

Unleashing the Power of Philanthropy for Inclusive Development



Unleashing the Power of Philanthropy for Inclusive Development

A Working Document



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List of abbreviations

AIP Accelerate Indian Philanthropy
ATECF ATE Chandra Foundation
AVPN Asian Venture Philanthropy Network
CBO Community Based Organisations
CPID Centre for Philanthropy for Inclusive Development
CRY Child Rights and You
CSR Corporate Social Responsibility
CSEP Centre for Social and Economic Progress
CSIP Centre for Social Impact and Philanthropy
CSO Civil Society Organisation
DEI Diversity, Equity, and Inclusion
DESTA Developing Ecosystems for Systemic Transformation and Adaptation
FY Financial Year
HDI Human Development Index
HNI High-Net-Worth Individuals
ID Inclusive Development
ISDM Indian School of Development Management
ILO International Labour Organization
LGBTQIA+ Gay, lesbian, bisexual, transgender, queer, intersex and asexual people
MCA Ministry of Corporate Affairs
NASSCOM National Association of Software and Service Companies
NFI National Foundation of India
NGO Non-Governmental Organisation
NITI Aayog National Institution for Transforming India
NPO Not-for-Profit Organisation
PID Philanthropy for Inclusive Development
PRIA Participatory Research in Asia
PSO Philanthropic Support Organisations
SDG Sustainable Development Goals
SPO Social Purpose Organisation
TCF The Convergence Foundation
UHNI Ultra-High-Net-Worth Individual
LAKH represents the number 100,000 (one hundred thousand). CRORE represents the number 10 million (ten million).





EXECUTIVE SUMMARY

The potential of philanthropy for inclusive development

The time has come for philanthropy to fully leverage its distinct potential and unleash its capacity to cultivate a society that is just, equitable, and sustainable. While philanthropy has always played a key role in supporting social change by filling the gaps left by the state and market and in maintaining the growth of a strong civil society, research shows that it can play a much greater role in elevating the marginalised communities and addressing the widening inequality divide in the country.

The Centre for Philanthropy for Inclusive Development (CPID) at Indian School of Development Management (ISDM) is dedicated to harnessing the power of philanthropy as a driving force for inclusive development. Our central question is: how can philanthropy truly evolve to champion social change that leads to a more equitable future?

Exploring India's philanthropic ecosystem

This working paper, titled 'Unleashing the Power of Philanthropy for Inclusive Development', is designed to offer valuable insights and knowledge, serving as a catalyst to reshape philanthropy in ways that advance justice, equality, and inclusive development.

Our qualitative research, drawn from interviews with diverse stakeholders within the philanthropic ecosystem, including private philanthropists, CSR leaders, social purpose organisations (SPOs), and philanthropy support organisations, has revealed several key findings. It has uncovered a wide range of motivations driving philanthropic actions, identified areas, through existing research, where there are unmet needs or deficiencies, pinpointed the factors or forces pushing these actions, observed the methods and approaches commonly used, and recognised the obstacles faced within the development sector.

We've noted that geographical and sector biases, along with a focus on short-term, measurable outcomes, influence philanthropic practices, resulting in underserved areas and limited impact. Solutions often lack an intersectional approach or the addressing of underlying structural causes, primarily focusing on essential needs. Practitioners in the field frequently face resource shortages, inordinate reporting requirements, an excessive reliance on funders and lack of long-term support, which in turn affects their agenda and scope of work.

Our research uncovers the motives behind funders' altruistic endeavours, which often prioritise legacy, emotional attachments, core values, and business interests, among other factors. It emphasises the necessity to shift from these drivers, primarily serving individual needs, to motivations that guide actions and decisions toward a broader societal impact, addressing the needs and well-being of marginalised communities.

Employing a systems thinking approach, we have identified a complex interplay between philanthropy, SPOs, and communities, revealing how these connections form vicious cycles that sustain unfavourable patterns and limit the system's potential for creating systemic social change. For example, how these connections sustain short-term outcome-focused funding structures and the 'system traps' that are hindering desired results (solving complex problems with short-term 'band-aid' solutions instead of addressing the root causes). Recognising and changing these patterns is vital for successful systemic change and fostering a collaborative agenda for inclusive development.

Building an optimal philanthropic framework for India

While there are encouraging signs of change, with philanthropists shifting their focus towards collective efforts to benefit underserved areas and promote inclusive development, and recognising the importance of unrestricted



funding and involving the community in decision-making, there remains a challenge of fragmented efforts and isolated initiatives. Building a cohesive ecosystem is essential to address this issue.

According to our findings, an optimal philanthropic system should embody flexibility, a willingness to undertake measured risks, as well as embrace diverse voices and approaches, all aimed at promoting sustainable and inclusive development.

There is an urgent need for challenging established norms and mindsets, both at the individual and organisational level.

Informed by this research, CPID is advocating a Philanthropy for Inclusive Development (PID) Framework to engage stakeholders

in reshaping philanthropy for inclusive development goals. This framework will consist of guiding principles, actionable steps, and practices that organisations can embrace to initiate this transformative journey.

This paper presents a preliminary version of the framework. We acknowledge that this is an ongoing endeavour, intended to embrace constructive input and valuable contributions. Given the vastness of work being done in India, we hope that this framework will provide a focal point for more joint action around shared goals for social change. CPID aims to build this movement in an inclusive manner taking all the relevant stakeholders – the funders, the SPOs, the government, the communities, the philanthropy support ecosystem – along with it.

-

INCLUSIVE DEVELOPMENT: AN URGENT CALL TO ACTION

This is a defining moment in India's development for Indian philanthropy to create an effective ecosystem of giving and reshape public action needed for promoting social justice.

AK Shiva Kumar
Development Economist

The amount of wealth that exists in the world is just staggering, and it's not being used ... So, the question is, how can some of that wealth be used productively to solve issues that are relevant during our lifetime?

Amit Chandra
A.T.E. Chandra Foundation

A stark gap between the giving potential of families and the needs of the country's disadvantaged communities continues to exist. Efforts are mainly taking place in siloes, with service offerings fragmented across various organisations that lack adequate coordination.

**Neera Nundy
Dasra**





1. Introduction

For several decades, philanthropic capital has played a significant role in supporting the government’s efforts to address India’s developmental challenges.

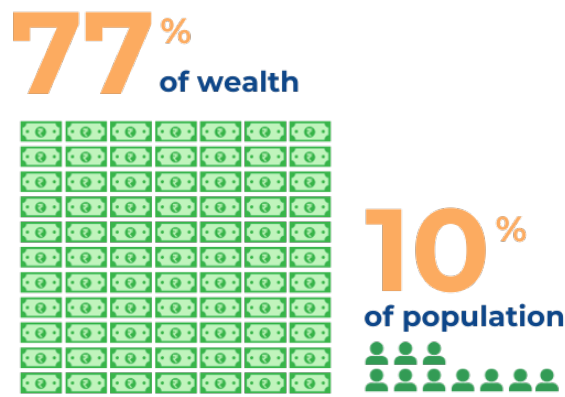
While there have been significant advancements, philanthropy, as is traditionally practiced by various entities, has had a limited impact on bridging the stark equity divide and fostering inclusive development.

Several indicators underscore the urgent necessity to address these limitations and prioritise inclusive development as the need of the hour.

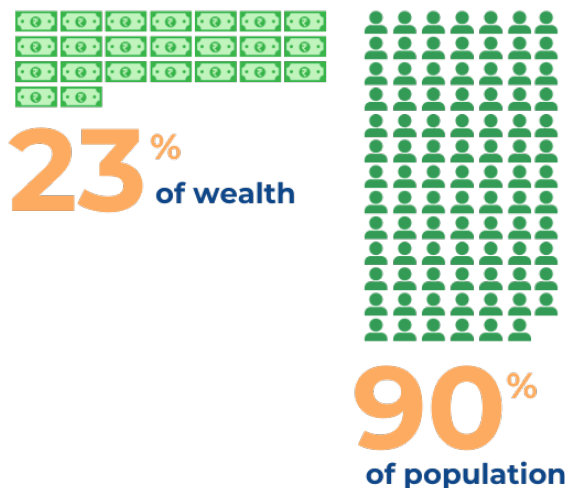
1.1 Widening inequality

The inequality gap in India is widening. According to the World Inequality Report 2022, India is ‘among the most unequal countries in the world ... with an affluent elite.’ (World Inequality Report, 2022.) The top one percent earners of the country own nearly 40.6% of the national wealth, leaving less than 3% for the bottom 50% (Oxfam, 2023). Disparities in wealth and opportunities are exacerbated by historical inequalities based on gender, caste, and religion. Statistics reveal inequality across all outcomes, including health, education, malnutrition, basic needs, wages, etc.

Figure 1



Widening Inequality in India



1.2 Impact of COVID-19

The outbreak of COVID-19 has had a profound impact on India's economic landscape, particularly affecting the bottom 50% of the population. In 2020, their income share accounted for only 13% of the national income and a mere 3% of the national wealth, signifying a significant contraction in their economic well-being (Oxfam, 2023). Furthermore, India's heavy dependence on the informal economy, which engages nearly 90% of the workforce, left approximately 400 million informal workers vulnerable to a heightened risk of falling deeper into poverty during the pandemic (ILO, 2020). According to one study, the number of individuals living below the poverty line (earning less than ₹150 per day) more than doubled at this time (Pew Research Center, 2021).

1.3 Struggle to meet the SDGs

The United Nation's Sustainable Development Goals (SDGs), defined as 'the world's best plan to build a better world for people and our planet by 2030', remain a distant dream. At present, India needs an average of approximately Rs 26 lakh crores in annual funding to fulfil even five of the SDGs by 2030 (zero hunger, good health and wellbeing, quality education, gender equality, and clean water and sanitation). (Bain & Co. and Dasra, 2019.)

A look at the development indices indicate that unequal socioeconomic development is also a reality across geographical domains.

The figure below presents a snapshot based on NITI Aayog's assessment:

Figure 2

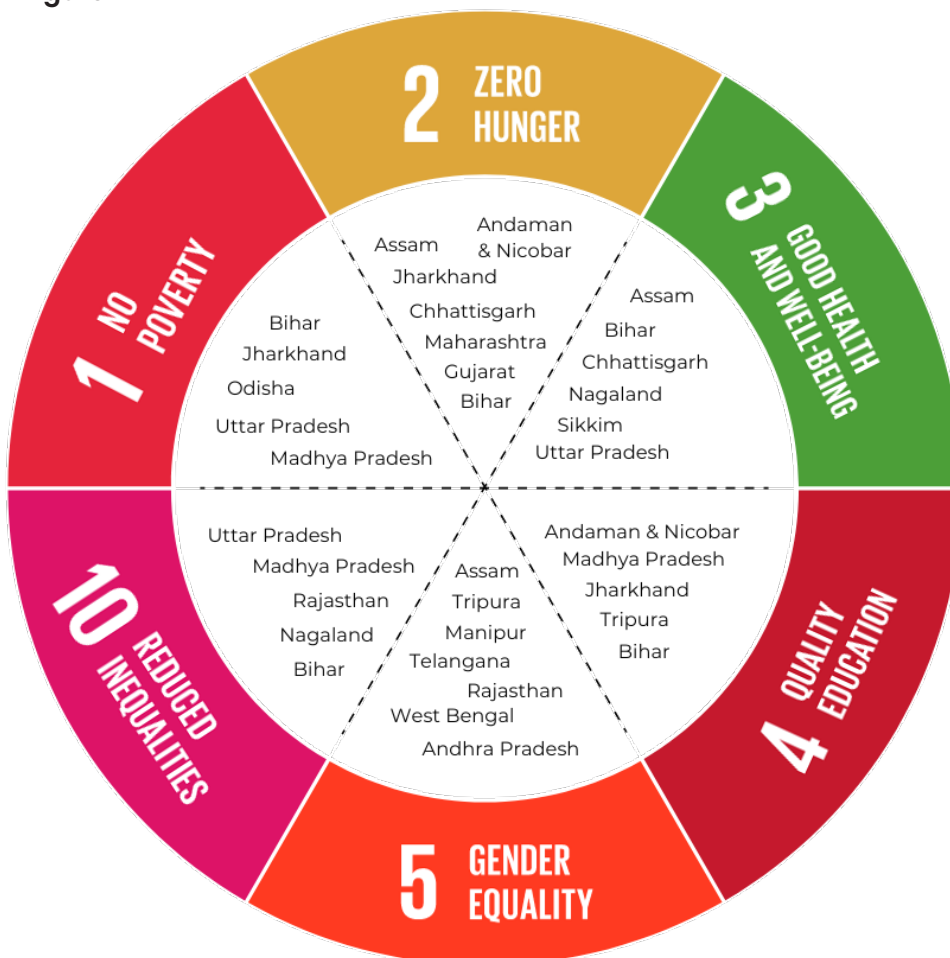


Figure 3

Highest-earning members bring home less than Rs 5,000 a month.

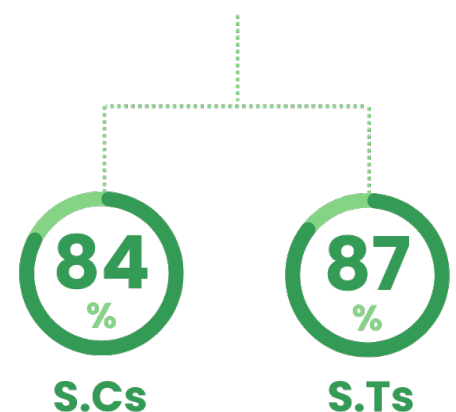




Figure 4.1

India ranks



on the **Global Social Mobility Index**



Figure 4.2

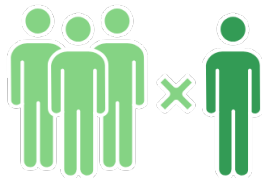
Only



While



The Challenge of Social Mobility in India



The rate of job losses among SCs compared to upper castes.

Figure 4.3

No of stunted Children in households

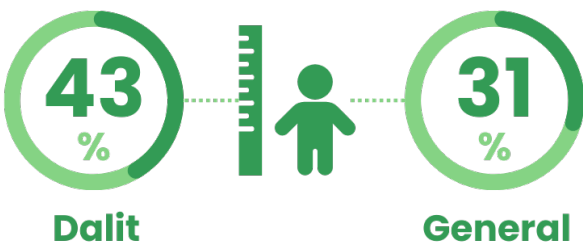


Figure 4.4

Infant Mortality Rate in SC/ST Communities



Figure 4.5

1.4 Shifting tides of philanthropic activities

At the same time, the country is witnessing a remarkable surge in philanthropic activities.

Private philanthropy's robust growth. In the past five years, CSR has expanded by 13%, family philanthropy has seen a growth rate of 12%, and retail giving has increased by 6% annually between 2017 and 2022 (Bain & Co. and Dasra, 2023), the lion's share of which can be attributed to increase in family philanthropy donations, particularly HNIs. The percentage of these funds being directed towards inclusive development needs a closer look.

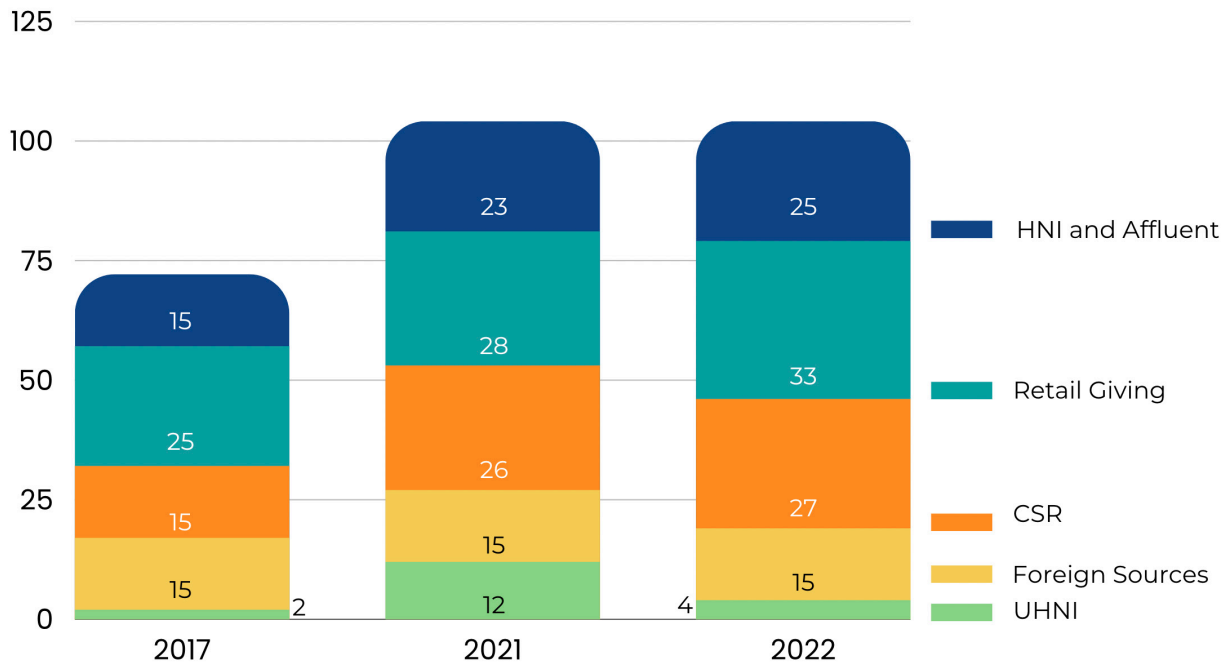


Figure 5

India's Private funding by segment (INR '000 Cr)

Decline in foreign contributions. Historically, foreign donor agencies have provided the primary funding for causes like human rights, social justice (Hartnell, 2017); however, regulatory norms have led to a decline in their contributions and created a pressing need to address this significant gap.

Impact of regulatory norms on CSR. While reducing foreign contributions, regulatory norms have stimulated domestic CSR growth. Consider that of the total number of companies contributing toward CSR, approximately 90% are unlisted, with just 3% spending over Rs 10 Cr. in FY20. Over 70% contributed less than Rs 50 lakhs. Additionally, the number of companies spending Rs 0–50 lakhs grew by approximately 15% from FY15 to FY20, indicating increased participation by smaller companies (Bain & Co. and Dasra, 2022).

Potential for greater impact. India's affluent elite donate less compared to the US, UK, and China at all wealth levels (Bain & Co. and Dasra, 2023). If Indian families were to give as per global benchmarks, it could unlock additional funding of approximately Rs 160K–Rs 170K crore for social causes in India and can be a significant force to bridge inequities in the country (Nundy & Chatterji, 2023).

It is against this background that ISDM–CPID seeks to create knowledge that enables philanthropic practices to promote justice and equality.



2. Reshaping philanthropy for genuine equity

How we can reshape philanthropy with an eye toward achieving genuine equity?

You might think, many philanthropists and funding organisations in India already focus on improving the living conditions of the least well-off in society. But how many attempt to change the political, economic, and social structures that marginalise whole communities of people in the first place? How can philanthropic strategies and approaches eliminate deep-rooted disparities in our society? How do we support and build philanthropy's role as an agent of social change?

2.1 CPID's approach

CPID focuses on philanthropy as a catalyst for inclusive development. Over the past year, we conducted interviews with stakeholders to explore the intricate dynamics in the philanthropic ecosystem. The qualitative data provided valuable insights into motivations, ecosystem gaps, practices, and challenges, which we discuss in detail later in this paper. This understanding has shed light on the interconnectedness of philanthropy, SPOs, and communities, showing us how to address challenges and create a meaningful impact for a fairer society using a systems thinking approach.

2.2 Objectives of this working paper

The purpose of this working paper is to generate knowledge that can inform the design of effective strategies and interventions, enabling philanthropy to play a more impactful role in driving positive social transformation.

In this paper, we:

- Examine philanthropy's limitations in fostering inclusive development, including practices, motivators, challenges, and traps.
- Uncover barriers to inclusive development using a systems approach analysis, highlighting the importance of stakeholders and their interconnectedness in understanding the challenges.
- Propose an action plan based on CPID's research, encouraging active participation from all stakeholders.
- Present a preliminary version of the Philanthropy for Inclusive Development (PID) Framework for inviting feedback.

NOTE: This working paper is a work in progress, not a finished document. We hope that others reading it will comment and add to it. With a country as vast as India, the insights presented here can only be a starting point.

Who is marginalised?

At CPID, marginalisation is understood as the end result of exclusionary processes that deprive certain groups of individuals, communities, and geographies from the fruits of development. Our work is committed to highlighting the impact of poor redistribution of wealth that perpetuates inequities and pushes structurally disadvantaged and vulnerable groups into further marginalisation. In line with this understanding, philanthropy that strives to promote inclusive development must take into account marginalisation based on communities, geographies, and issues.



Methodology

The study is essentially a qualitative assessment of primary and secondary sources of data, highlighting the present trends of funding for social sector issues, especially social inclusion in India from the point of view of marginalised communities and geographical regions. The study aims to comprehend the trends in public funding for the social sector vis-a-vis private funding inclusive of philanthropy and CSR, trends, key motivations, challenges, and potential opportunities.

A systems thinking approach has been adopted to carefully study the interactions and relationships between the various categories of stakeholders.

The study is primarily qualitative, involving expert interviews with a diverse mix of philanthropists and leaders from SPOs. The sample size comprises 60-plus participants and data was collected over a period of 10 months.

Experts were identified based on the following criteria:

- Experts who have applied core principles of systemic change in their work and/or organisations for at least five years or beyond.
- Experts who have the breadth of knowledge and experience across domains/ geographies/ themes/ organisations in the social sector.
- Availability of their willingness to engage in in-depth conversations with the research team.



In addition to this, secondary sources of literature comprising reports, academic articles, blogs, etc., have been thoroughly consulted.

The interviews conducted have been transcribed, coded, and analysed using suitable qualitative software.



PHILANTHROPY'S KEY STAKEHOLDERS

Every donor has preferences – these could be about select themes, geographies, or even select approaches to work. The tighter these 'preferences' or boundaries, the lesser is the agency and autonomy of CSOs to innovate, respond to deviations caused by ground realities, or to add dimensions such as gender justice or social justice.

Neelima Khetan and Jayapadma RV
Social Sector experts

It would be fair to say that all but a negligible fraction of giving by business and wealthy families in India today is directed towards supporting short-term, easy-to-measure, techno-managerial programs that fill gaps in public service delivery.

Ingrid Srinath
Founder & Director, CSIP

In our experience, most Asians will not fund social justice when it is called social justice or advocacy. They will not fund gender justice when it is called gender justice. They will, however, fund women's access to capital, keeping girls in schools, and even family planning.

Naina Subberwal Batra
AVPN

The dominant discourse in philanthropy in India today is about scale and impact.

Dr. Rajesh Tandon
PRIA





1. Influential players shaping India's giving landscape

At CPID, we recognise that the philanthropic landscape and ecosystem are continuously evolving spaces, and they play a pivotal role in shaping the social sector's impact. By identifying the people or organisations involved (stakeholders), the activities and methods used (practices), and the difficulties or obstacles faced (challenges), we attempt to understand the intricate dynamics involved and identify the barriers that hinder inclusive development and meaningful social impact.



1.1 Public sector financing

The public sector takes a prominent role in social sector financing in India, with the Centre and states jointly contributing nearly 95% of the total development expenditure. This funding is channelled through various government schemes, with a specific focus on marginalised communities, women, and children (Govt. of India, 2015).

1.2 Private philanthropic capital

Private philanthropic capital is a significant force for positive change, collectively contributing about **86% of the total philanthropic capital** (Bain & Co. and Dasra, 2023). This capital is derived from multiple sources, including corporate social responsibility funds (CSR), family philanthropy by ultra-high net worth individuals (UHNIs) and high net worth individuals (HNIs), and retail giving. Family philanthropy has **grown at 12%** over the last five years, **reaching \$3.6 billion (Rs 29,600 crore) in FY 2022** driven primarily by a growth in HNIs/affluent givers (net worth of Rs 7–200 crore). (Bain & Co. and Dasra, 2023.)

CSR spending. In the last five years, has grown by 13%, reaching \$3.3 billion (Rs 27K crore) in FY22. It now accounts for 30% of overall private giving in FY22 (Bain & Co. and Dasra, 2023).

Retail giving. Comprising donations from everyday individuals, constitutes 36% of total private philanthropy and is projected to reach 29% by FY27 (Bain & Co. and Dasra, 2023). Its expansion is closely tied to the

increased adoption of Unified Payment Interface (UPI), workplace deductions, crowdfunding, and e-commerce contributions.

1.3 Social Purpose Organisations

Social purpose organisations (SPOs) play a critical role in alleviating social issues related to marginalisation and exclusion, with or without philanthropic funding. They respond to these challenges in two primary ways. Firstly, by forming social or rights-based movements to advocate for specific causes or rights. Secondly, by actively engaging in service provision, providing disaster relief, and empowering communities through philanthropic projects at the grassroots level. Their **economic contribution** to the sector has **grown from about 1.41% in 2008–09 to 1.94% in 2019–20** (GuideStar, 2023).

1.4 Bridge organisations (Intermediaries)

Bridge organisations, also known as intermediaries or philanthropy support organisations, play a critical role in the philanthropic ecosystem. They act as connectors between donors (individuals, corporations, or foundations) and beneficiaries, addressing trust deficits within the social sector that can hinder philanthropic giving.

Intermediaries provide comprehensive support to both funders and implementing organisations (SPOs). Their services encompass capacity building, data and technology assistance, research, legal

compliance, monitoring and evaluation, impact assessment, talent management, and more. This support is instrumental in enhancing the effectiveness and efficiency of philanthropic initiatives.

Understanding these key stakeholders helps navigate the complex terrain of philanthropy in India, where public and private sectors, along with various intermediary organisations, collaborate to drive positive social impact.

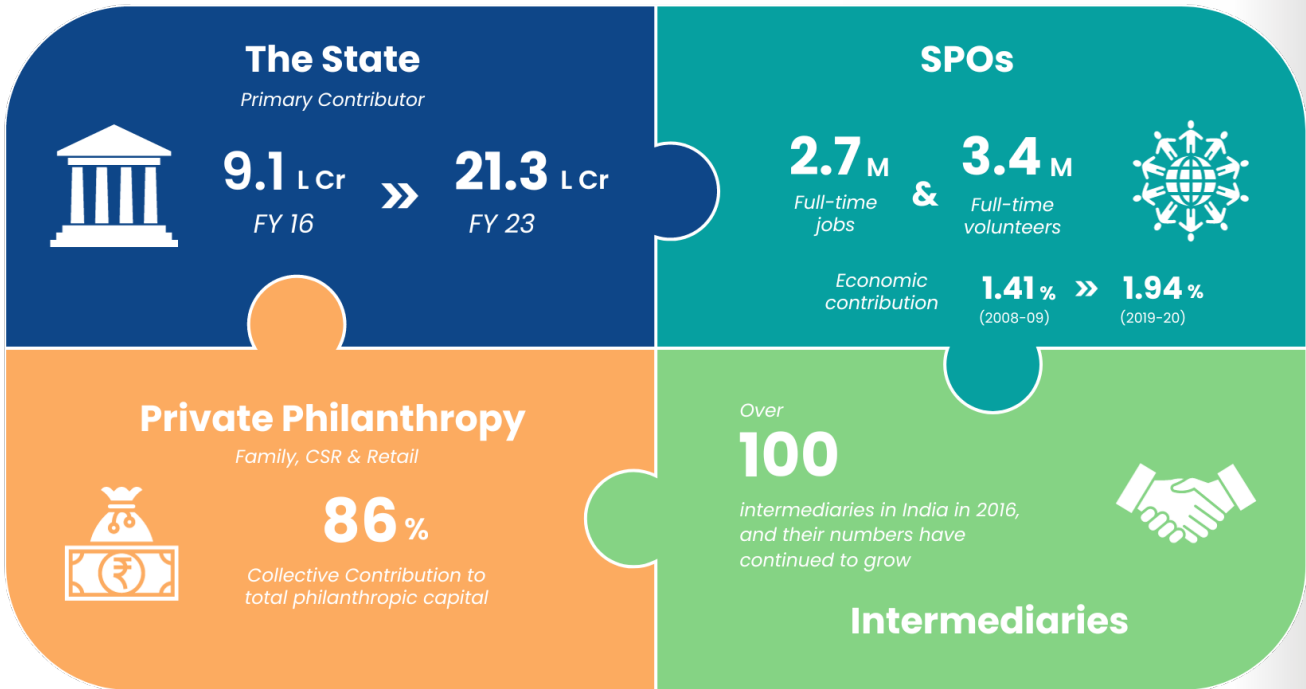


Figure 6



How We Engage: Stakeholder Practices, Drivers, and Challenges

In this section, we present our main discoveries on how participants engaged in philanthropy navigate it, the motivations that drive their actions, and the issues they encounter.





PRACTICES

1. Preference for certain themes or causes

Philanthropic funds often exhibit imbalances, leading to the prioritisation of certain themes or causes over others. Conversely, the focus is extremely low on areas like human rights, gender equality, women empowerment, populations at risk such as youth-at-risk, marginalised communities such as Dalits, Tribals, religious minorities as well as vulnerable population such as prisoners, sex workers, immigrants, and the like.

A report breaking down giving by Inter-Gen and Now-Gen philanthropists by sector reveals that 75% of their contributions are directed toward established causes such as education, healthcare, EdTech, senior care, and palliative care (Bain & Co. and Dasra, 2023). However, there is a need for prioritisation of areas which have traditionally received limited resources like Gender Equality, Diversity, and Inclusion (GEDI) initiatives, including gender equality, social justice, disability, and mental health.

1.1 Education, healthcare are top giving choices

As per recent reports, the maximum amount of private philanthropic capital is allocated to sectors pertaining to education and healthcare followed by arts and culture (Edelgive and Hurun India, 2022). Per data collected in 2022, 46% of the top 100 philanthropic foundations contribute to education, and 43% of total funds are allocated to it. Likewise, 22% of the funds are directed to healthcare (Edelgive and Hurun India, 2022). This

trend persists irrespective of the funding source, whether from individual donors, corporations, foundations, or other avenues. If we consider CSR allocation, healthcare and education collectively accounted for approximately 55% of contributions. Due to the pandemic, funding for other causes saw a shift towards healthcare and disaster relief, resulting in an increased share in FY21 and FY22 compared to FY20. Conversely, gender and environmental causes received the least funding (Bain & Co. and Dasra, 2023).

1.2 These themes are a central focus for SPOs too

Tighter donor preferences limit the autonomy of nonprofits, hindering their ability to innovate, adapt to local conditions, or address broader issues like gender and social justice (Forbes, *A New Era of Giving*). Data shows that SPOs in India tend to focus on education and health (see figure 7), which are popular areas of focus for both public and private funding streams. Conversely, domains such as Dalit upliftment, human rights, and tribal affairs seem to get less attention.

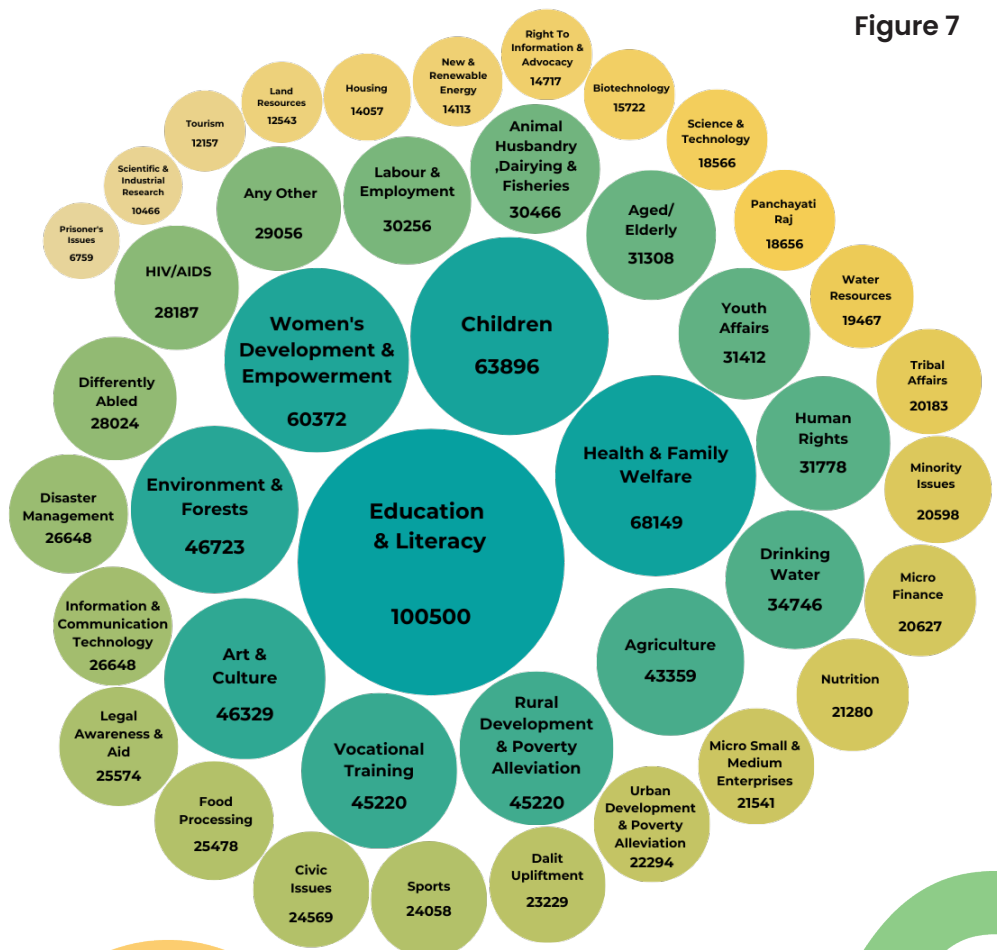


Figure 7

1.3 Why these time-honoured missions hold a special place

The belief is that education and health have a historical heritage. Dr Rajesh Tandon of PRIA points out that after India gained independence, several influential industrial families were influenced by Mahatma Gandhi's idea of trusteeship, that they were custodians of the less fortunate and should use their wealth for the betterment of society. *'Education and healthcare continue to remain prime focus areas amongst families till date.'* (Tandon, *A New Era of Giving*).

There is no doubt that education and health are crucial, but can these legacy missions be re-evaluated in a fresh way? Philanthropist Luis Miranda believes education and healthcare are crucial elements for societal betterment. *'What's the purpose of education? It's to improve the lives of people. It's about social justice. We need to look at our interventions through that lens,'* he says (*A New Era of Giving*).

1.4 Steering clear of hot-button issues

While many philanthropists are broadening their giving interests, there is a deliberate effort to avoid becoming involved with or supporting charitable causes that are contentious or likely to provoke disagreement or debate. This concern transcends national borders. As observed by AVPN's Naina Subberwal Batra, *philanthropists from various countries, including Thailand, the Philippines, and Indonesia, tend to avoid funding causes that might cast them as 'troublemakers,' even if they privately support such causes* (Batra, *A New Era of Giving*).

Hesitation to support certain issues, such as mental health, sex workers' rights, and gender equality, is rooted in deeply entrenched social taboos and compounded by limited government backing. Consider that among emerging areas of interest for philanthropists, ecosystem strengthening garners significant attention with **41% engagement as compared to 17% for GEDI**

initiatives (Bain & Co. and Dasra, 2023). These statistics highlight the reluctance to redirect resources and focus towards addressing long-term systemic challenges in sensitive sectors.

2. Location biases are leaving some states behind

Funding inequities aren't limited to specific themes; certain geographic regions receive disproportionate attention and support, while others remain underfunded and frequently overlooked.

Social sector experts Neelima Khetan and Jayapadma RV, in their analysis, found that **CSR funds tend to concentrate in Southern and Western states, which consistently perform well on human development index (HDI) indicators.** This trend has persisted for several years (*A New Era of Giving*). Moreover, CSR spending is concentrated around commercial and industrial hubs rather than the most underdeveloped regions (Sattva and BMGF, 2022).

2.1. To which states does the funding go?

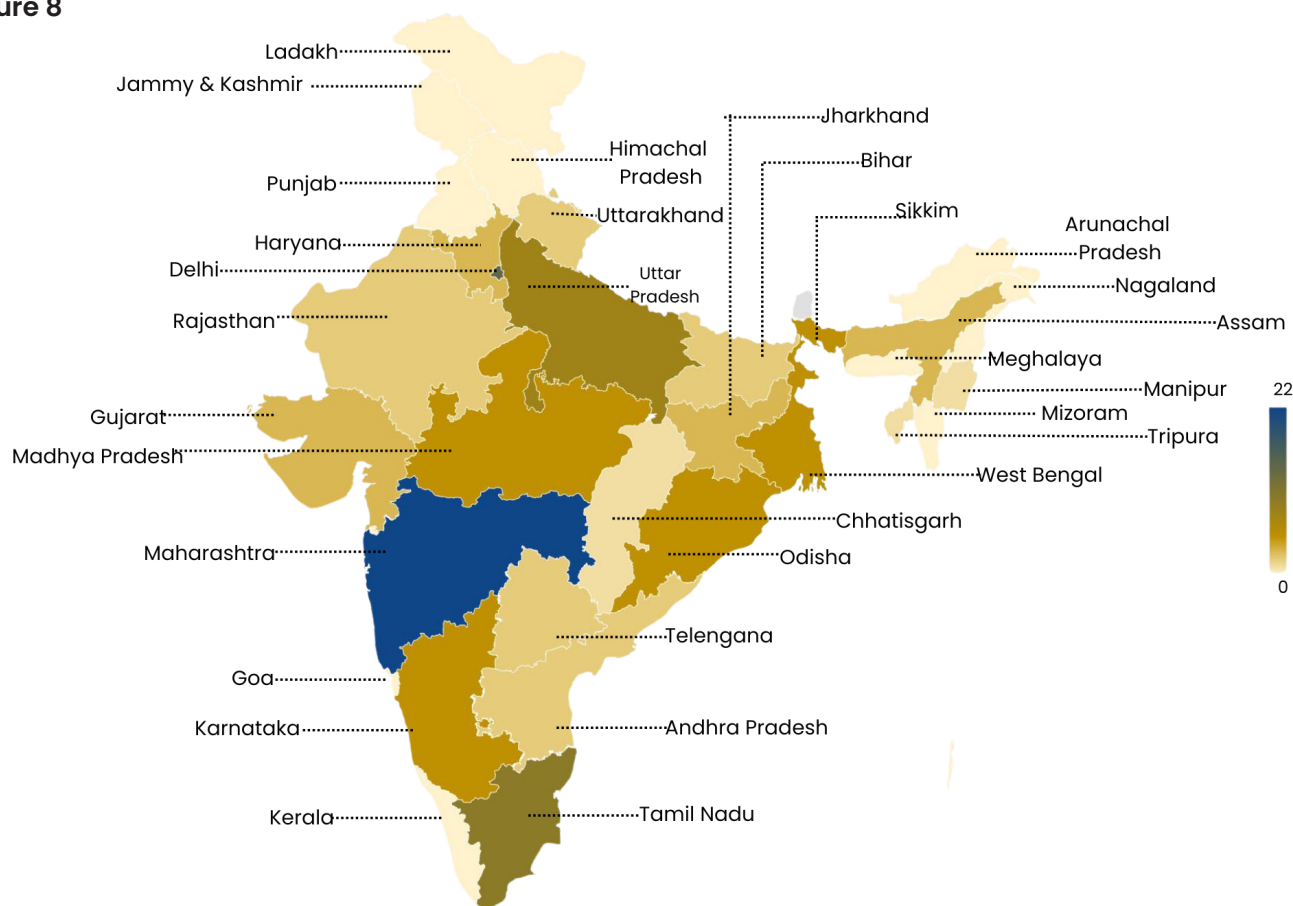
Ten states together account for **70%** of the CSR spend over the past seven years (Ministry of Corporate Affairs, n.d.). The majority of funds are allocated to states like Maharashtra, Gujarat, and Tamil Nadu, which are not the poorest states, nor the lowest on the human development index (HDI).

This does limit the distribution of resources to other regions, particularly in the North East (Meghalaya, Mizoram, Tripura, Nagaland), Jammu & Kashmir, and Bihar, regions that exhibit the highest levels of unequal development across various social groups (MCA, n.d.).

Interestingly, the government gives a **larger share (32%)** of its social sector budget to six states with less than **Rs 1 lakh per capita income, compared to CSR (17%)**. (Bain & Co. and Dasra, 2023.)



Figure 8



2.2. Struggling states lack adequate support

States at the bottom of the United Nations’ Sustainable Development Goals (SDGs) performance list – which ranks countries or regions based on their progress and achievements in meeting sustainable development targets – lack a robust social support infrastructure, particularly in terms of the presence of SPOs actively working in those regions. Bihar, Jharkhand, Arunachal Pradesh, Meghalaya, Chhattisgarh, and Nagaland (NITI Aayog, 2023) exhibit a notably limited presence of actively operating SPOs (Govt. of India, 2022).

There is a geographical disparity in the distribution and concentration of intermediary support to social sector organisations too. Intermediaries support in India is predominantly concentrated in a select few regions, with Maharashtra, Uttar Pradesh, Tamil Nadu, and West Bengal having a notable presence, while the North Eastern states lag significantly in this regard (ISDM & CSIP, 2022).

2.3. Preferred states, preferred causes

It is worth noting that even in states like Maharashtra and Gujarat, which receive substantial funding for philanthropic activities, there is a significant disparity in how those funds are allocated. Specifically, the funding for family philanthropy in areas related to human rights and environmental causes is much lower compared to the funding allocated for education and healthcare (Candid, 2023).

3. Seeking quick, measurable returns

In many instances, philanthropic organisations and donors tend to adopt the practice of seeking quick, measurable returns as a deliberate strategy. They prioritise funding initiatives that can demonstrate tangible results within a relatively short time frame. This shift is particularly conspicuous in the emergence of large corporate foundations and the rise of innovative social enterprises and intermediary organisations (Khetan et al., *A New Era of Giving*).

This preference leads to a substantial portion of funds consistently directed towards alleviating the immediate consequences of poverty rather than proactively addressing the underlying structural causes that perpetuate it.

3.1 Families, individuals prefer to fund causes with measurable outcomes

Philanthropists who donate money for causes like education and healthcare prefer to support things that can be easily measured, like how many students are going to school or pass their exams, or the number of participants in healthcare screenings and vaccination drives. These donors want to ensure that their contributions are making a meaningful impact, and supporting initiatives with measurable outcomes ensures both accountability and quantifiable results that can be communicated to their stakeholders, whether it's family members, board members, or the public.

The language of contemporary philanthropy has evolved, embracing corporate terminology, systems, and methodologies, driven by a new generation of philanthropists with a background in successful business ventures. They are taking a more hands-on approach (Tandon, *A New Era of Giving*).

3.2. CSR: blending business principles with social goals

Compared to philanthropic contributions from earlier generations' foundations, CSR funding today is distinct in terms of its timeframes and characteristics. Corporates tend to apply the same market metrics, which they are familiar with and are applied to the rest of the company, to their CSR divisions. The characteristics seem to be tangibility, measurability, and an assurance of a high degree of likely success in outcomes (Khetan et al., *A New Era of Giving*). **CSR funds too generally tend to be focused on the short run; most corporates work with a one-year time horizon and only a few speak of multiyear partnerships** (Khetan et al., *A New Era of Giving*). CSR's scope is also limited by the rules and regulations governing it, which

has been covered in more detail later in the paper.

3.3. The flip side: losing sight of the root causes

While this shift towards a more results-driven and accountable approach in philanthropy is aimed at ensuring tangible impact and driven by a desire for immediate change in supported causes, it presents significant challenges, as we've discussed later in this paper.

Dealing with complex and enduring challenges in inclusive development often necessitates patient, multifaceted approaches that may not yield immediate or easily measurable outcomes.

4. Changing philanthropic profiles

There has been a noticeable shift in demographics of philanthropists, with an increase in younger and non-traditional philanthropists who bring fresh perspectives and priorities to the field.

4.1. Young givers are making a difference

The practice of establishing family foundations has accelerated, with the timeline shrinking from **30-50 years** in the **1950s** to just **15-20 years** in the **2010s** (Bain & Co. and Dasra, 2019). In India, a new generation of philanthropists (from traditional business families or first-time wealth creators) are emerging as practitioners of philanthropy, quickly mobilising to support their chosen causes, embracing innovation and calculated risks. They recognise the value of their resources, both financial and social, echoing Ashish Dhawan of TCF's motto: **'give more, give sooner, give better.'** Dhawan encourages young, successful entrepreneurs to commence their philanthropic journey in their 30s, challenging the perception that it's reserved for later stages of one's career, typically in their 50s or 60s (*A New Era of Giving*).

4.2. The rise of retail giving

Retail giving is a rising force in philanthropy, growing by an impressive 18% in FY21. By



FY27, it's projected to make up about 29% of total private giving (Bain & Co. and Dasra, 2023). India's expanding group of professionals from IT, financial services, and manufacturing backgrounds are swiftly joining the philanthropic ranks, engaging in volunteering and online donations through retail giving platforms (Bain & Co. and Dasra, 2023).

This shift underscores that philanthropy is no longer confined to the elite; it has become a middle-class activity, with a growing number of individuals from diverse backgrounds participating in charitable efforts.

4.3. New blood, new direction

First-generation wealth creators and globally connected entrepreneurs are increasingly engaging in philanthropic endeavours, bringing their distinctive approaches to the field compared to those with inherited wealth. Many of these individuals are inclined to practice philanthropy by supporting non-traditional sectors, such as capacity building and organisational development within the sector.



DRIVERS

1. Motivations across the spectrum

Why does a person or a group want to give their money away? How do the receivers understand this giving? Is this giving a transaction, a kind of contract? Or is it a giving without any strings attached to it? (Sarukkai, *A New Era of Giving*.)

People engage in philanthropy for various reasons, including personal, religious, political, and emotional motivations. These drivers can be influenced by factors such as age, income, education, and peer influence, among others. The perspectives of younger generations and global trends also play a role in shaping philanthropic participation



1.1 Giving as a core Indian value

Social responsibility has been a core value and upheld as a force for good long before the CSR law was a mandate. Philanthropy has historically been a part of Indian culture and tradition, dating back to the pre-Independence era, **inspired by Gandhiji's teachings emphasising the significance of selflessness, empathy, and a profound sense of responsibility for the well-being of others** (Nundy, *A New Era of Giving*). The individuals and families CPID spoke to expressed a fierce innate desire for aiding the socioeconomic development of those less fortunate, advancing human rights, and equitable distribution of resources. Some because of what they might have experienced in the past; others are driven by their vision for the world and a genuine desire to see a just society.

This core value extends beyond those in positions of privilege. Rati Forbes of the Forbes Foundation says, 'I'm on a board of a foundation that takes donations over the phone. It's amazing how much money they've received from regular people who call in, from all kinds of backgrounds.' (*A New Era of Giving*.)

These doers operate from an essential belief that these rights are inherent to every human being, not mere privileges bestowed upon them through charity. It is not perceived as a transaction of giving and receiving (Marwaha, *A New Era of Giving*).

1.2 From the heart and soul

Love of humanity is a driving force behind philanthropic endeavours (Moore, *A New Era of Giving*). In India especially, a lot of

families and individuals are motivated to give for spiritual purposes or for the emotional reward of giving and helping others.

Most major religions have highlighted the importance of giving to those in need, especially the poor and less fortunate, as a central tenet. The initial and sole nationwide survey of the nonprofit sector, conducted nearly two decades ago, encapsulated the fundamental nature of everyday giving in this nation. It revealed that 'almost 40% of all households donate to charitable causes' (Tandon, *A New Era of Giving*).

There is a strong emphasis on acts of charity and sharing one's wealth. It is probable that this timeless message, transmitted across generations, has firmly entrenched the concept of kindness in the typical Indian mindset. A significant number hold the conviction that those who provide sustenance to the hungry and clothing to the less fortunate receive favour from the divine (Tandon, *A New Era of Giving*).

Motivated by love, there is an impulse to rush in and offer immediate help. However, many philanthropists are choosing to forgo that fleeting moment of satisfaction, opting instead to concentrate on generating enduring and meaningful impact. As Rati Forbes explains, 'For most of us, it really starts with the heart. In time, however, you realise that you can provide much greater value to an organisation or group by helping them find more sustainable approaches to their work.' (*A New Era of Giving*.)

1.3 Legacy and gratitude

The desire to preserve family honour and legacy is another propellant for philanthropists. Many are grateful for their accomplishments and significant wealth, and they aspire to give back to the communities that have played a role in their success. With the blessing of wealth exceeding personal needs, they feel a responsibility to create a positive impact in as many lives as possible (Chandra, *A New Era of Giving*).

While sustaining philanthropic legacy by

dedicating a share of resources to back local schools or well-established family trust projects, there is a concerted effort to approach philanthropy with greater intention and depth (Forbes, *A New Era of Giving*).

Concerns regarding inequality and the possibility of unrest serve as motivators for many in their philanthropic endeavours. It is not uncommon to recognise the prevalence of poverty and disparities in opportunities, which can serve as catalysts for social change and challenges to the status quo. Therefore, practicing a commitment to social justice is not only a moral imperative but also a proactive step in averting potential upheaval and its consequences (Miranda, *A New Era of Giving*).

1.4 Source of money influences decisions

The motivation for philanthropic funding varies based on its source, with family philanthropy primarily driven by family values and governance. There are also many noticeable differences between the giving behaviour of the wealthy and that of the middle class. There are also differences in motivations and giving traits of the inherited wealthy and the newer wave of wealthy entrepreneurs.

Business motives take precedence in corporate or CSR philanthropy. Consider that vocational training programs in education, carpentry, and computers are more supported by corporate funding as compared to individual philanthropists.

The source of funding exerts a great deal of influence on the relationship dynamics within philanthropy and can lead to an inherent imbalance between the provider of funds and the recipient of those funds i.e., the donor and the recipient. This relationship is inherently unequal because one possesses the resources to give while the other requires them. What ethical concerns stem from this imbalance? Can it result in a power imbalance? Does the donor hold influence over the recipient? (Sarukkai, *A New Era of Giving*). This point has been tackled in more detail in the Challenges section ahead, where we delve into the complexities of philanthropic power dynamics.

1.5 Seeking incentives and rewards

Though these are less openly admitted, many a times the motive to engage in philanthropy is a desire to gain goodwill from the community. For example, family-run businesses will practice philanthropy in order to divert attention from another business misconduct. Additionally, personal political relations with other affluent members of the community is also a major contributing factor in deciding where and how much the funds would be utilised. **An important hurdle for fundees to negotiate is whether it is acceptable to use money derived from dubious means for philanthropy** (Sarukkai, *A New Era of Giving*).

Most corporates expect a return on investment from CSR expenditure — be it the enhanced goodwill of local communities, strengthening of the company's social licence to operate, or at least greater media visibility. Examples of corporates giving without expectation of any returns accruing to business are rare. (Khetan et al., *A New Era of Giving*.)

While often not the primary motive for philanthropy, the income and estate tax benefits of giving influence philanthropists' choice of charitable structure.

1.6 Advancing the nation

In the past, many individuals may have engaged in charitable activities primarily for personal reasons or motivations. However, philanthropists are shifting their focus from individual or personal interests to more collective and national goals, aiming to make a meaningful and lasting impact on the country.

A significant driver to highlight is that the new-age philanthropists are increasingly transcending historical funding preferences, prioritising often underrepresented causes. Over **90%** of Inter-Gen (current generation of family philanthropists) and Now-Gen donors are actively motivated to engage in causes such as climate change, gender equity, diversity, and inclusion (GEDI), as well as strengthening philanthropic

infrastructure (Bain & Co. and Dasra, 2023).

There is a gradual shift towards using data, technology, innovative finance models, systems approaches, and collaborative funding to make philanthropy more effective and transformative (Bain & Co. and Dasra, 2023).

2. In closing

Understanding the drivers behind one's philanthropic efforts is pivotal, as it informs strategic decisions, ensuring that the intended positive outcomes align with the broader goals of social change and improvement. It is imperative for individuals identifying as philanthropists to be conscious that their motivations, intentions, actions, and words hold considerable importance in their pursuits, particularly when aiming to have a substantial impact in advancing fairness, inclusivity, and equity within the communities they are committed to supporting (Moore, *A New Era of Giving*).



CHALLENGES

1. Complex connections in philanthropy bring difficulties

Philanthropy is a complex and interconnected landscape, presenting an array of challenges for its diverse stakeholders. Donors, SPOs, and beneficiaries find themselves grappling with a myriad of problems that intertwine and create intricate dependencies. As we've demonstrated later in this paper, what one person or group does can affect others. Highlighted below are a few of the issues they contend with.

1.1 The desire for donor control

People who donate money for philanthropic purposes often expect to have control over how that money is used, similar to how they would have control over their business operations. However, in philanthropy, this can be problematic. In many cases, funders



impose stringent reporting requirements and push for changes despite the local organisation's long-term field experience (Banerjee and Shriram, 2022). 'The view ... [is that the] person who foots the bill and gives the money has a right to expect what they want done with that money. However, in philanthropy, such an argument can be a problem since the impact of the intervention is not on their business but on the people and community,' argues professor of philosophy and author Sundar Sarukkai (*A New Era of Giving*).

Philanthropic entities should ideally function autonomously, separate from their founders. Once funds are committed to philanthropy, they transform into public resources, relinquishing their status as private assets of the donor. True philanthropy matures when an ecosystem-driven approach is embraced, ensuring that dedicated funds are utilised to serve the best interests of those in need (Doegar, *A New Era of Giving*).

1.2 Donor-centric personal focus can diminish broader perspective

A high level of personal involvement can cause a funder to overly focus on personal objectives, potentially causing them to lose sight of the broader perspective. Unfortunately, foundations, family offices, and the consultants advising their philanthropic strategies often lack representation from the communities they aim to serve (Srinath and Patnaik, *A New*

Era of Giving). Part of the issue stems from the tendency of many philanthropists to run their own initiatives and NGOs, rather than collaborating to tackle larger, more complex problems that often get overlooked (Chandra, *A New Era of Giving*). This underscores the importance of constantly questioning the status quo, whether it's challenging others' prejudices or examining one's own biases (Marwaha, *A New Era of Giving*).

1.3 Funder-grantee power dynamic fuels a cycle of harm

The underlying power dynamics between funders and grantees/SPOs perpetuate a harmful cycle. Insufficient communication between funders and SPOs compounds this problem, highlighting the need for intermediary organisations, which aim to facilitate connections between the two, to take a more active role in fostering greater exchange of learnings and collaboration.

According to a recent study, the power differential results in unrealistic expectations regarding the actual costs of operating an SPO. In many instances, SPOs may resort to misrepresenting their costs by underreporting them to secure funding (AIP, 2022). This further amplifies funders' unrealistic expectations about costs, particularly regarding overhead, capacity building, and other non-program-related expenses. At its worst, this dynamic can give rise to a vicious cycle known as the 'slow starvation' of nonprofits (Gregory & Howard, 2009).

1.4 Risk aversion: the catalyst for short-term focus

With the CSR budgets of companies being dependent on the net profit, companies tend to focus on short-term year-on-year spending targets. Companies thus tend to be risk averse, unable to support programmes which address root causes of social issues and require long-term focus (Aravind and Philip, 2023).

For example, while education has been the

entry point for a majority of CSR spending, most of the funding in education is targeted around building, operating or providing support services to educational institutions, rather than engaging in systemic issues.

Even though the recent amendments in the CSR law does recognise the need for multiple year investments by bringing in the concept of 'ongoing projects' (*Economic Times*, 2022), projects dealing with human rights and social justice require longer incubation beyond the defined period and more flexibility to achieve meaningful outcomes.

1.5 Inadequate attention to intersectional issues

Wealth holders are realising they have an important role and responsibility in addressing the fundamental causes of big problems. This means looking at problems as connected and needing solutions that work together. Recognising the interconnectedness of issues and actors has led the way to a responsive breed of philanthropy, which is willing to broach the thorny issues of access, justice, and civil rights within their communities. (Subberwal, *A New Era of Giving*).

While there has been progress in this direction, there is still room for improvement in adopting a more comprehensive and intersectional approach. For example, while SPOs are engaged in addressing gender-related issues, there remains significant room for all interventions to adopt a gender lens, given the pervasive nature of gender inequality. Moreover, gender issues serve as fundamental root causes of various social problems that SPOs tackle, particularly through philanthropic projects. It is essential to consider an intersectional lens in these efforts (for e.g., climate issues disproportionately affect women, but do interventions take that into account?).

1.6 Sanitised interventions

The prevailing pressure to prioritise collaboration with the government and the associated need to sanitise or dilute interventions can be attributed, in part, to the dynamics within the current political

landscape. This dynamic often necessitates careful navigation to maintain harmonious relationships (Srinath and Patnaik, *A New Era of Giving*). 'The persistence and courage of the few Indian philanthropists who direct their support to organisations focused on the root causes of exclusion, discrimination, and exploitation, and to finding structural solutions to them, is therefore, even more laudable.' (*A New Era of Giving*.)

2. Obstacles faced by SPOs in achieving impact

SPOs have their own unique set of challenges. At the outset, the capacity gap between SPOs and the scope of the challenges they aim to address is a significant concern. India is frequently cited as having around 3.3 million SPOs (ICNL, 2023). However, the Centre for Social and Economic Progress (CSEP) report from 2022 suggests that the actual number may be closer to one million, with only around 11-12% of these being considered 'active' (NITI Aayog, n.d.).

According to CSEP, each active SPO may serve roughly 25,000-50,000 individuals. Considering the significant social and economic challenges facing India, the number falls short of meeting the needs of the vulnerable population. Due to constraints on their capacity, whether in terms of funding, personnel, or infrastructure, SPOs struggle to reach the full potential of their impact.

2.1 Funding challenges

Soliciting funds is a formidable task for SPOs. In India's complex giving landscape, the large well-connected SPOs have easier access to funds as compared to smaller and newer SPOs (AIP, 2022). Funding is skewed to certain sectors like education, disaster relief, and healthcare where impact is easy to measure and visualise.

Short-term financing issues. Most of the funding also tends to be sporadic rather than long-term, hindering the ability of SPOs to work on complex issues. Often, there is a lingering resentment experienced by organisations that have received funding for a few years and are subsequently cut off, primarily because philanthropists tend to prefer supporting organisations for a

specific duration. This situation has had a significant impact on the outcomes of their efforts in the field and on the individuals and communities they have been assisting (Sarukkai, *A New Era of Giving*).

Finding new donors is difficult. Another survey of nonprofit organisations in India found that while individual donors represented the largest share of total income, almost half of the respondents didn't know how to attract new donors, and a third didn't have a clear fundraising strategy (Hermon, 2019).

Retail giving's limited impact on SPOs. Although retail giving is an emerging category, currently, it's not significantly contributing to the financial growth of SPOs. A mere 22% of these donations find their way to SPOs, with a substantial portion going directly to peer-to-peer, community, or individual causes. These include donations to religious groups and funding for education sponsorship among domestic staff (Bain & Co. and Dasra, 2023).

2.2 Operational costs

Restricted funding limits the autonomy of SPOs to invest in critical functions. A recent study finds that more than 83% of the SPOs surveyed reported struggling to secure coverage of indirect costs, and only 18% could invest sufficiently in organisational development (Bridgespan, 2021). Capacity building, talent management, training, technology advancement, fundraising, and other critical areas important to build sustainable organisations receive very little or no funds.

Certain NGOs face greater challenges than most. For instance, 70% of NGOs led by members of the Dalit, Bahujan, or Adivasi (DBA) communities have not reported any operating surplus in the past three years, compared to 45% for non-DBA-led NGOs (Bridgespan, 2021).

Hurdles for tech adoption. Lack of unrestricted funds limits the ability of SPOs to invest in robust talent management systems and in adopting technology. Many SPOs are also currently underutilising technology, which hinders

their ability to reach their full potential, improve efficiency, increase productivity, and amplify their impact (NASSCOM, 2021).

2.3 Acquiring and retaining talent

For SPOs, acquiring and retaining talent can be a difficult undertaking. A 2022 study, that covered 100 organisations, found that limited size and quality of talent pool is a persistent problem for them (ISDM & CSIP, 2022). Another study found that retention of employees' stood out as a high-ranking concern (ILSS, 2022). Among the leading causes of high attrition rates is the inability of SPOs to offer high remuneration (Dasra, 2019).

When surveyed, fundraising was one the key areas that nonprofits expressed a desire for more training and support (Hermon, 2019).

2.4 Encumbered by paperwork

SPOs bear a substantial burden when it comes to reporting and compliance, which diverts valuable resources and focus away from their core missions.

Struggle for impact amidst administrative emphasis. There's an overwhelming emphasis on auditing and accounting procedures (Sarukkai, *A New Era of Giving*), often prioritising inputs and outputs while sidelining actual outcomes. Consequently, nonprofits may find themselves leaning towards meeting quantity-based requirements rather than striving for meaningful and enduring impact. A recent report from AIP in 2022 highlights that 54% of surveyed nonprofits view these administrative processes as burdensome.

Third-party evaluation funds. Some donors have recognised the paperwork's complexity and allocated a separate fund for third-party monitoring and evaluation. This benefits not only the funders but also enhances the credibility of the organisations, increasing their chances of securing more grants. These independent studies have also uncovered unexpected and valuable qualitative outcomes previously unknown to those involved (Forbes, *A New Era of Giving*).



2.5 Regulatory restrictions

The legal and procedural constraints associated with corporate funding have limited the agency and flexibility of the SPO/ NGO ecosystem to design and implement effective and innovative solutions for societal social issues.

Stringent regulations like new nonprofit organisations not being permitted to access several potential sources of funding for at least three years after inception limits their ability to carry out their mission (ICNL, 2022). SPOs seeking to claim tax exemption are often subjected to a limitation, allowing only a maximum of 20% of their receipts to be earned income (Income Tax Department, n.d.). This restriction has posed considerable hurdles for these organisations in their efforts to achieve self-reliance through generating their own funds.

As a result, they may struggle to diversify their revenue streams and achieve financial sustainability, impacting their ability to implement and scale their impactful initiatives effectively.

In addition to this, the Income Tax Department may require anywhere between three to six months to grant tax exemption status (Section 12AA of the [Income Tax Act, 1961](#)) and to process donors' tax deductions (Section 80G). However, trusts, societies, or Section 8 companies working in the area of education and health may complete the registration process more quickly (as compared to an advocacy organisation or one seen to be conducting commercial activities). (IDR, 2020.)



2.6 Implications of mandatory CSR regulation

When businesses are mandated to engage in CSR, they often place a greater emphasis on directing their profits towards social causes rather than delving into the deeper complexities of wealth inequality, unequal wealth distribution, and power imbalances. In essence, this shift in focus can divert philanthropy's attention away from addressing the systemic issues that underlie these problems, making it more about fund allocation for the sake of appearing socially responsible rather than tackling the root causes.

2.7 Some encouraging trends in the SPO space

Expanded reach. According to a recent report published by CSO COALITION@75, 78% of nonprofit organisations (NPOs) reported that their reach, in terms of the number of communities served, has increased in the last five years (GuideStar, 2023).

Enhanced impact. Among respondent NPOs that were registered on or before 2007 (sample size=312), more than half have reported an increase in their ability to achieve impact, collaborate with other organisations, work on causes they consider most important, engage with the most disadvantaged groups needing attention, and improve clarity, consistency, and timeliness of interactions with regulators (GuideStar).

Professionalisation of leadership.

Additionally, there is a noticeable trend towards professionalising the functioning of the sector by cultivating leadership talent capable of leveraging cutting-edge management practices (GuideStar).

Unmasking Inclusive Development Barriers with Systems Thinking

Given how entrenched social inequalities have become in society, redressing the issues requires innovative thinking at the systems level.

NAINA SUBBERWAL BATRA
AVPN

Indian philanthropy has a very output-based funding model. That is, if you put in this much money, you want to know how much return you are getting. Gender, justice, rights are not output but outcome-centric. An outcome has no timeline. That's why, despite the surge in people giving, we are not getting funding for these tricky, complex grey areas or those that are mid- to long-term outcome driven.

ANIKET DOEGAR
HAQDARSHAK

While a philanthropist engages with a community to do some 'good', the end consequence might not turn out that way.

Sundar Sarukkai
Professor of Philosophy and Author

In our field, eagerness for instant change is the greatest hurdle posed by others as well.

Puja Marwaha
CRY





1. Unveiling the complex web

Despite the best intentions and concerted efforts by stakeholders, the inequality gap persists and continues to widen. As some of the challenges have been discussed in the previous section, our focus now shifts to exploring potential pathways and understanding the underlying factors that impede our progress.

1.1 Mapping the ecosystem

Using a systems thinking approach, and with the support of research firm DESTA, CPID mapped the intricate relationships among philanthropy, recipient SPOs, and the impacted communities. This comprehensive framework draws upon external data and qualitative insights gathered by the Centre and uncovers hidden patterns, relationships, and feedback loops that stand in the way of inclusive development.

1.2 Our objective.

To make the linkages clear by explicitly showing connections between the ecosystem players/ stakeholders, their activities, and the potential implications on communities. As a knowledge and research centre, we recognise our role in possessing only limited pieces of the development puzzle. Over this year, we aim to collaborate with fellow philanthropic actors to assemble the seemingly fragmented

components of the system.

2. Connecting the dots: philanthropy, SPOs, and communities

Below, we present the challenges that we have seen in the system, outlining the interconnections, based on our research:

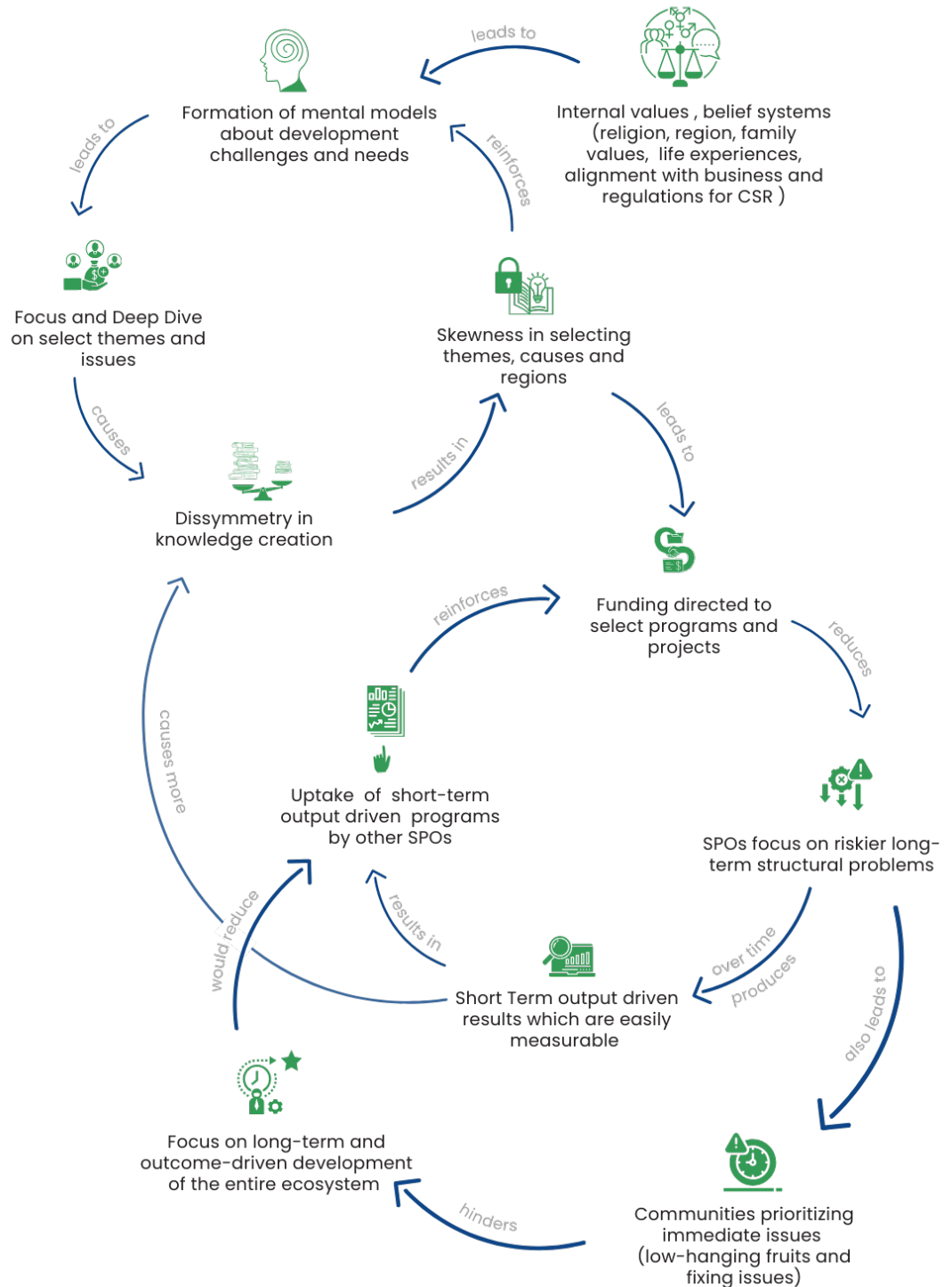


Figure 9

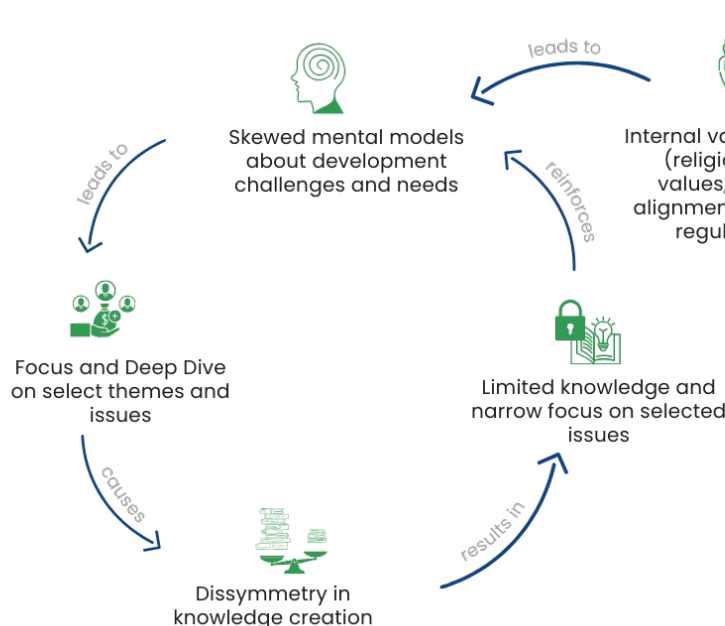
2.1. Unveiling the information gaps

Data shows that marginalised communities and underserved areas are not receiving adequate support, so our attempt has been to identify the reason for these gaps and disparities in funding allocation.

Personal convictions shaping philanthropic priorities. Through our interviews, we gained considerable insight into the drivers of private philanthropy, much of which is driven by internal values and beliefs of the individual and families. It became clear to us that these personal convictions shape their mental models around developmental needs and challenges that they care about the most.

Information dissymmetry: a consequence. These priorities then influence the extent of knowledge they seek and create on these issues (e.g., a scoping exercise to better understand the challenges). This often leads to information dissymmetry around the issues.

The reinforcing cycle of narrowing philanthropic focus. The limited information available reinforces the focus on specific issues, leading to a perpetuation of the existing priorities and mental models of funders. This sets in motion a cycle where funders become increasingly focused on the selected developmental themes and challenges instead of expanding their boundaries of concern to take a more holistic view.



2.2. Challenges and dynamics in funding

SPOs, actively engaged in implementing projects and interventions on the ground, rely on philanthropic funds to finance their social missions as avenues for self-reliance are limited.

Funding challenges SPOs face. From the data and interviews, it is clear they struggle to secure funding, especially the smaller, newer organisations and the ones working in complex areas like human rights, gender justice, mental health, etc. Narrow funding focus and restrictive donor preferences have resulted in limited types of SPOs working in certain sectors and geographies (largely in education, healthcare) getting more funds.

Adopting a risk-averse approach. In a similar vein, we know that funders often prioritise short-term measurable results, meaning they want to see immediate and tangible outcomes from their funding. As a result, they may show a preference for supporting projects or interventions that can quickly demonstrate concrete outputs, such as the number of beneficiaries served, the quantity of goods distributed, or the completion of specific activities. In response to the funders' emphasis on measurable outputs, SPOs may have become cautious and risk-averse in their approach. They design programs and interventions that align with what funders want to see,

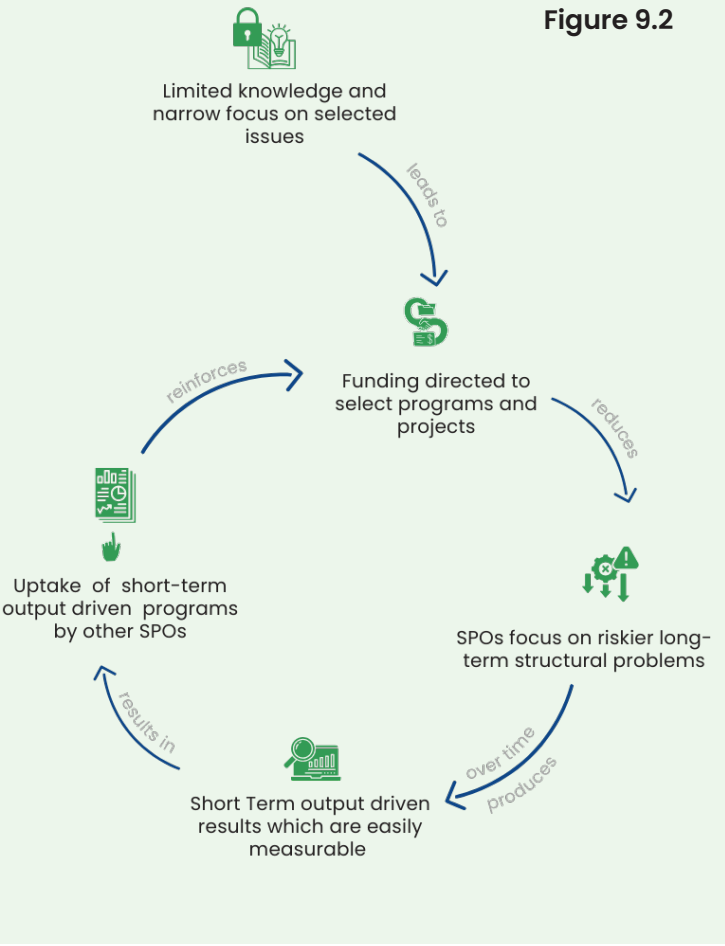
focusing on the sectors and geographies that are more likely to produce visible and immediate results. By doing so, SPOs increase their chances of receiving ongoing funding and support from these donors.

The impact on the social sector's focus.

The emphasis on achieving measurable and output-driven results in the social sector, often through activities like Monitoring and Evaluation of projects, leads to a narrow focus on quantifiable

Figure 9.1

Figure 9.2



outcomes. As a result, the sector’s knowledge creation and discussions revolve mainly around these measurable aspects, overlooking the deeper and more complex impacts of social interventions that may not be immediately quantifiable but are equally essential for creating lasting and meaningful change.

This leads to a cycle where multiple SPOs adopt similar program designs and measurement practices, focusing on issues that align with donor priorities and mental models and leaving behind systems change work.

2.3. Philanthropy’s focus on measurable results: recurring loop

Both of the outcomes (sections 2.1 & 2.2) mutually reinforce each other.

Creation of a funding bias. As the dominant narrative in the sector concentrates solely on measurable results and showcases solutions that ‘work’, it further perpetuates funders’ biases for certain causes, approaches, and geographical areas, reinforcing their mental models and limiting the exploration of innovative and comprehensive solutions to address root causes.

Confining focus to measurable solutions. As a result, philanthropic funders tend to support a smaller pool of SPOs working in specific sectors and geographies, particularly those that have shown ‘successful outcomes’. This creates a system where SPOs limit their geographical focus to align with funder preferences, emphasising at-scale measurable solutions and reducing the exploration of root causes. As a consequence, the broader aspect of inclusive development may receive less attention.

2.4. External influences on philanthropic priorities

Macroeconomic factors and shifting priorities. There are macro activities like the legal system, CSR laws, other policies, economic growth, global scenario, and so on which influence the preferences of funders and SPOs for addressing poverty-related issues at a given time. These factors are seen as external influences that also shape the motives and preferences of both donors and SPOs.

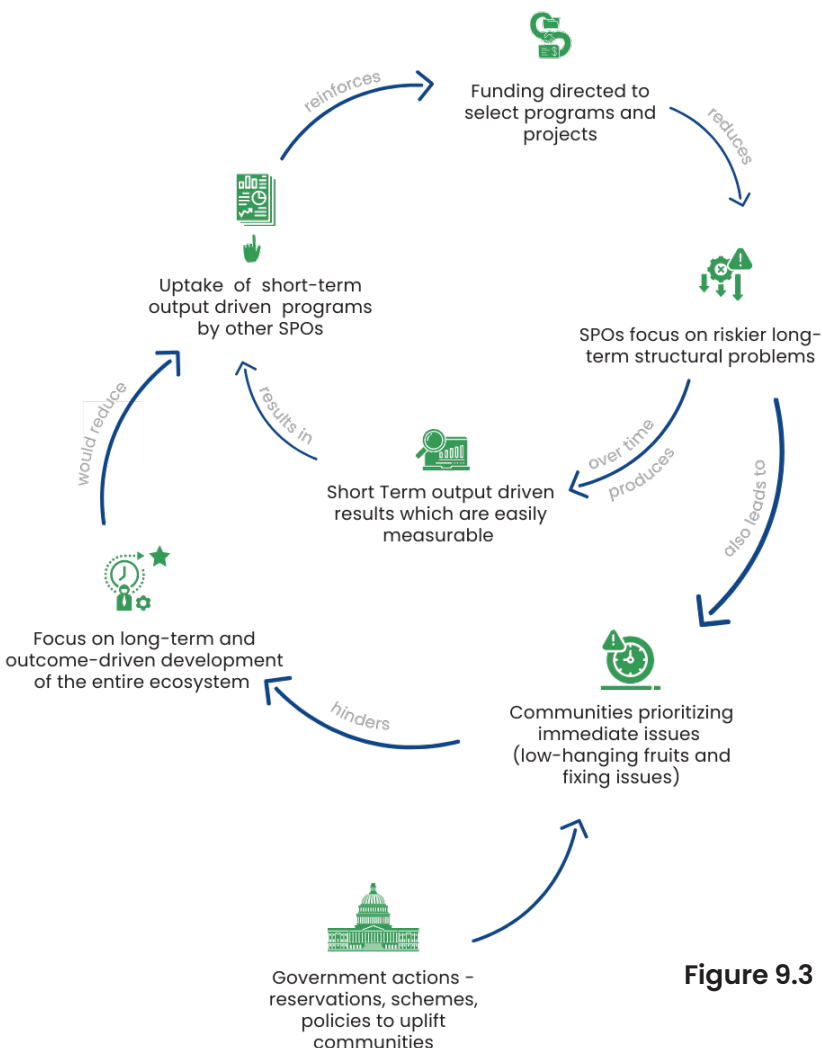


Figure 9.3

Government's role in immediate solution.

The government is a major financial contributor and plays a crucial role in addressing some structural challenges and issues of marginalisation through various schemes, but a majority of resources are directed towards providing basic services to communities in need and addressing immediate wants/problems, which aligns with the work of SPOs. The shared focus on immediate solutions underscores the need for a more comprehensive approach to address underlying issues.

2.5. Challenges in community involvement and root cause addressing

The dynamic that is evident in the relationship is that funders may prefer to support projects that show quick and visible results, and SPOs may work according to funder priority, leading to a short-term focus on outcomes rather than addressing systemic issues in a more sustainable manner.

Long-term structural issues are neglected.

Such an approach to solving issues tends to prioritise immediate community needs and address the symptoms of the problem, focusing on the low-hanging fruits rather than tackling the root causes. Moreover, the low involvement of communities in designing solutions for issues they know best often results in sub-optimal solutions. The long-term structural issues that require going beyond the symptoms and identifying and addressing the intersectionality and root causes of complex issues like human rights, trafficking, poverty, and gender inequality get left behind.

3. Identifying the systemic barriers

In the preceding section, we demonstrated how a narrow funding focus and restrictive donor preferences contribute to reinforcing feedback loops, perpetuating undesirable patterns, and constraining the system's capacity for improvement.

Below, through our research, CPID has identified three 'system traps', or patterns/behaviours within a system that hinder its ability to achieve desired outcomes or change. Identifying these

recurring dynamics and developing strategies to overcome them is essential for effective systemic change.

We hope recognising them and thinking of ways to alter these structures will help the ecosystem.

3.1 Shifting the burden

The concept. Shifting the burden occurs when complex problems are tackled with temporary 'symptomatic' solutions rather than the 'fundamental' ones that address the underlying root causes. The symptomatic solution alleviates the problem, making the pursuit of the more challenging and time-consuming fundamental solution seem unnecessary. The symptomatic solution also has a side-effect that undermines our ability to implement a fundamental solution.

Case study: poverty eradication through education. Let's illustrate this concept with an example: the objective of ending poverty through education. When philanthropy focuses solely on increasing school enrollment through building or operating schools, it may not necessarily result in systemic change, improved quality standards, or equitable education outcomes. Achieving these outcomes requires solutions that consider the layered impacts of structural inequities, such as gender and caste.

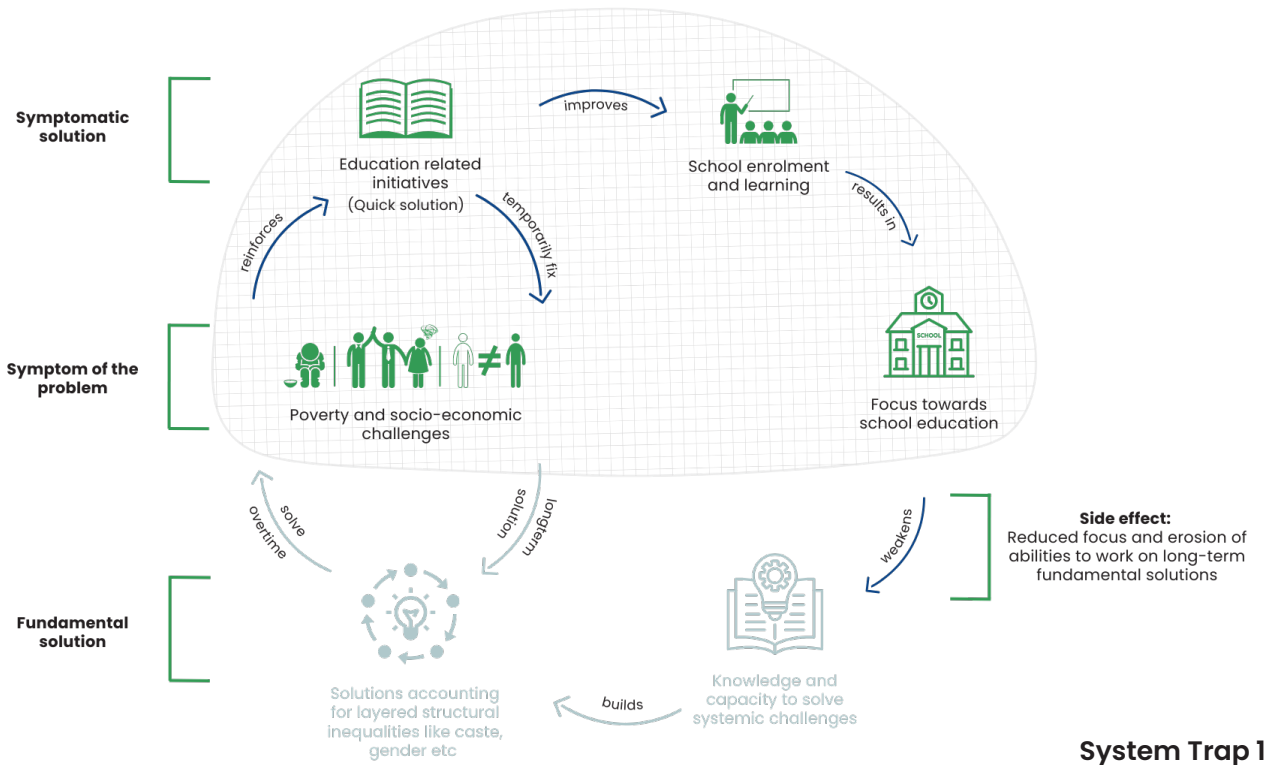
The trap of symptomatic fixes. Educational interventions yield visible results relatively quickly compared to fundamental, time-consuming solutions, so the system falls into a 'trap' where enrollment and school education dominate the conversation. At the same time, focus is diverted from the fundamental solutions, leading to a lack of knowledge and capacity building to develop systemic approaches.

Impact on philanthropic priorities.

This 'shifting the burden' phenomenon significantly influences philanthropic priorities. It contributes to the predominant focus on sectors like education and healthcare in the private giving landscape. While many philanthropists rightly point out that these sectors have the potential

to catalyse positive change in various interconnected areas of well-being within a developing country like India, one major criticism is that the programs and interventions address complex issues of poverty and gender through a service delivery lens. For e.g., creating Rain Baseras for the homeless (Bose, 2021) or building

schools as a means to increase the enrollment of girls in a specific district. The service delivery lens is the symptomatic fix. While education-related initiatives are providing much-needed support, we want to draw attention to the diminished focus on addressing deeper issues within this paradigm of 'shifting the burden.'



3.2. Success to the successful

The concept. This occurs when multiple entities vie for a limited pool of resources to address a problem. The entity with a proven track record or demonstrating success is more likely to attract additional resources, thus increasing the likelihood of continued success. The entity's initial achievement justifies the allocation of additional resources, but it can come at the expense of depriving other alternatives of resources and opportunities to build their own success, even if those alternatives are superior.

Case study: funding for climate action.

There are ongoing efforts to tackle the impending climate crisis and most of them can be categorised as either mitigation or adaptation.

Mitigation efforts involve reducing greenhouse gas emissions through

sustainable energy transition, cleaner fuels, planting trees, carbon capture technologies, and more.

On the other hand, adaptation is the process of responding to the impacts of climate change, allowing communities and societies to enhance their resilience to evolving conditions (NASA, n.d.). Mitigation programs have defined metrics while adaptation measures are more complex and offer longer term results.

Disparities in climate funding. While there is a lot of research and development for mitigation which eventually produces visible results of success, adaptation measures lag behind with less funding and research, and fewer resources to show required results. Less than 8% of total climate funds go towards adaptation (Climate Policy Initiative, 2021).

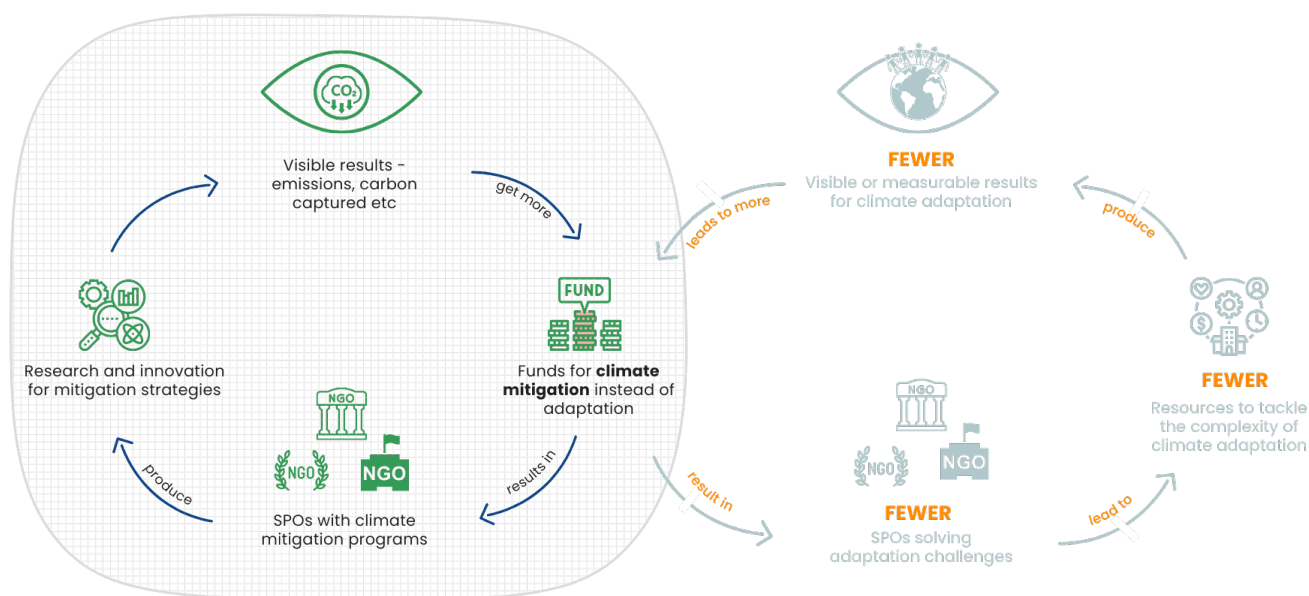
The trap of 'success to the successful'. The example clearly illustrates two points – first, there is a limited resource pool available to SPOs.

Second, the emphasis on scale and output is outweighing the importance of an intended outcome or impact of an effort/intervention. This results in SPOs focusing on specific themes with measurable deliverables rather than on issues where impact may be observed over a longer-term horizon. The early success of output-focused programs encourages a subsequent proliferation of similar programs, ultimately creating the 'success to the successful' trap. This system trap

explains to some extent the increasing trend of scalable and replicable solutions.

Continuation of success cycle. This system trap can be seen in the SPO ecosystem, where the cycle of success continues among the already successful entities. (Consider the disparity between the SPOs with big budgets versus the smaller ones who struggle to fundraise.) It has been highlighted in our research and conversation with experts that the programs and interventions are more focused on engaging, designing, and implementing interventions with immediate impact/outcomes.

The Trap of Visible Results



System Trap 2

3.3 Fixes that backfire

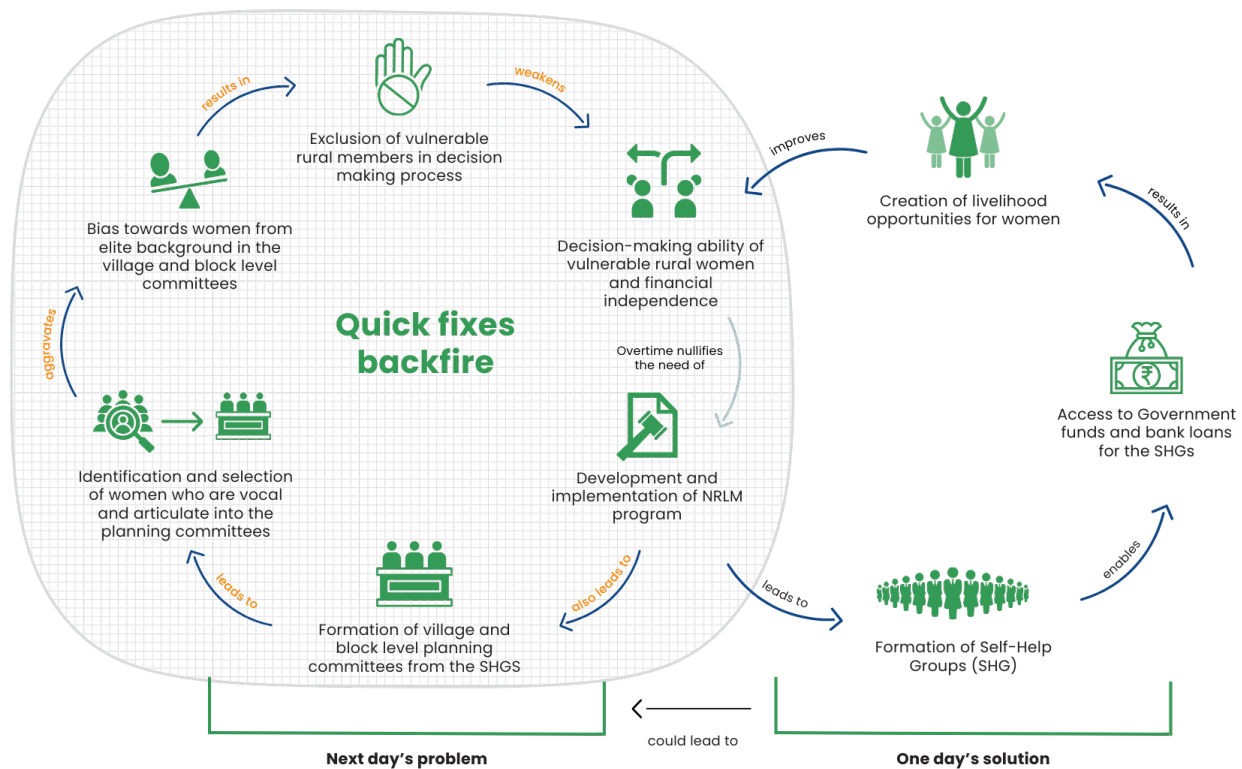
The concept. The prevailing approach when encountering a problem symptom is to apply a fix, one that seems effective. However, attention is mainly focused on the short-term results rather than the long-term – and more important – impact. This reactive approach – call it 'firefighting mode' – leads to a continuous cycle of fixing issues without taking note of the unintended consequences of these solutions. People get used to the fix and it becomes the solution.

System trap/ Recurring pattern: Quick fixes that backfire in the long-run
Case 3: Self-Help Groups formation as a part of the National Rural Livelihoods Mission

The pervasive approach when encountering a problem is to apply a quick fix, one that seems to provide immediate relief without considering local contexts. However, attention is mainly focused on the short-term without taking note of the unintended consequences these solutions create in the long run. This reactive approach – call it 'firefighting mode' – leads to a continuous cycle of quickly fixing issues.

Example – The goal of the National Rural Livelihoods Mission (NRLM) program was to improve the financial independence of vulnerable rural women. The NRLM program encouraged the formation of Self-Help Groups (SHG), which increased access of women to government funds and bank loans. This led to the creation of livelihood opportunities for them in the short-term. However, under NRLM program, planning committees at village and block levels are also formed by the representatives of each SHG. Women with the best articulation skills, which are relatively higher amongst

the local elite, are often selected for these committees. As their dominance in these committees increases it leads to the exclusion of vulnerable rural women in the decision-making process. Thus, leading to the unintended consequence of reducing the agency, decision-making power, and ultimately their financial independence. Thus, policies and programs designed without keeping in mind the context of the local power structure and without community involvement sometimes defeat the initial goals.



System Trap 3

4. In summation

We have illustrated how the system and the connections between the actors perpetuate existing funding structures and emphasise short-term, output-based work. Identifying adjacencies and collectively building capacity to incorporate an inclusive development lens into all development work and goals can pave the way towards a collaborative social sector agenda focused

on building an equitable and just society. It is difficult to find measurable evidence about these aspects since they are rooted in peoples' mindsets, circumstances, and individual aspirations. We believe that over time, awareness building and knowledge creation can bring about a change in aspirations, leading to behaviour change that can alter the philanthropic practices to foster greater inclusive development.

RESHAPING THE PATH TO INCLUSIVE OUTCOMES IN PHILANTHROPY

As a foundation, we believe that we must support the social sector in its entirety to build a robust social ecosystem in our country.

RATI FORBES
FORBES FOUNDATION

As we rethink the dynamics, forge an environment aimed at truly breaking down systems of power and unfairness that block all of us from envisioning what catalytic change might look to from everyone's perspective.

YVONNE MOORE
MOORE PHILANTHROPY

When you're a philanthropist, you're not as close to the ground. We live in our own rarified bubble, we don't really interact with the beneficiaries on a regular basis, so having a set of NGO partners connected with ground realities helps.

ASHISH DHAWAN
THE CONVERGENCE FOUNDATION

That's so important, for us to get out of that echo chamber that we all live in. That is part of social justice.

LUIS MIRANDA
Philanthropist

Knowledge creation and dissemination emerges as an important and much-needed role for philanthropies, partly because they are borne of the knowledge-based enterprise and era. There will be a big pivot in the next five to 10 years and we will see philanthropy invest more in knowledge and IP to drive change.

Latha Poonamalle
Academic and Author



1. Unmasking inequities within modern philanthropy

To transform philanthropy for inclusive development outcomes, we must first acknowledge the widespread issues in our system.

In many ways, philanthropies are ideally positioned to lead in driving systemic change, due to their inherent commitment to provide support, resources, and autonomy in their utilisation. But as noted above, modern philanthropy more often than not reflects the inherent inequalities present within the system it operates, remains embedded in status quo/system traps, perpetuating vicious cycles of providing symptomatic support while neglecting to address the root causes of social problems.



2. Towards an ideal philanthropy system

CPID believes solutions exist for the paradoxes and system traps in philanthropy, but they require challenging the current norms at personal and organisational levels, involving embracing broader perspectives, diverse voices, collective endeavours, and trust-based relationships, and making communities agents of change.

2.1 Embrace broader perspectives, diverse voices

An ideal philanthropy system should start

by key actors/stakeholders adopting a flexible and open approach to taking risks in addressing development challenges. Instead of focusing only on a handful of issues, themes, and set models, philanthropic efforts would embrace broader perspectives, diverse voices – including those of the communities directly impacted by philanthropic interventions – and models and methods that promote sustainable and inclusive development. When the focus expands, it will create opportunities to approach complex social challenges in a more holistic and comprehensive manner.

2.2 Collective endeavours and alliances

Collaboration and partnerships become essential to gain a deeper understanding of the needs, aspirations, and environment of the communities served. The emphasis would also broaden to models of social action beyond the traditional philanthropy sphere, encompassing support for grassroots social movements, peer-to-peer giving, community-based models, and other decentralised and more participatory approaches.

In an ideal system, the emphasis would not be skewed toward funding mechanisms, program monitoring and evaluation, metrics and measurement, but rather on initiatives that drive true systemic change.

2.3 Establishment of trust-based relationships

A broader perspective on development challenges, supported by comprehensive and evidence-based approaches, would build trust among philanthropies, assuring them of the effective and efficient utilisation of their resources. As this confidence grows, there is an increase in flexible funding to SPOs, fostering the establishment of trust-based relationships. This enables more SPOs to embrace the necessary risks associated with tackling long-term social issues. This positive feedback loop would further unlock additional flexible funds and support for SPOs working with marginalised communities, often addressing underfunded issues and

underserved geographies. Over time, this would foster a shift towards a more inclusive development-driven approach in the philanthropic ecosystem.

It is important to note that this transition is not solely dependent on funding availability but also on the SPO ecosystem's willingness to embrace long-term and outcome-focused strategies.

2.4 Making communities agents of change

We believe that by having the flexibility to focus on long-term goals, sustainable outcomes, and organisational resilience, will enable the SPO ecosystem to effectively develop programs focusing on community empowerment, making communities agents of change.

3. The government's role in fostering change

Of course, it is acknowledged that philanthropy alone cannot entirely address the systemic, economic, and political issues that contribute to unequal development, nor should this responsibility rest solely on philanthropy. To effectively tackle these challenges at a large scale, there is a need for the government to take certain measures, such as fostering greater trust in SPOs and private foundations, creating a stable and supportive tax environment for charitable giving, implementing policies that incentivise philanthropic practices, and supporting causes that may carry social taboos.

4. In summation

Addressing systems change and tackling the challenges of inclusive development might appear daunting for many within the philanthropy sector. CPID acknowledges the challenges and barriers in achieving this goal and understands that diverse approaches may be required.

5. CPID's Approach: The Philanthropy for Inclusive Development Framework

One such approach that CPID is taking is co-creating a Philanthropy for Inclusive

Development (PID) Framework with fellow stakeholders in the ecosystem. This framework will encompass principles, actionable points, and practices that organisations can embrace to initiate this transformative journey.

Uniting philanthropy ecosystem stakeholders.

The PID framework, led by CPID, aims to unite funders, SPOs, philanthropy networks, advisories, and academic centres to overcome systemic barriers hindering philanthropy's full potential and create a shared movement for inclusive development. The framework seeks to distil collective insights and experiences, combining global and local wisdom, to strengthen our collective efforts and enhance our impact.

A practical guide. Our hope is that this framework will serve as a practical guide for philanthropies and philanthropic support organisations (PSOs), and offer an actionable roadmap to facilitate comprehensive systems change. By reflecting on and embracing its guiding principles, we hope organisations can cultivate greater inclusivity within the philanthropic sector, potentially resulting in sustainable and inclusive development outcomes.

Collaborative approach and ongoing development. As of now, our collaborative approach involves desk research to identify and understand ongoing sector activities, discussions with stakeholders and advisors, and the use of systems thinking tools to integrate insights.

We present the preliminary version of the framework below. Our hope is to build on it with others in the ecosystem, engage in robust discussions and debates with stakeholders, gather inspiring case studies of principle adoption, and continuously expand our repository of resources and tools.

6. Some fundamental questions

Before delving into the preliminary framework, we believe there are some essential inquiries that philanthropy actors should ask themselves about their work.

- Are your programs intentionally directed towards the most disadvantaged communities and addressing the root



- causes of social inequities?
- What is your risk appetite for funding complex, long-term issues and for practices like flexible funding?
 - Does your organisation prioritise impact creation through collaboration, openness, accountability, and respect for dignity, diversity, and inclusion?
 - Do your impact measurement processes prioritise achieving desired social change rather than solely relying on output-based measures?
 - Do you actively work to redistribute power to SPO partners, and foster trust-based and

- long-term relationships?
- Do you involve the local stakeholders/ communities in the design and implementation of your programs?
- How do you instil a culture of transparency and accountability internally and externally?
- To what extent do you engage in efforts to build the philanthropy ecosystem, develop multi-stakeholder partnerships and joint action for social change?

These questions present an important starting point for analysing the core PID principles that we have uncovered so far and presented below.

PID Framework At A Glance



Focus on the most disadvantaged

- Marginalised groups, such as caste, religion, gender, and sexuality.
- Under-resourced regions. For instance, North East states.
- Challenging matters like trafficking, human rights, mental health.



Focus on impact creation through an equity lens

- Inculcate equity and inclusivity into philanthropic strategy.
- Implement participative impact models centred on community input.
- Apply a systemic approach to tackle social challenges.



Cultivate trust-based relationships with SPOs and community partners

- Establish multi-year engagements with SPO allies.
- Foster trust-based partnerships, allowing for greater flexibility in funding.
- Focus on capability building of SPO collaborators.



Embed inclusivity in internal operating structures

- Promote accountability, transparency, and inclusivity within philanthropic practices and internal operations.



Embrace joint action and partnerships for Inclusive Development

- Facilitate the exchange of learnings and challenges, and engage in partnerships with fellow funders and stakeholders to advance knowledge-sharing and collaborative efforts in pursuit of shared objectives.

7. Preliminary PID Framework

7.1. Principle I: Focus on the most disadvantaged

- Centre vision and mission on marginalised communities, reflecting dedication to tackling social, economic,

and environmental inequalities.

- Allocate funds considering factors like caste, religion, gender, and sexuality.
- Prioritise underfunded regions like North East states.
- Tackle unique challenges of

marginalised groups, including women, ethnic minorities, LGBTQIA+ individuals, persons with disabilities, and indigenous populations, addressing complex issues like trafficking, human rights, mental health, etc.

- Encourage innovation and risk-taking and fund root causes over safe, output-based approaches.
- Embrace a systems change mindset to understand stakeholder dynamics in addressing root causes of social inequities.
- Collaborate and pool resources to address root causes collectively.
- Utilise convening and advocacy power to support the most disadvantaged groups.

7.2. Principle II: Focus on impact creation through an equity lens

- Foster a democratic organisational culture with mutual feedback, diverse viewpoints, and transparent communication.
- Commit to communities and the environment, practicing humility, collaboration, openness, accountability, and respect for dignity, diversity, and inclusion.
- Develop inclusive indicators and metrics adaptable to diverse contexts.
- Prioritise impact measurement focused on social change, not just outputs.
- Simplify and streamline reporting systems for efficiency.
- Engage stakeholders regularly for program improvement through feedback and insights.

7.3. Principle III: Cultivate trust-based relationships with SPOs and community partners

- Provide long-term, flexible funding for SPO capacity and resilience.
- Adapt funding strategies to evolving needs and community input.
- Offer non-financial support like mentorship and training.
- Collaborate with SPOs on program development and decisions.
- Integrate local knowledge into funding

decisions for better project/program design and outcomes.

- Prioritise community skill development.
- Establish ongoing dialogue with beneficiaries and local organisations.
- Include community leaders on the organisation's Board or governance level.

7.4. Principle IV: Embed inclusivity and transparency in internal practices

- Ensure transparent funding decisions and criteria.
- Cultivate diversity in the workforce and implement a Diversity, Equity, and Inclusion (DEI) framework.
- Reflect community demographics in staff and governance.
- Foster a culture of accountability and transparency through policies and training.
- Provide easily accessible critical information.
- Facilitate regular feedback between the organisation and stakeholders.
- Appoint an independent accountability panel or adviser(s) to for oversight.

7.5. Principle V: Embrace joint action and partnerships for inclusive development

- Collaborate with other funders for knowledge exchange and collective action.
- Engage in groups and platforms connecting stakeholders in your areas of interest.
- Support others' initiatives, even through information sharing on social media.
- Facilitate dialogue and collaboration among diverse stakeholders.
- Allocate funding to nurture thematic networks and ecosystems.
- Promote the growth of philanthropic societies.



8. In summation

8.1 Building the PID Movement

In order to build, connect and strengthen the PID movement in the country, CPID plans to take the following actions:

- Organise a series of convenings to bring together philanthropy thought leaders and practitioners from foundations, SPOs, corporates, PSOs and other sectors to deepen the systems level understanding of the development sector, strengthen the PID Framework based on feedback from stakeholders and understand how individually and institutionally they can support the movement.
- Connect actors working on making philanthropy more effective to link different tools and practices, amplify common messages and promote joint action for inclusive development.
- Collect and share resources like best practices, case studies, and success stories on adoption of PID principles.
- CPID will also explore the development of an online self-assessment tool enabling philanthropies and SPOs to reflect on their journey under each principle. This tool will also allow us to collect and track data and share progress in the philanthropic sector in future.

There are individuals and organisations in the country that are already immersed in these principles, and we hope that this initiative can leverage their experiences and insights, creating a focal point for collaborative efforts toward shared objectives. It is imperative that this movement is built in an inclusive manner, encompassing stakeholders such as funders, SPOs, government, communities, and the philanthropy support ecosystem. While the framework's primary focus is on philanthropies – including individuals, foundations, and corporations – that allocate resources to SPOs for social programs, we aspire for its relevance to extend to other participants in the philanthropic ecosystem too.

In philanthropies, our aim is for the framework to resonate with both progressive and traditionally oriented approaches to giving. Philanthropy support organisations will be pivotal in facilitating framework adoption, creating a broader movement for inclusive development, and catalysing systemic change within the sector. They will play a key role in facilitating extensive collaborative efforts among diverse stakeholders for addressing complex challenges.

We aim to incorporate the challenges and insights of SPOs and community-based organisations (CBOs) striving for systemic change into the framework. We anticipate that both large and small SPOs, bilateral and multilateral entities, local community-based organisations, and academics will find inspiration within various aspects of this work.

8.2 Unleashing the power of philanthropy collectively

This paper offers a starting point to advance this reality of philanthropy playing a more catalytic role in supporting inclusive development. To tackle the complex and interrelated concerns around widespread social injustice and unequal development, philanthropy needs to assess its own limitations, biases, assumptions, and re-think its approaches and strategies. Any solution to tackling systemic inequalities requires a systemic shift in approaches of philanthropic actors, prioritising equity, justice, and inclusivity across the board to drive meaningful change at all levels.

This paper aims to depict the philanthropic landscape, highlight stakeholder interconnections, and share sector wisdom and practices. It seeks to elevate ongoing discussions by presenting a framework for inclusive philanthropy and urges action. We hope that these principles ignite fresh dialogues and gain broad adoption, catalysing transformative shifts in the philanthropic sector. We invite all philanthropic actors to share their feedback, join the discussion and become part of the philanthropy for inclusive development movement!



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Figure 2: SDG India index (Source: <https://sdgindiaindex.niti.gov.in/#/>)

Figure 3: Socio-Economic Caste Census, 2011 (Source: The Socio-Economic Caste Census of 2011 as cited in 'Delayed and Denied: Injustice in COVID-19 Relief.' National Campaign on Dalit Human Rights. 25 May 2020. http://www.ncdhr.org.in/wp-content/uploads/2020/09/10-NCDHR-national-factsheet_weclaim_April-May-2020.pdf)

Figure 4.1: World Economic Forum. (2020) (Source: World Economic Forum. (2020). 'Global Social Mobility Report 2020: Equality, Opportunity and a New Economic Imperative.' 19 January 2020. https://www3.weforum.org/docs/Global_Social_Mobility_Report.pdf)

Figure 4.2: National Family Health Survey (NHFS-5) (Source: Ministry of Health & Family Welfare. (2022). 'National Family Health Survey (NHFS-5) 2019-2021.' Govt. of India, https://main.mohfw.gov.in/sites/default/files/NFHS-5_Phase-II_0.pdf)

Figure 4.3: Is Covid-19 "The Great Leveler"? The Critical Role of Social Identity in Lockdown-induced Job Losses (Source: Ashwini Deshpande and Rajesh Ramachandran. (2020). 'Is Covid-19 "The Great Leveler"? The Critical Role of Social Identity in Lockdown-induced Job Losses.' DP No. 34, Department of Economics, Ashoka University. https://www.ashoka.edu.in/static/doc_uploads/file_1596449273.pdf)

Figure 4.4: Inequality Report 2021 (Source: Oxfam India. (2021). 'Inequality Report 2021: India's Unequal Healthcare Story.' <https://www.oxfamindia.org/knowledgehub/workingpaper/inequality-report-2021-indias-unequal-healthcare-story>)

Figure 4.5: National Family Health Survey (Source: NHFS-5 2019-2021. https://main.mohfw.gov.in/sites/default/files/NFHS-5_Phase-II_0.pdf)

Figure 5: India Philanthropy Report 2023 (Source: Bain & Co. and Dasra. (2023). 'India Philanthropy Report 2023: Private philanthropy is beginning to reimagine a resilient future for India.' <https://www.bain.com/insights/india-philanthropy-report-2023/>)

Figure 6: Stakeholders in the social sector (Source: *(Centre and States combined expenditure) Bain & Co. and Dasra, 2023
Department of Economic Affairs, 2023
India's Million Missions report by the CSO COALITION@75)

Figure 7: Geographical and sector wise distribution of SPOs in India ; (Source: NGO Darpan)

Figure 8: Geographical distribution of intermediaries in India ; (Source : CSIP & WINGS, 2019
CSIP & WINGS. (2019). Enabling philanthropy and Social Impact in India: State of the support ecosystem. <https://csip.ashoka.edu.in/research-and-knowledge/>)

