits

Develop a clear international fundraising strategy that outlines the specific geographic focus and philanthropy landscape there, types of donors to target, and team or resources required to execute this strategy. A robust international fundraising strategy should also take into account relevant legal and compliance considerations of the geography in question.

Mobilize global philanthropists and develop them into champions of the work you are doing, through frequent interactions and progress reports. Regularly seeking strategic guidance and providing them with opportunities for engagement with the organization's leaders can also help in making these givers feel more invested in the organization's success and inspired to mobilize their own global networks towards greater support.

Leverage digital communication as a tool to generate awareness among global philanthropists, and deepen their interest, understanding, and connection to problems on the ground. For global philanthropists unable to visit nonprofits in India frequently, mediums like videos, newsletters and even cutting-edge technologies like virtual reality, offer powerful ways to achieve these goals.[108]


For Ecosystem Players

Educate global philanthropists regarding the need and opportunity for strategic giving to India. This can be done through structured programs and learning journeys or through more informal platforms and exposure opportunities.[109]

Convene like-minded philanthropists to create a global network of givers investing in India. Such networks can play an important role in inspiring givers, enabling collaboration, and allowing a formal exchange of learnings among them. They also serve as an important way for global philanthropists to keep in touch with the latest players, trends and developments in India's social sector.[110]
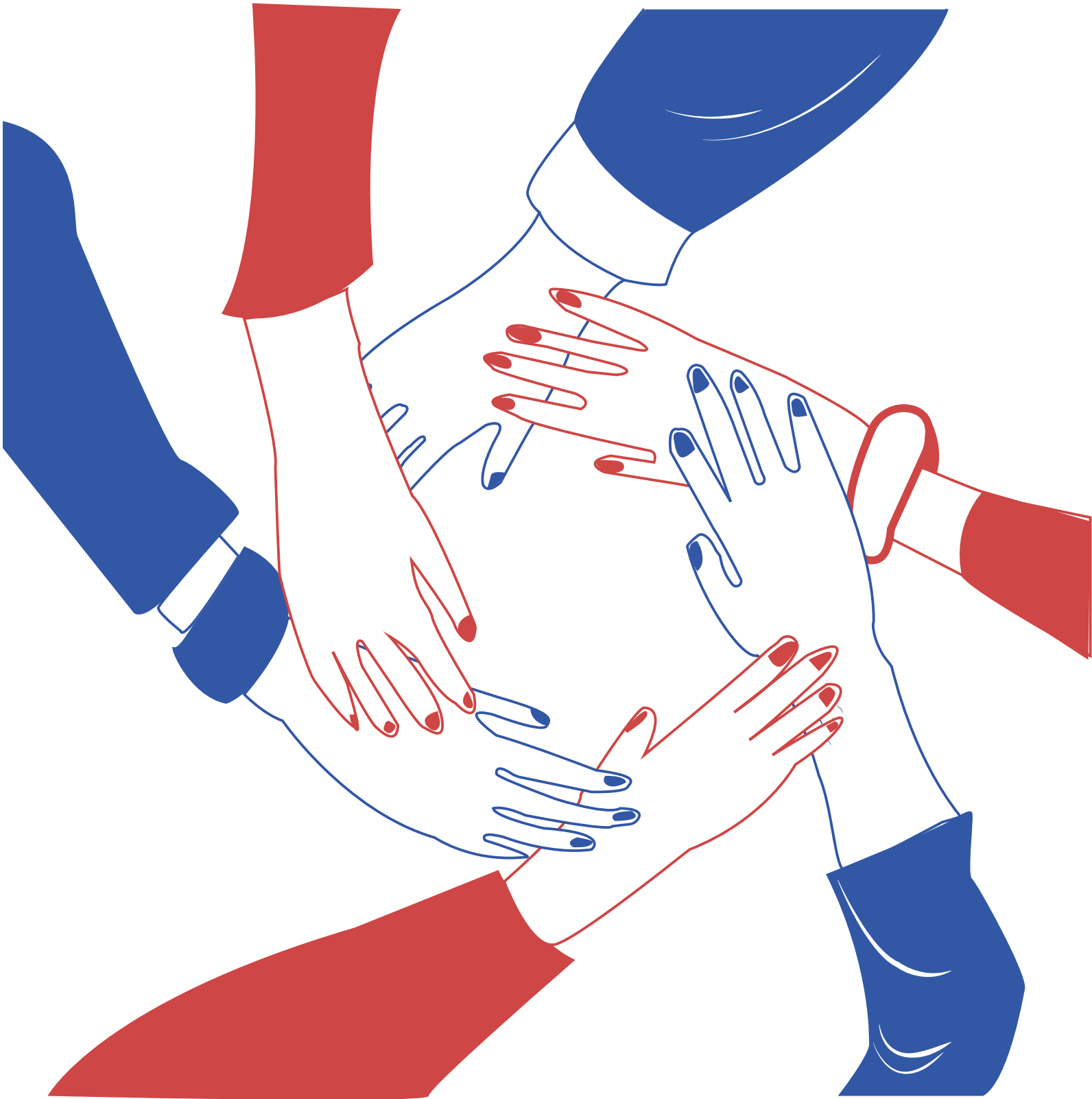
Invest in building the capacity of local nonprofits to effectively catalyze funding from global givers, build leadership capabilities, and strengthen other institutional aspects that will enable them to achieve impact at scale while leveraging capital most effectively.[111]
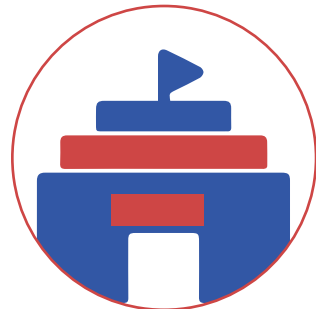
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For all of us at Dasra, we feel privileged to be a part of India's continued transformation and have learnt so much along the way. Our two decades of experience working alongside hundreds of philanthropists, nonprofits, government and others who work tirelessly every day to lead social change across the country, has only strengthened our conviction, hope and commitment towards building a transformed India where a billion thrive with dignity and equity. We hope to walk with you along this exciting journey.

If you wish to connect with any of the individuals or organizations profiled in this report, or make Dasra a partner along your journey in giving to India, please write to us at **strategicphilanthropy@dasra.org**.

Useful resources

To learn more about India's development sector and get support along your philanthropy journey, below are some helpful resources.

- **Dasra Knowledge Hub** is an online platform that houses research insights on key development topics in India such as child marriage, sanitation, sex trafficking, menstrual hygiene and others, along with profiles of impactful and credible nonprofits.
  https://www.dasra.org/resources

- **Guidestar India** hosts the country's largest searchable information repository of over 9,000 nonprofits, many of which have undergone varying levels of due diligence and received credibility certifications.
  https://guidestarindia.org/

- **Impact India** is a magazine for philanthropists and social innovators targeting India, jointly published by Stanford Social Innovation Review, The Bridgespan Group and Dasra. Its first print edition was published in 2015, followed by a second edition in 2017, which focused on how successful Indian nonprofits have become masters at scaling up.
  https://ssir.org/ssir_global/issue/impact_india_2#

- **India Development Review** is an independent online knowledge platform that publishes ideas, opinions, analysis and lessons written by and for people working on some of India's toughest social problems.
  https://idronline.org/

- **India Philanthropy Report** is an annual publication led by Dasra and Bain & Company, which documents data, trends and effective practices in the India's philanthropy ecosystem.
  https://www.dasra.org/resource/india-philanthropy-report-2019

- **India Philanthropy Series** is a joint initiative between Dasra and the Bill & Melinda Gates Foundation that features video conversations with some of the most generous, strategic and innovative philanthropists across Mumbai, Delhi and Bengaluru, highlighting their inspiring stories of giving.
  https://www.youtube.com/playlist?list=PLgbFKRCqfOtQD47vdM5L-Fio5pG0JQRcH

- **NITI Aayog**, the policy think tank of the Government of India, hosts a website that publishes statistics, reports and updates regarding India's performance on key development targets.
  https://niti.gov.in/

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