India Philanthropy Report 2020

Investing in India's most vulnerable to advance the 2030 agenda to action

dasra

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Contents

Executive Summary

Evolution of philanthropy and the surrounding ecosystem: Domestic philanthropy has significantly evolved in the past decade. On the one hand, philanthropic funding grew from **INR 12.5K crore** in 2010 to **INR 55K crore**. in 2018, with the share of individual contributions growing from **26% to 60%** of total private funding. On the other hand, philanthropy has begun moving towards a bolder and more structured approach with support from a stronger and more diversified ecosystem.

Inequalities prevail despite development: Averages for multiple development outcomes improved over the last decade, but progress has been inequitable. Philanthropy needs to focus on India's most vulnerable but that is not the predominant trend so far. India scores low on gender equality, for example, yet this sector receives **just 1%** of domestic philanthropic and CSR funds. Quality Education, on the other hand, gets **one-third of those funds**, despite India's strong score on this Sustainable Development Goal (SDG).

Need and opportunity for investing in vulnerable populations: India needs to boost investment in holistic outcomes for its **120 million adolescent girls**, unlocking their demographic dividend. For all out-of-school girls in the 11-18 age group to complete secondary education, India needs an annual investment of **INR 11K crore**. This investment can make a major contribution to the **5X boost expected in GDP per annum**, if all of India's adolescents completed their education.

Need and opportunity for investing in vulnerable geographies: India's SDG performance improved by 27% between 2016-19, but SDG scores of best and worst performing states differ by **20 percentage points**, emphasizing the need to invest in those geographies. Government of India's 'Transformation of Aspirational Districts Programme' (TADP) focuses on 117 lagging districts across India and the investment is beginning to show social and economic impact. **60%** of TADP districts record higher growth in per capita income, compared with other districts in their respective states. Performance on social development is also showing improvement: between 2018 and 19, home births attended by a trained health worker have grown from **37-50%**, while **7% fewer** children under 6 years are living with moderate or acute malnutrition.

Need and opportunity for investing in vulnerable sectors: While India's focus on sanitation has improved toilet access, sewage treatment needs are largely unmet. Even the best-performing states don't hit the target. **43K MLD** of untreated wastewater is released into India's waterbodies and land. **INR 8-12K crore** invested over the next 5 years can address a significant proportion of the problem. Effective sewage treatment plays a critical role in India's ambition to achieve sustainable and holistic sanitation for all, which in turn can add an estimated **INR 237K crore** of annual GDP through improvements in health and other indicators.

Given the systemic inequities and aggregation of problems that keep India's most vulnerable outside of mainstream development, the India Philanthropy Report 2020 advocates for investment in solutions that adopt a systems rather than linear approach.

While linear solutions are more targeted and have a singular focus, these are best suited for addressing a discrete issue. Systems solutions, on the other hand, focus on integrating across layers of the problem, stakeholder groups and multiple disciplines, to bring more holistic and lasting change to complex and deep-rooted issues like vulnerability.

We explore the features of systems solutions through the work of two initiatives:

- 10to19 Dasra Adolescents Collaborative: Anchoring a collaborative for adolescent empowerment

- Center for Water and Sanitation, CEPT University: Championing evidence-led solutions to improve public services

But these are not all. Many systems solutions are working to address India's vulnerable segments and allow philanthropists to engage in multiple ways.

- Building capacities at a systems scale: Wildlife Conservation Trust supported by Hemendra Kothari

- Providing shared infrastructure and technology to government and development actors: eGov Foundation supported by the Nandan Nilekani Philanthropies

- Promoting advocacy and narrative change: National Faecal Sludge and Septage Management Alliance (NFSSM) supported by the Bill & Melinda Gates Foundation

- Lending expertise and networks by partnering with the government: Transformation of Aspirational Districts Programme supported by Piramal Foundation

- Providing talent support to build strong and scalable public systems: Lend A Hand India supported by diverse cohorts of philanthropists

- Enabling community-driven sustainable action: Sandbox ecosystem supported by Deshpande Foundation

Today, India puts forth a case of immense need and huge opportunity to encourage philanthropy to focus on its most vulnerable, by building on the strong support ecosystem and the range of systems solutions already at work in the country. Philanthropy must make an urgent move in this direction to accelerate India's progress towards its 2030 mission of ensuring development that is sustainable for and inclusive of all.

Chapter 1: Setting the context

In the ten years we have produced the India Philanthropy Report, the philanthropic landscape has grown. The development ecosystem is ripe with opportunity today. While this has accelerated our development agenda, India still faces several complex challenges with easing inequalities and addressing its most vulnerable populations and geographies. This year, our report urges philanthropy to focus on vulnerability to bridge the gaps in India's development story.

In the past 10 years, India has witnessed tremendous growth and is ranked as the fastest-growing economy in the world as of 2019. It is the seventh-largest economy in the world in absolute GDP, and the third-largest economy in terms of purchasing power[i]. However, in terms of per capita GDP, it ranked 148th in 2010 and moved up marginally to the 145th rank in 2019[ii]. Additionally, in 2019 the wealth of the top 1% increased by 46%, whereas that of the bottom 50% increased by a dismal 3%[iii].

These are some of many indicators that establish that while the country's economic trajectory has been strong, its development story can hardly be called inclusive. Progress and access to opportunities have missed the most vulnerable geographies and populations.

The landscape and perspective of domestic philanthropy has witnessed significant evolution in the past decade

India's accelerated economic growth, combined with a growing awareness of inequitable development and the abundant opportunity to give back through development organisations, built a philanthropic movement in the country. Over the past decade, India has become home to one of the most mature philanthropy sectors globally. This decade-long evolution is evident across the following dimensions:

- Proliferation in the quantum of philanthropic giving

- Move towards bolder and more structured philanthropy

- Stronger support ecosystem for effective philanthropy

Proliferation in the quantum of philanthropic giving

Domestic philanthropic funding has rapidly grown from nearly INR 12,500 crore in 2010 to INR 55,000 crore in 2018. Contributions by individual philanthropists have also recorded strong growth in the past decade. In 2010, individual contributions accounted for 26% of private funding, and as of 2018 individuals contribute about 60% of the total private funding in India, estimated at approximately INR 43,000 crore. Landmark commitments by 11 Indian and Indian-origin families including Kiran Mazumdar-Shaw, Dr. Romesh and Kathleen Wadhwani, Azim and Yasmeen Premji, and Nandan and Rohini Nilekani, among others, contributed to the upward trend in private funding. Those families joined the Giving Pledge, a commitment made by billionaires globally to donate the

majority of their wealth to philanthropic causes. Individual giving has also become more participatory. The DaanUtsav, or the Joy of Giving Week, held every year in the first week of October, engages 7 million Indians in the act of giving[iv].

Move towards bolder and more structured philanthropy

The surge in philanthropic giving is accompanied by a trend towards more structured and informed giving that is beginning to move to bolder approaches and underserved areas of investment (see Figure 1).

Stronger support ecosystem for effective philanthropy

The ecosystem surrounding and supporting philanthropy has experienced transformative change in the past decade, with the proliferation of new roles and actors offering a range of services to support philanthropists (see Figure 2).

Other ecosystem services that shape the field and its narrative include crowd-sourced fund-raising platforms for retail givers, immersion journeys organised for philanthropists, and media platforms dedicated to the development sector.

Figure 1: Domestic philanthropy has witnessed significant evolution in the past decade and moved towards bolder and more structured giving

| Evolution in type of giving	Expansion in sectors of interest	Commitment to learning and outcome-led philanthropy
• Philanthropy in India has expanded its areas of support and is diversifying from its initial charitable avatar • It has evolved from giving to non-profit programmes, to supporting them for institutional growth, to now investing in fields that bring multiple stakeholders together in a vision-led plan for large-scale impact	• Philanthropists are beginning to explore beyond education and health, extending their support towards underserved areas that require catalytic action such as climate change and access to justice • Indian donors are beginning to direct critical capital, influence and power to untended issues, signalling a maturing of the philanthropy sector and its ability to have difficult conversations to solve complex issues	• More philanthropists now view their giving with a long-term lens, shortlisting areas to focus their contributions • More than ever, philanthropists are planning their investments for select outcomes, however broad, that align their personal satisfaction with critical sector needs • The demand for open-minded learning and structured giving is among the reasons for the fast expansion of India's support ecosystem for philanthropy

Source: Dasra

Figure 2: Domestic philanthropy has witnessed significant evolution in the past decade boosted by a stronger support ecosystem

Research and advisory support providers like CSIP,
Bridgespan, Sattva, help philanthropists take an evidence-driven approach to deploying funds

The government introduces multiple platforms for engaging philanthropy including the proposed social stock exchange and PPP models such as the Transformation of Aspirational Districts programme

India Philanthropy Initiative, Dasra Philanthropy Week, SDG Philanthropy Platform etc. actively engage philanthropists and help shift the narrative towards strategic giving

International as well as homegrown organisations such as J-Pal, 3ie, Sambodhi Research & Communications, and others promote a culture of monitoring, evaluation and learning across the sector, which translates into more robust donor reporting

In addition to mandatory compliances, nonprofits invest in increasing accountability and transparency with support from well-recognised organisations such as GuideStar, Credibility Alliance, Charities Aid Foundation India etc.

Field builders like Dasra mobilise multiple stakeholders towards collaborative visioning and giving, resulting in the emergence of investment-ready solutions for philanthropy to have large-scale impact

Capacity-building programmes support philanthropy by enabling institutions and their leaders to effectively use philanthropic capital for on-ground impact. Examples include N/Core, the Dasra Social Impact Leadership Program, NSRCEL by IIM-Bangalore etc.

Research and Advisory Support · Platforms for Thought Leadership · Enabling Government Initiatives · Philanthropic support ecosystem · Nonprofit Accreditation and Certification · Monitoring, Evaluation & Learning · Collective Visioning, Giving and Learning · Nonprofit Capacity Building

Source: Dasra

Over the last decade, philanthropy has been able to contribute in a big way to India's fast-maturing development sector due to the significant rise in quantum of philanthropy, movement towards more structured approaches to giving and growth and diversification of the support ecosystem.

While averages have improved for multiple development outcomes over the last decade, the progress has been inequitable, underscoring the need for philanthropy to now consciously focus on India's most vulnerable

Multiple key development indicators show better averages, however beyond averages, the vulnerability of various geographies and populations is evident (see Figure 3).

Beyond improvements in averages, an intentional glance at development indicators for the large population of people caught in a vicious cycle of vulnerability makes a clarion call for philanthropy to adopt an evidence-based approach and direct their giving to reach the most vulnerable.

According to giving trends, there is scope for philanthropy to focus more intentionally on India's most vulnerable

For example, if we consider three sectors: education, health and gender equality—and compare the SDG performance and philanthropic funding for each, the mismatch between high need and high investment is apparent (see Figure 4).

While education and health accounted for more than half of all domestic philanthropic expenditures in India in 2018, only 1% of total philanthropic funding was allocated towards programmes aimed at achieving gender equality[v]—an SDG that NITI Aayog's SDG India Index identifies as lagging in performance consistently across all states.

The mismatch is also evident through a geographic lens. For instance, while Maharashtra receives 34%—the largest proportion of philanthropic and CSR funding—states like Jharkhand, with far worse development indicators, receive a much smaller proportion of funding at less than 1%[vi] (see Figure 5).

Figure 3: Development outcomes across income, health and gender have witnessed improvements in averages, however this growth has not been all-encompassing

|		Averages on development indicators improved…	…but a deeper look shows wide disparities
	While the poverty rate is down, income inequality is rising, and is more pronounced in certain geographies	Economic indicators like per capita income have more than doubled between 2008 and 2018	The Gini wealth coefficient (a measure of economic inequality) has gone from 81.2% in 2008 to 83.2% in 2019, indicating growing income inequality
		Multidimensional poverty decreased by half to 27.5% between 2005–06 and 2015–16 – more than 271 million people climbing out of poverty	More than 50% of those still suffering from multidimensional poverty are concentrated in Bihar, Jharkhand, Uttar Pradesh and Madhya Pradesh
	Improvement in indicators like health is disparate across social demographics	The maternal mortality rate decreased by 21%, between 2007 and 2013	More than 50% of all maternal deaths in the country occur within tribal communities
		Infant deaths decreased by 26% between 2012 and 2018, under-five mortality rates in India are at par with the global average and on track to achieve the SDG target	In the most populous state of Uttar Pradesh, the under-five mortality rate is 78 per 1,000 live births, the highest in the country
	Inequality in India disproportionately affects girls and women	The NITI Aayog's Composite Index for SDG 8 'Decent Work and Economic Growth' depicts positive averages and majority Indian states are ranked as front-runners	The rate of female labor participation is 17.5%, far behind the 100% SDG target. Some states' rates are even lower: Bihar, 2.8%; Uttar Pradesh, 9.4%; and Assam, 9.8%

Sources: World Bank; Public Good or Private Wealth? Oxfam Inequality Report - The India Story, Oxfam; Global Multidimensional Poverty Index 2018: The Most Detailed Picture To Date of the World's Poorest People, Oxford Poverty and Human Development Initiative; UNDP; UNICEF; India Spend; NITI Aayog SDG India Index; Dasra

Figure 4: Philanthropic giving data does not indicate a strong correlation between philanthropic funds and high need investment areas like gender equality
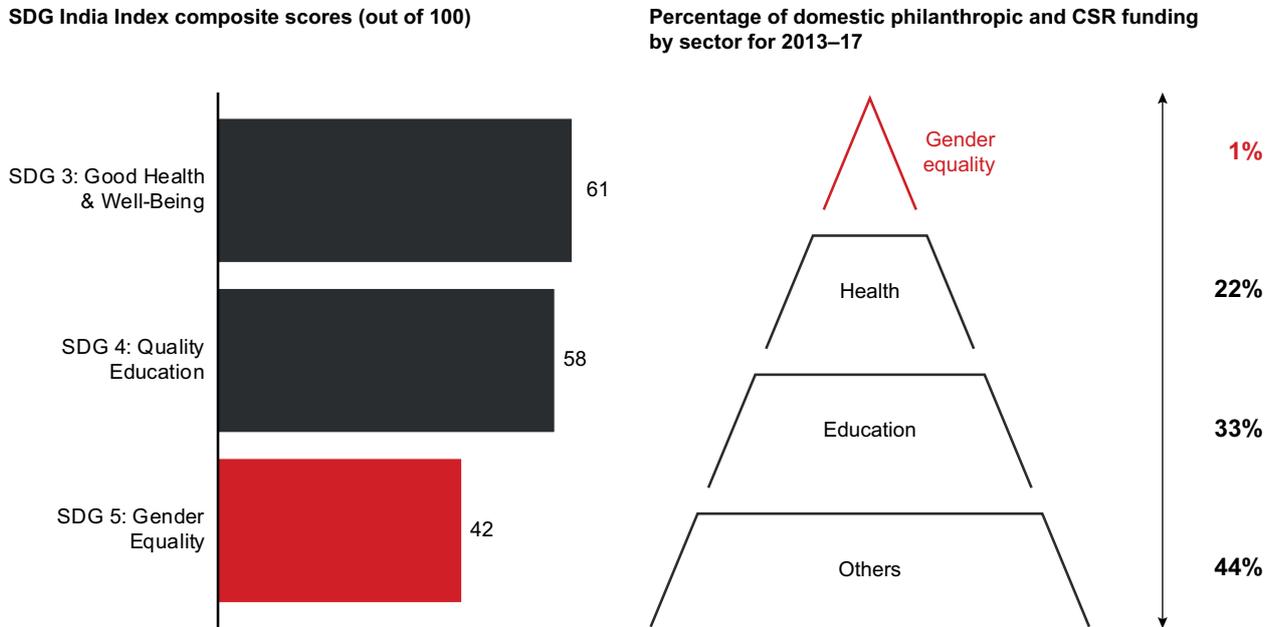
SDG India Index composite scores (out of 100)

Percentage of domestic philanthropic and CSR funding by sector for 2013–17

SDG 3: Good Health & Well-Being — 61

SDG 4: Quality Education — 58

SDG 5: Gender Equality — 42

Gender equality — 1%

Health — 22%

Education — 33%

Others — 44%

Sources: SDG India Index 2019–20, NITI Aayog; "India's Private Giving: Unpacking Domestic Philanthropy and Corporate Social Responsibility", 2019, OECD Development Centre

Figure 5: The geographic concentration of philanthropic funding cannot be linked to poverty incidence or other similar indicators of vulnerability
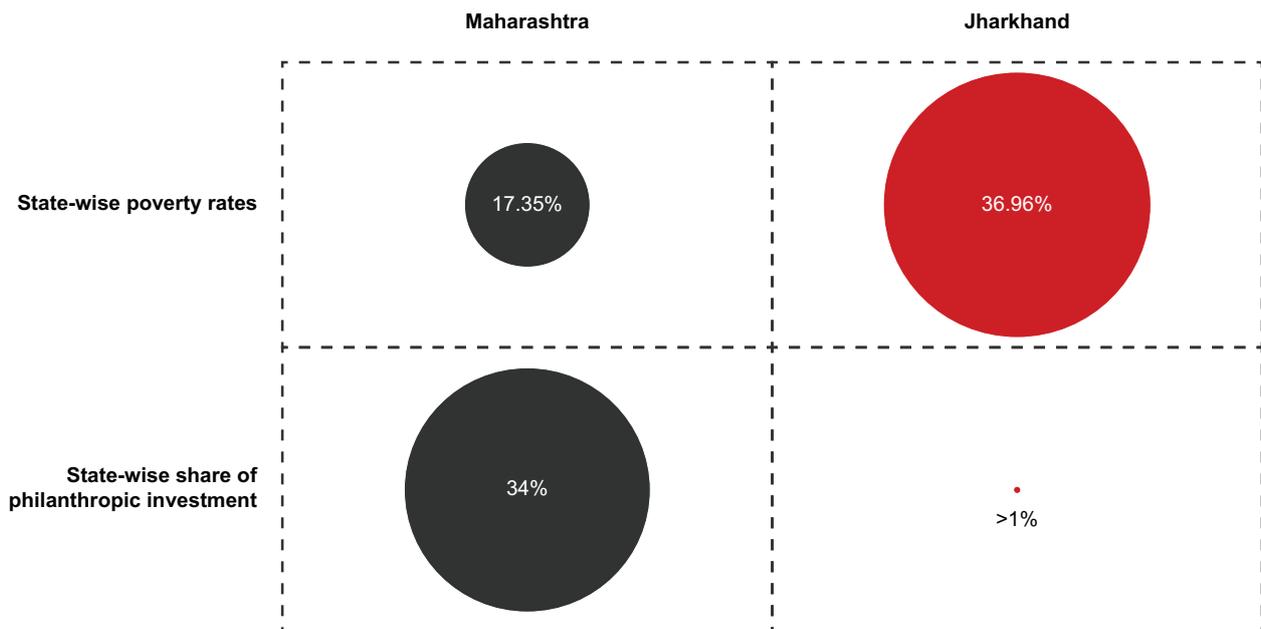
Maharashtra | Jharkhand

State-wise poverty rates

17.35% | 36.96%

State-wise share of philanthropic investment

34% | >1%

Sources: SDG India Index 2019–20, NITI Aayog; "India's Private Giving: Unpacking Domestic Philanthropy and Corporate Social Responsibility", 2019, OECD Development Centre

This evidence highlights the need for philanthropy to adopt a stronger focus on vulnerability to accelerate India towards more resilient and inclusive development. Without that catalytic support from philanthropy, India will struggle to meet its Sustainable Development Agenda 2030, which endeavours to "reach the furthest behind first." No one should be left out of India's development story over the next decade and beyond.

Chapter 2: Making the case for vulnerability: The need and opportunity

As philanthropy and development matured, many issues began to get the necessary attention; however, other areas were left behind. In this chapter, we focus on the vulnerabilities that remain despite a rapidly expanding philanthropic space. We classify vulnerable segments by geography, population and sector. Within these segments, we identify the existing need and evaluate how and why they present a good opportunity for philanthropic funding. These vulnerable segments also present opportunities for economic impact throughout the country.

Vulnerable geographies: Aspirational Districts

India's SDG index score has improved over the past four years since the UN member states adopted the goals in 2015. Overall, SDG scores for India have increased, from 48.4 in 2016 to 61.1 in 2019, due to improvement in select SDGs, such as Affordable and Clean Energy and Industry, Innovation and Infrastructure. However, India's current development is still inequitable and is particularly weak in four areas: No Poverty, Zero Hunger, Gender Equality and Sustainable Cities and Communities (see Figure 6).

Figure 6: India's development on poverty, hunger, gender equality and sustainable cities-related SDGs continues to lag

India composite SDG scores (2019)
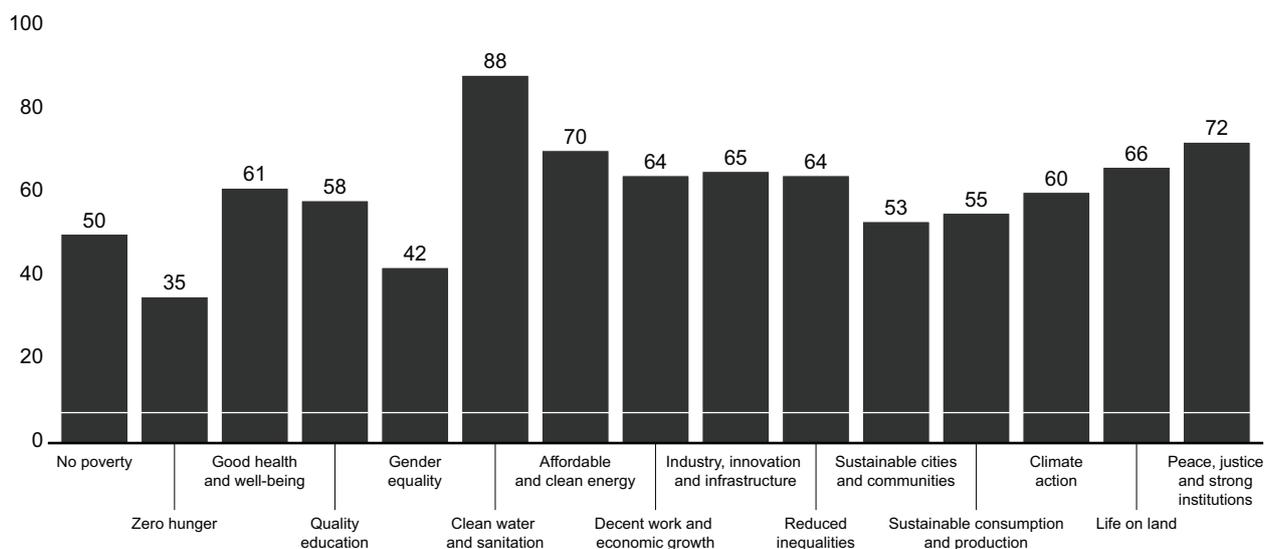
Note: The government has re-classified Sanitation parameters related to treatment under Sustainable Cities & Communities SDG from Sanitation SDG in 2019. The sanitation score reflected in graph above is post this adjustment
Source: SDG India Index & Dashboard 2019-20, NITI Aayog

As we zoom in, we see a significant divergence in SDGs' progress across states (see Figure 7). The aspirational districts' SDG performance reveals that there is a massive divergence in performance across the best and worst performing districts (see Figure 8).

The disparity between India's aspirational districts is striking. While early signs of improvement are evident, the opportunity for economic impact is significantly higher. By shifting focus to this need and opportunity, philanthropy can accelerate the results: Additional private investment in aspirational districts paired with ongoing government support—can create a multiplier effect.

In 2018, the government of India launched the Transformation of Aspirational Districts Programme (TADP) to improve the performance of 117 districts by focusing on five parameters: health and nutrition, education, agriculture and water resources, financial inclusion and skill development, and basic infrastructure. The programme is based on convergence of state and central-schemes, collaboration between specially appointed central- and state-level officers (guardians for aspirational districts) with district collectors, and competition among comparable districts. Early results are encouraging (see Figure 9).

In addition to improving development indicators, investment in aspirational districts is likely to accelerate economic indicators. Approximately 60% of aspirational districts have shown 0.5% to 4% higher growth in per capita income than that of non-aspirational districts. (see Figure 10).

Figure 7: Development is inconsistent across India, with a 20 percentage point difference between the best and worst states

State or Union Territory	SDG composite score 2019	State or Union Territory	SDG composite score 2019
Kerala	70	Delhi	61
Chandigarh	70	Manipur	60
Himachal Pradesh	69	West Bengal	60
Andhra Pradesh	67	Jammu and Kashmir and Ladakh	59
Tamil Nadu	67	Madhya Pradesh	58
Telangana	67	Odisha	58
Karnataka	66	Tripura	58
Puducherry	66	Haryana	57
Goa	65	Nagaland	57
Sikkim	65	Rajasthan	57
Gujarat	64	Chhattisgarh	56
Maharashtra	64	Mizoram	56
Uttarakhand	64	Assam	55
Dadra and Nagar Haveli	63	Uttar Pradesh	55
Lakshadweep	63	Meghalaya	54
Punjab	62	Arunachal Pradesh	53
Andaman and Nicobar Islands	61	Jharkhand	53
Daman and Diu	61	Bihar	50

■ Achiever (100)　■ Front-runner (65–99)　■ Performer (50–64)　■ Aspirant (0–49)

Source: SDG India Index & Dashboard 2019–20 – Niti Aayog

Figure 8: Massive divergence exists in SDG performance across the vulnerable, or "aspirational," districts in both high- and low-performing states

	State	District	No poverty	Zero hunger	Good health and well being	Quality education	Gender equality	Clean water and sanitation	Affordable and clean energy	Decent work and economic growth	Industry, innovation and infra.	Sustainable cities and communities	Life on land	Peace, justice & strong Inst.
Front runner	**Tamil Nadu**	Virudhunagar	77	34	57	39	92	53	32	53	67	56	75	39
		Ramanathapuram	64	33	62	71	33	59	32	37	63	85	75	21
	Telangana	Jayashankar Bhupalapally	90	31	44	37	8	43	32	58	47	21	74	38
		Asifabad	68	24	58	39	97	10	28	60	20	0	5	61
		Bhadradri Kothagudem	NA	17	49	32	48	17	32	46	30	24	51	NA
Performer	**Bihar**	Araria	41	32	39	37	45	51	29	27	47	41	75	59
		Khagaria	57	32	37	1	67	33	32	38	36	32	69	28
		Banka	23	32	26	2	71	40	32	32	52	16	47	82

Composite scores: ▮ 100   ▮ 65–99   ▮ 50–64   ▮ 0–49   ▨ Not Available

Notes: District SDG scores were derived by mapping 81 TADP (Transformation of Aspirational District programme) metrics to SDGs and by developing a score of SDGs based on relative performance of districts to each other.
Sources: 'Champions of Change' dashboard of Aspirational District Programme (2019), NITI Aayog; Bain & Company analysis

Figure 9: Increased government focus and civil society participation in aspirational districts have yielded encouraging results such as improved health and nutrition

Change in composite score across TADP themes (2018–19)
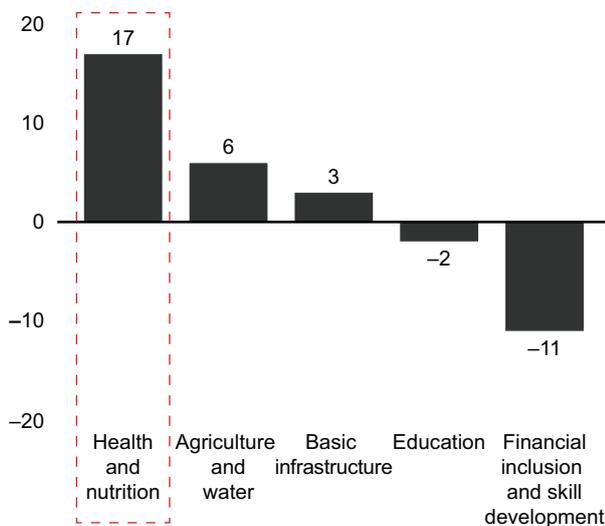
Performance on select health and nutrition metrics
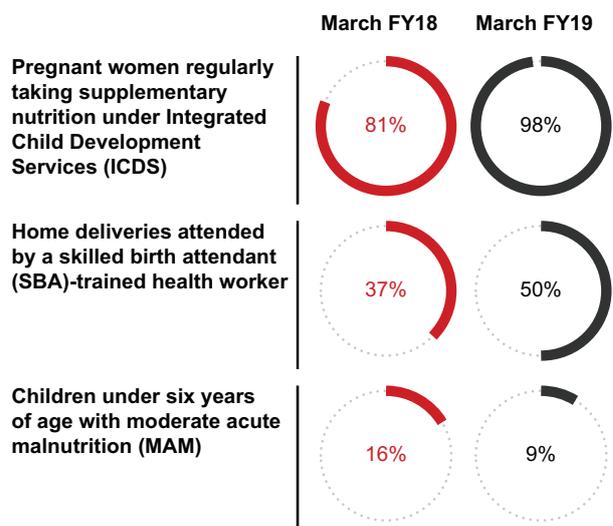
Notes: Delta in composite score is calculated as the difference in scores across five themes of ADP for 112 aspirational districts; composite scores were calculated by normalizing data from 81 data points by Niti Aayog; the health and nutrition metrics fall within the umbrella Integrated Child Development Services (ICDS) scheme; TADP is the Transformation of Aspirational Districts Programme
Source: "Champions of Change" dashboard for Aspirational Districts (2018 and 2019) – Niti Aayog; Bain & Company analysis

Figure 10: Approximately 60% of Aspirational Districts have higher per capita income growth vis-à-vis non aspirational districts

Number of Aspirational Districts split by states (2019)

Delta of per capita income growth rate between Aspirational and non-aspirational districts (2018–19)
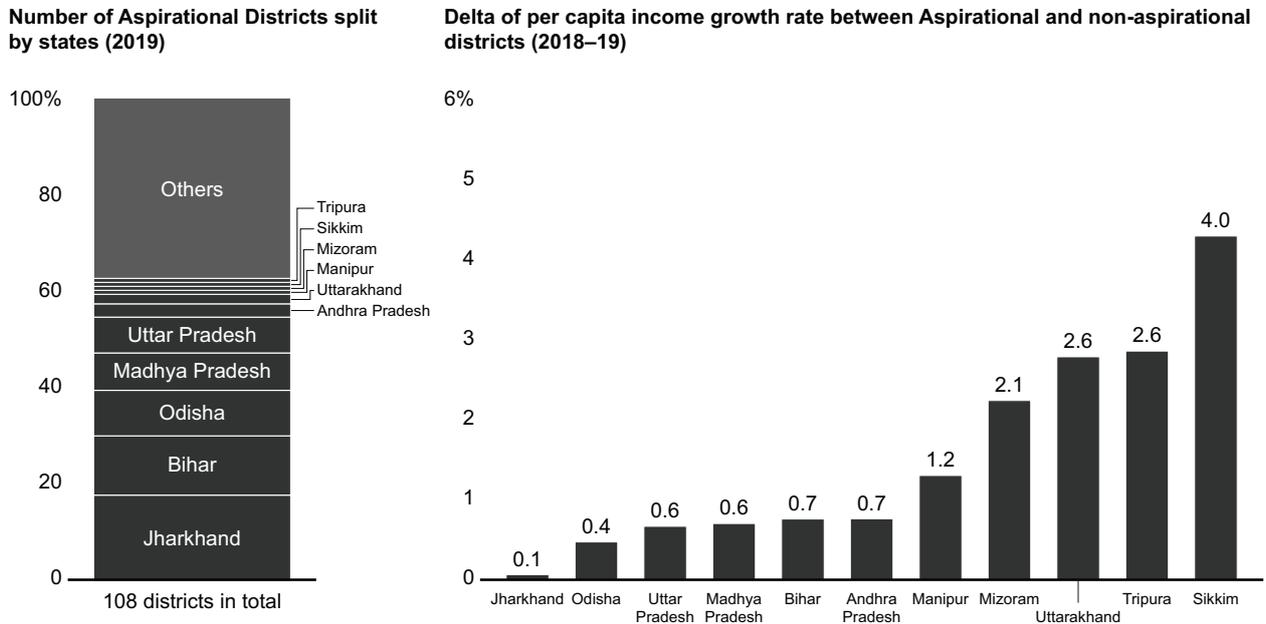
Note: Per capita income is calculated by dividing annual household income (urban and rural) by population (urban and rural); growth rate of aspirational and non-aspirational districts has been calculated via average across districts in a state; AD = Aspirational districts; GDP data only available for 108/117 aspirational districts
Source: Nielsen

Early indications of social and economic returns on investment, combined with government support towards India's aspirational districts, make a case for philanthropy to invest more catalytic capital for systemic and sustainable development of India's vulnerable geographies.

Vulnerable sectors: Sewage treatment

India's progress on Sustainable Cities and Communities is behind target (see Figure 11). Almost half of all 36 identified states and union territories have an SDG score of 49 or lower (the weakest level of access to infrastructure for civic amenities such as housing and sewage treatment) and no state has achieved the NITI Aayog target. Upon closer look, Sustainable Cities and Communities has weak performance on sanitation-related issues, predominantly on sewage treatment (see Figure 12). While India's access to toilets has improved, the country continues to lag on treatment, which poses a significant health threat and risk to the sustainability of sanitation solutions (see Figure 13).

Post-2000, sanitation has been a government priority. However, most government-led programmes focused on "access," building toilets through its flagship programme, Swachh Bharat or Clean India Mission. Launched in 2014, the programme's goal was to clean up the country by building toilets for homes and communities, and establishing a system for monitoring and increasing toilet use. Prior to 2014, government-led programmes such as Jawaharlal Nehru National Urban Renewal Mission (integrated slum development) and National Urban Sanitation (policy framework for states to achieve open defecation free (ODF)) also focused on access to toilets.

Figure 11: Within the Sustainable Cities and Communities SDG, performance on sanitation-related parameters falls sharply below the target
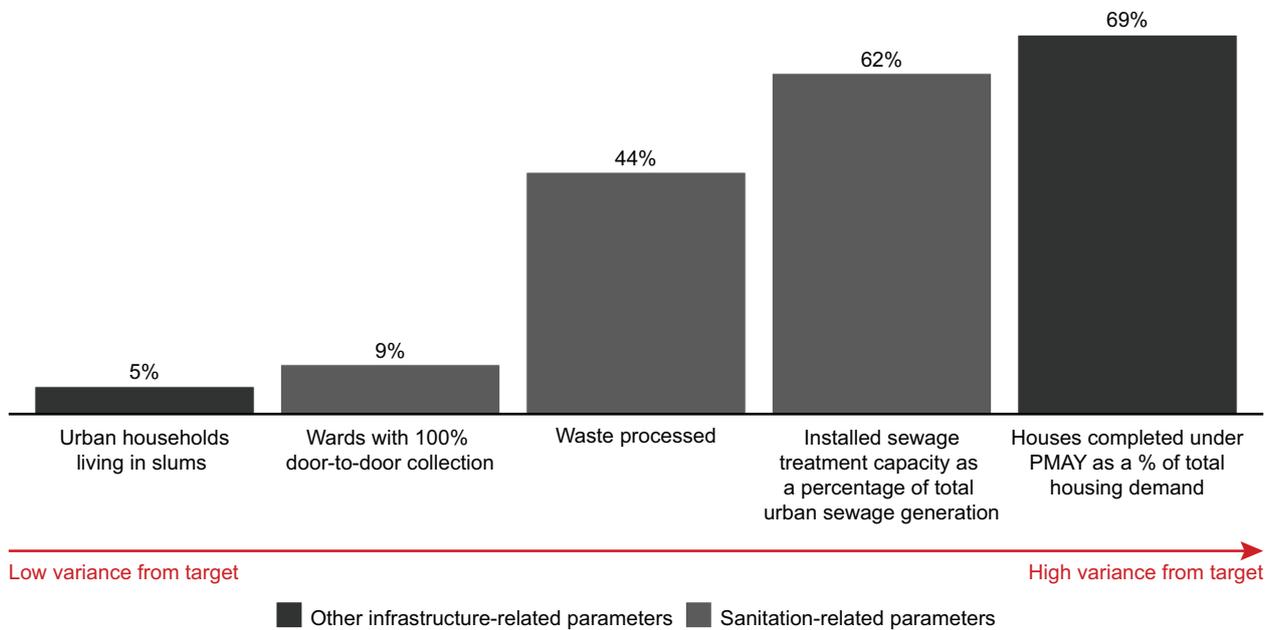
Notes: Chandigarh is excluded from evaluation, as it is an outlier; sewage includes faeces, urine and other human body waste as per AMRUT; sanitation-related parameters are used, as defined by Dasra and UN Global SDG
Source: SDG India Index Baseline Report 2019 – Niti Aayog

Figure 12: Sanitation metrics across SDGs show that access to toilets has improved but treatment continues to fall significantly behind the target

Key sanitation parameters 2019		Target	Average India	Best-performing states	Worst-performing states
Access	Urban households with an individual toilet	100%	97%	100%	40%
	Households having an improved source of drinking water	100%	95%	99%	85%
	Districts verified to be open defecation free	100%	88%	100%	55%
Treatment	Wards with 100% door-to-door waste collection	100%	91%	100%	65%
	Waste processed	100%	56%	75%	23%
	Installed sewage treatment capacity as a proportion of sewage generated in urban areas	100%	38%	66%	0%

Notes: Best- and worst-sperforming states represent the top and bottom ~33 percentile for each SDG parameter; Chandigarh is excluded across parameters given it is an outlier across most performance metrics; sewage includes faeces, urine and other human body waste as defined by AMRUT
Source: SDG India Index Baseline Report 2019 – Niti Aayog; Bain & Company analysis

Figure 13: Additionally, when measured against global peers, India's anthropogenic waste-water treatment is the lowest benchmark

% of Anthropogenic wastewater (includes sewage, industrial and agricultural waste) treated

India	BRICS	Emerging Markets	Developed Countries
2%	**35%**	**41%**	**80%**
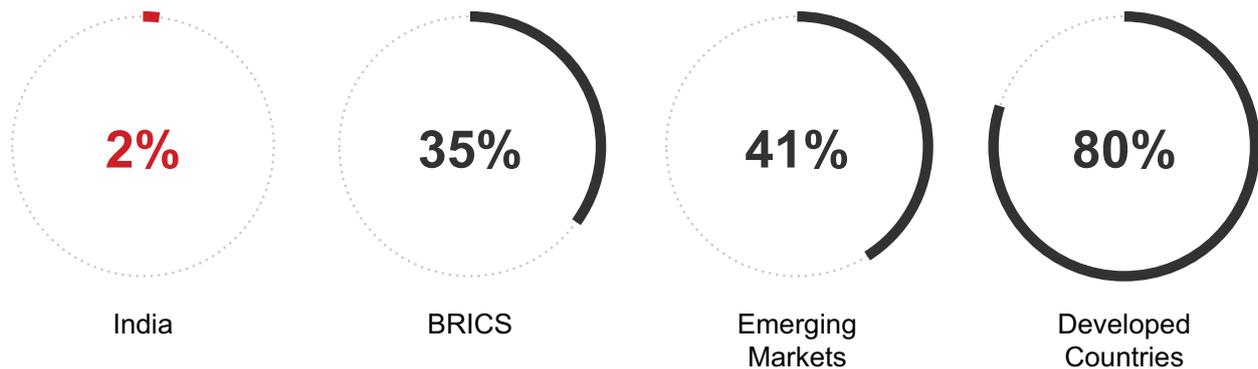
Note: Anthropogenic wastewater includes all liquid waste as a result of human activity (including sewage, municipal, industrial and agricultural waste); Emerging market countries defined as per MSCI index; Developed countries defined as per the UN classification
Sources: Eurostat (EU-SILC); MSCI Index; UN

Following large improvements in access and ODF, the government recognised the need to create ODF+ and ODF++ to focus on sustainability of ODF. That is, ODF+ aims to ensure proper maintenance of toilet facilities, and ODF++ aims to have safe collection, conveyance, treatment and disposal of all sewage. These efforts focus on treatment and identifying faecal sludge and septage management (FSSM) as a key focus area. In 2015, the government launched a flagship scheme Atal Mission for Rejuvenation and Urban Transformation (AMRUT), which aims to provide basic civic amenities with a focus on sewage facilities and treatment, to 500 cities in urban India. In 2017, the government also launched the first National Faecal Sludge and Septage Management (NFSSM) programme, which aims to promote the use of FSSM sanitation services to ensure end-to-end treatment of faecal and septage waste in urban India. Yet, despite these initiatives, we found that government funding continues to focus too much on access and not enough on treatment (see Figure 14).

Thus, raw sewage continues to be a problem because sanitation facilities aren't equipped with proper waste disposal systems and water supply. While the government has taken steps in the right direction, achieving treatment goals will require a more collective philanthropic focus by way of mobilising resources, facilitating stakeholder collaboration and implementing optimal treatment solutions. For instance, FSSM is a viable solution for the 50% of households in India that are dependent on on-site sanitation systems. Additionally, an unknown percentage of untreated capacity in sewage networks can be treated by FSSM by way of co-treatment. Although it is not a funding issue, if we consider the infrastructure required to saturate treatment via FSSM solutions alone,

Figure 14: Although funding for sewage treatment has been growing, more funding has been allocated for toilet construction than treatment over the last four years

GOI budget allocation (INR Cr.)
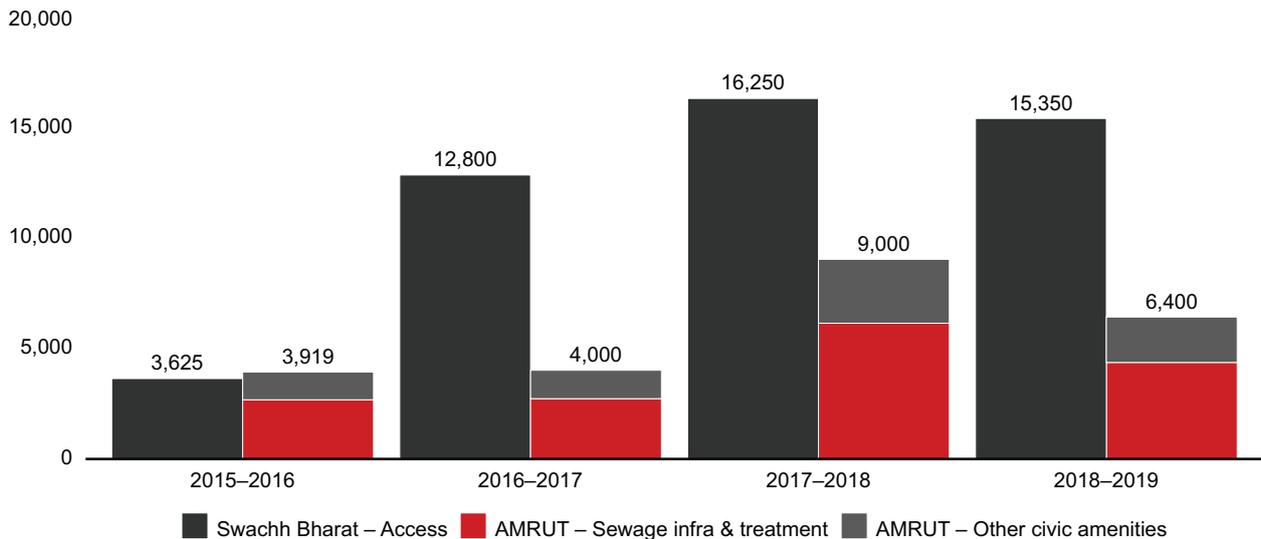
Note: Sixty-eight percent of AMRUT's overall budget is allocated to sewage and septage management. actual deployment toward sewage and septage management is unknown
Sources: Press Information Bureau; WaterAid Report, Amrut, Economic Times publication, Hindustan Times publication; Bain & Company analysis

philanthropists have an opportunity to address a funding gap of INR 8,000-12,000 crore, as estimated by the Center for Water and Sanitation, CEPT University. Additionally, philanthropic investment in sewage treatment will support sustainable and holistic sanitation, which, in turn, is expected to add approximately INR 237,600 crore in GDP annually[vii].

Given the critical role of sewage treatment in ensuring sustainable sanitation and cities, the existing investment gap, the growing government acknowledgement, and the potential for high economic impact per dollar of investment, philanthropic capital invested in sewage treatment is likely to yield robust returns.

Vulnerable populations: Adolescent girls

Gender equality is another metric on which India is falling behind and needs philanthropists' focus (see Figure 15). This is emphasised by a significant gender gap of 895 females to 1,000 males in India's largest population cohort—adolescents (this group comprises approximately 20% of the total population). Besides being outnumbered, adolescent girls in India are highly vulnerable to child marriage, teenage pregnancy and lack of education when compared with global peers (see Figure 16).

With such clear need, the philanthropic capital invested in adolescent girls is likely to have high returns. Early social returns have emerged from the existing private sector and government support. Additional philanthropic investment has the opportunity to catapult success to the next level, improving adolescents' development and empowerment indicators.

Figure 15: Adolescent girls in India are behind similar demographics of global peers

Secondary education: Female out-of-school rate in secondary school (2017)

Teenage pregnancy: births per 1,000 women between age 15–19 (2017)
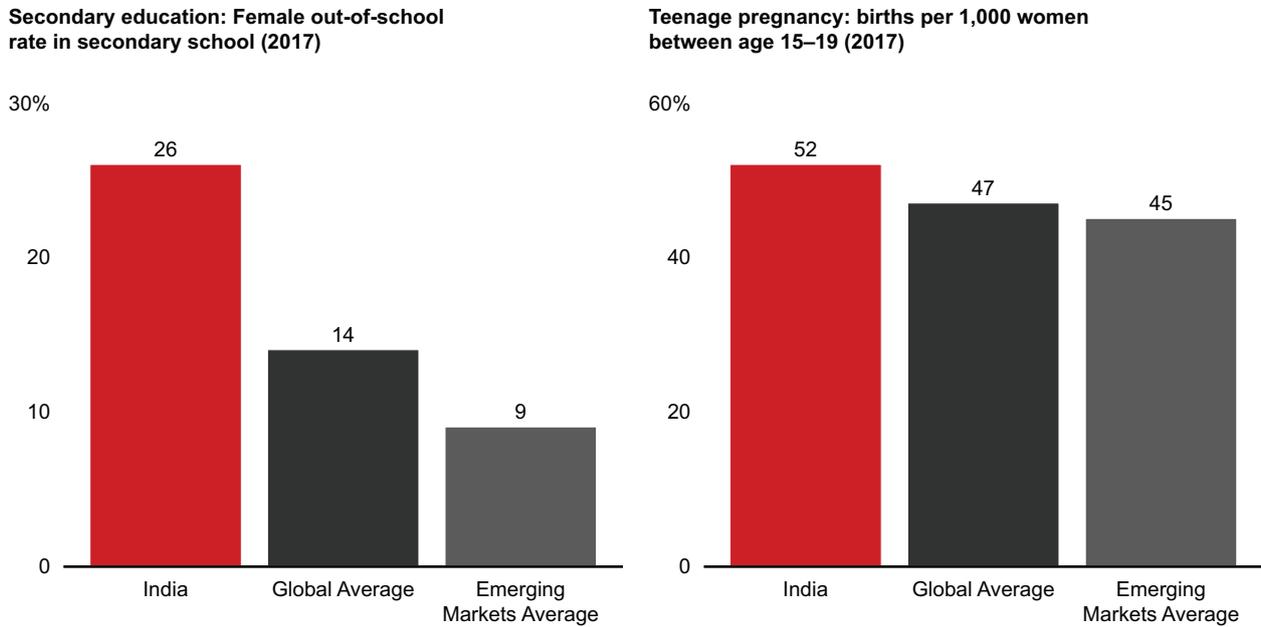
Note: Emerging markets (EM) includes Colombia, India, Indonesia, Mexico, Pakistan, Peru, Philippines, Thailand, Turkey. Data for other emerging market countries is unavailable; secondary education is defined as 11- to 18-year age group basis UNICEF; Out-of-school rate is the inverse of enrollment rate (1 - enrollment rate)
Sources: World Bank; UNICEF; NFHS; Bain & Company analysis

Figure 16: Adolescent-focused initiatives can accelerate India's progress on adolescent girls' development and empowerment

Out of school
Adolescent girls aged 11 to 18 years that are not enrolled in secondary school

Child marriage
Women aged 20 to 24 years who were married before the age 18

Teenage pregnancy
Women aged 15 to 19 years who have had a live birth
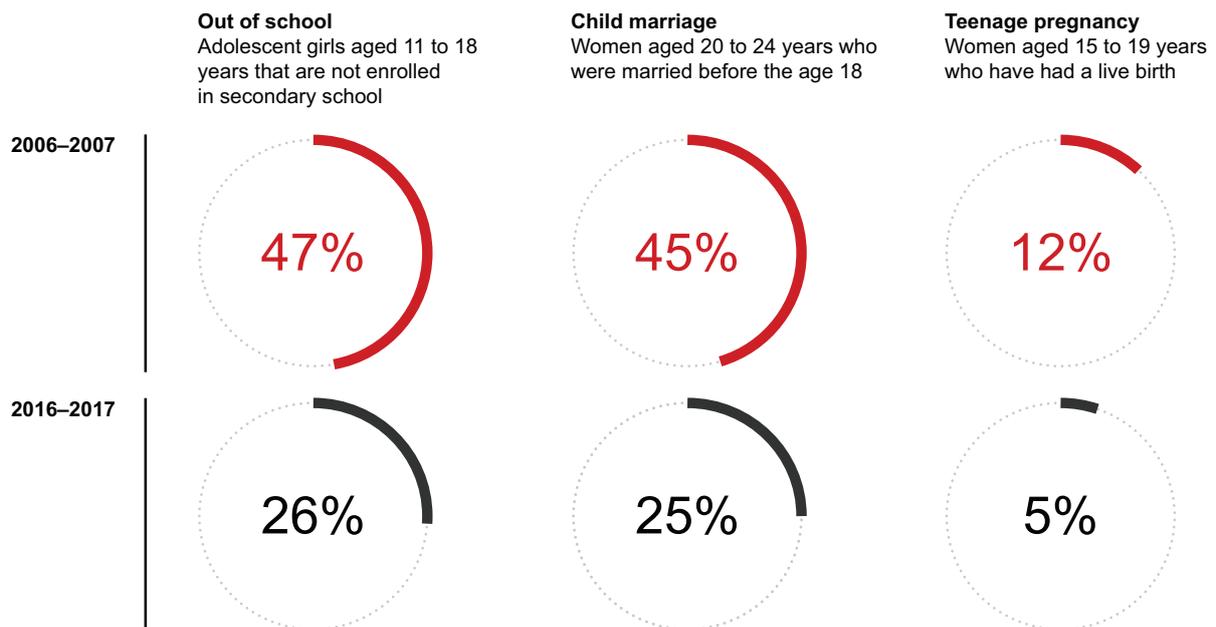
Note: Secondary education is defined as children within the age group of 11- to 18-years by UNICEF; NFHS: National Family Health Survey
Source: National Family Health Survey, World Bank

The government has a number of national initiatives focused on improving health and education for adolescents, including:

- **Kasturba Gandhi Balika Vidyalaya:** Government-run residential schools that have reached approximately 0.4 million girls in 2018

- **Rashtriya Kishor Swasthya Karyakram:** A health programme for adolescent girls that targets issues such as nutrition, reproductive health and substance abuse has reached more than 40 million girls in 2018

- **Scheme for Adolescent Girls:** An awareness programme to improve the nutrition, health and overall development of adolescent girls has reached 0.7 million adolescent girls in 2018

The government also supports the education and health of adolescents by providing multiple financial incentive plans (direct conditional cash transfers for education milestones achieved). Select schemes include the National Scheme of Incentives to Girls for Secondary Education and the Balika Samridhi Yojana (rewards for enrolment in primary and secondary school that are accessible if a girl is unmarried at 18 years of age). In addition to countrywide initiatives, there are a number of other such schemes at the state level. Government programmes supported by a range of civil society actions have helped to support education goals.

India's progress for adolescent girls has been piecemeal. To get the full economic benefit from this demographic, development of adolescent girls needs to be viewed holistically and requires collaborative action across multiple sectors. Philanthropic capital can play a big role in supporting this action, and help India accelerate holistic development for its adolescent girls. Reducing adolescent girls' vulnerabilities improves the lives of adolescents in the present and the future, as well as for the next generation, or what the World Health Organization refers to as a "triple dividend". Hence, every rupee invested in this demographic will have an exponential economic impact (see Figures 17 and 18).

Transforming adolescent girls' vulnerability into empowerment requires a holistic approach to their development—and significant funding. We estimate that India needs approximately INR 11,000 crore per annum just to ensure completion of secondary school for adolescent girls, aged 11 to 18 years. Further funding is required to finance other interventions, such as awareness programmes to reduce teenage pregnancy and child marriage, and those to boost employment. The opportunity is huge, given that philanthropic capital directed to secondary education has the potential to add approximately 5X per rupee invested in additional GDP. This impact is significantly higher if we consider the ripple effect of secondary education on reducing child marriage and teenage pregnancy coupled with the triple dividend impact on the development of adolescents. Additionally, ongoing government support coupled with private interventions are showing early signs of improvement for adolescent girls' development. further emphasising that philanthropic capital focused on adolescent girls can have a multiplier effect.

Figure 17: Investments in adolescents' health and education can have robust economic returns

Programmes to improve health

INR **300**

By investing INR 300
per person per year in
adolescent health programmes

10x

A 10x economic boost
can be achieved

Programmes to reduce child marriage

INR **247**

By investing INR 247
per person per year in
programmes to reduce child marriage

6x

A 6x economic boost
can be achieved

Note: These returns are basis UN global study on the impact of investing in adolescent programmes; conversion rate used: 1 USD = INR 65.12
Source: UN global estimates 2017; Reserve Bank of India

Figure 18: Reducing adolescent vulnerabilities in India could also add more than 1800K Cr in additional GDP to the economy

GDP boost from reducing adolescent pregnancy

INR **1,867,000 crore**
12% of annual GDP

- Estimate of a young mother's foregone annual income over her lifetime
- Additional benefits can be incurred to GDP, as children born to adult mothers are less likely to be undernourished

GDP boost from adolescents completing education

INR **47,000 crore**
0.5% of annual GDP

- Estimate of economic impact based on job productivity
- Costs of dropping out of secondary school are higher than dropping out of primary school

Notes: Cost of adolescent pregnancy and cost of education figures are as of 2011; conversion rate used: 1 USD=INR 46.67
Sources: World Bank; Reserve Bank of India

India's progress in the social sector is yet to address all areas of critical need. Severable vulnerabilities remain—across sectors, geographies and populations—that call for urgent action not only based on need but also because of the opportunity they can unlock for India's economic and social development. Philanthropy can play a catalytic role in accelerating progress across these vulnerable segments, especially those where there is some political will and civil society action already at work. The next chapter elaborates on this information, suggesting a valuable approach for philanthropy to adopt as it thinks about investing more capital in India's most vulnerable, thereby helping India accelerate its journey towards inclusive and sustainable development by 2030.

Chapter 3: Using systems approaches for helping the most vulnerable

India's most vulnerable remain outside of mainstream development due to systemic inequalities. The disadvantaged are unable to adapt to unpredictable situations that can push them deeper into vulnerability, such as climate change, economic risks and socio-political threats.

Systems solutions address the challenges that arise from an aggregation of problems rather than a single discrete issue. They offer a more befitting response than solutions with a singular, linear focus[viii].

The distinguishing features and value addition or merits[ix] of systems solutions are outlined below[x] (see Figure 19). These distinguishing features have been compiled from multiple secondary literature sources for the purpose of this report and are indicative, not defining of what entails systems solutions.

Figure 19: Features and value addition of systems solutions for the vulnerable and philanthropy ecosystem

Feature and description

Feature and description

Big picture thinking
Solutions are designed and delivered with the big picture in mind, looking at the problem holistically for long lasting change.

- Boosts the possibilities of driving normative and policy-level change
- Increases the prospects of higher return on investment as the systemic interventions may impact many more people than initially targeted by the intervention

Collaboration
Systems solutions encourage roles of facilitation that convene a wide variety of stakeholders and leverage on the strengths of partners. The solution is co-created, and affected stakeholders are a part of the solution.

- Increases the chances of success, sustainability and ownership of the solution due to involvement of affected stakeholders
- Leverages multi-disciplinary and cross-sectoral expertise
- Allows philanthropy to engage with its capital, expertise and/or networks to accelerate impact

Evidence-based action
There is high focus on research-led action and piloting interventions for scale and replication. Systems solutions foster a culture of learning across the activities and processes of the programme.

- Provides replicable blueprints or models to be leveraged for similar future investments, improving cost-effectiveness
- Offers the opportunity for philanthropy's innovation and risk capital to be invested in scalable solutions that have the buy-in of partners like the government

Dynamic implementation
Systems solutions promote resilience by consistently accounting for the dynamics amidst different actors and processes. The solution transforms with changing situations, ensuring ongoing responsiveness and agility.

- Ensures high responsiveness and dynamism in the solution through frequent loops of monitoring, evaluation, learning and discussion, for consistent course correction

Effective communication
External and internal communication is prioritised as part of the programme design.

- Enables consistently transparent channels among ecosystem actors
- Fosters trust-building and effective collaboration between multiple stakeholder groups

Source: Systems Thinking: An introduction for Oxfam programme staff, Oxfam; Solving the World's Biggest Problems: Better Philanthropy Through Systems Change, Stanford Social Innovation Review; Scaling Solutions Toward Shifting Systems: Approaches for Impact, Approaches for Learning, Rockefeller Philanthropy Advisors

By emphasising on addressing normative challenges or root causes of societal problems, adopting a layered and multi-disciplinary approach, and fostering collaborative action among different stakeholders, systems solutions can address vulnerability from the root up and for the long run[xi].

The growing popularity of systems solutions is hardly surprising given that the Sustainable Development Agenda for 2030 emphasises holistic development with an endeavour to focus on the most vulnerable and underserved. Development actors like government, non-profit organisations, philanthropists, and others across the board are beginning to acknowledge the importance of connecting the dots and resolving the world's biggest problems through integrated rather than siloed efforts.

A range of systems solutions are already addressing areas of critical need and opportunity in the Indian development ecosystem. Two such systems solutions demonstrate the approach and potential for serving India's vulnerable segments:

- 10to19 Dasra Adolescents Collaborative

- CEPT's Center for Water and Sanitation (C-WAS)

10to19 Dasra Adolescents Collaborative: Anchoring a collaborative for adolescent empowerment

Quick Facts

Year Established: 2017

Key Funders: Tata Trusts, USAID, Kiawah Trust, Children's Investment Fund Foundation (CIFF), The David and Lucile Packard Foundation, Bank of America Merrill Lynch, corporate funders, family foundations, individual philanthropists, etc.

Key Partners: Aangan Trust, Child In Need Institute, Centre For Catalyzing Change (C3), Quest Alliance

Systems Actors Engaged: Adolescents, community of practice anchored by non-profit organisations, state and central government, experts, philanthropists/donors, adolescents' communities, media, Dasra Giving Circle, corporate funders

The Problem: Adolescents as a vulnerable population

India is home to more adolescents than any other country. Yet, this group—particularly adolescent girls—still faces immense social and economic challenges that complicate their transition from childhood to adulthood. Adolescents are denied empowerment and development across their lifespan in the form of poor nutrition and health, lack of education, dearth of equal employment opportunities, early marriage and pregnancy, as well as sexual violence. A common pool of interlinked norms and beliefs underlie these varied manifestations of vulnerability among adolescents, which siloed and fragmented solutions are unlikely to address in a sustainable manner.

The Solution: Building a multi-stakeholder collaborative for adolescent empowerment

Dasra launched the Dasra Girl Alliance in 2013 to direct awareness, funding and resources to the field of adolescents in India. Over four years, this initiative evolved into a multi-stakeholder initiative, the 10to19: Dasra Adolescents Collaborative (referred to as "the Collaborative"). Launched in partnership with The Department of Health and Family Welfare, Government of India, the Collaborative is an outcomes-led, national platform that aligns the expertise and perspectives of multiple stakeholders, across national, state and local levels, to ensure sustainable empowerment for 5 million adolescents in India, through transformative efforts. The key outcomes for 10to19 DAC link to broader Sustainable Development Goals relating to health and well-being, equitable education and gender equality.

10to19 DAC pursues adolescent empowerment by aligning efforts towards four key outcomes:

• Delayed age of marriage

• Delayed age of pregnancy

• Improved secondary education

• Increased agency

A systems approach is critical for the Collaborative to sustainably empower 5 million vulnerable adolescents across India. The Collaborative operates at multiple levels, with critical stakeholder groups, to influence change through a host of distinct yet interlinked interventions.

10to19 DAC as a systems solution

Unlike technical problems that can be traced to definitive causes and sources, the challenges faced by adolescents are complex, spanning multiple sectors, supported by deep-rooted norms, reinforced by contemporary challenges and maintained by gatekeepers in the family and community. Solving for these problems, the Collaborative focuses on deep engagement in the state of Jharkhand to address systemic and normative inequalities impacting adolescents, through a variety of interventions. At the national level, the Collaborative advocates for a stronger focus on adolescents in the larger development discourse. The Collaborative's features as a systems solution are:

Outcome-based action and pooled funding

- The Collaborative is focused on outcomes and measurable results. This enables alignment of a wide range of on-ground actors to the selected outcomes for adolescents, while allowing flexibility of action.

- Being outcomes-led has also enabled pooling of funds from varied funder groups, ranging from multilateral organisations to domestic individual philanthropists. This has allowed the Collaborative to use a range of risk appetite and fund sizes, to enable innovation and holistic action towards ambitious outcomes for adolescents.

$48M

Pooled funding raised from 30 funders directed to the sector since 2017

Knowledge-creation for the ecosystem and evidence-based action

- The Collaborative facilitates creation and dissemination of knowledge products co-created with the community of practice (CoP) to enable codification of learning and amplification of best practices modelled by partners. For instance, the report, "Action Reaction: Understanding and Overcoming Backlash Against Girls' Exercise of Agency in India," March 2019, highlights the experiences of 70+ CoP partners, with unintended consequences of adolescent girl programming and effective approaches they have used to prevent and address the consequences.

- On the other hand, the Collaborative gathered evidence on the status of adolescents in Jharkhand to enable on-ground partners with insights for effective programme design. The Baseline Study on key adolescent development and empowerment indicators was conducted across 325 villages and urban wards, covering 16,000 adolescents. Insights from this study have been used by on-ground partners to ensure effective programme design. The same also proves useful as a yardstick to measure the collective contributions of these programmes to adolescents in Jharkhand over a period of time.

- An additional suite of knowledge products was created such as the playbook "Collaborative Force: 10 to 19" and "Three Square Meals: A Just Diet for India's Adolescent Girls" to increase the visibility of the sector.

70+

CoP partners' experiences of backlash collated for ecosystem reference

16,000

Adolescents surveyed for baseline study on key adolescent indicators in Jharkhand

Cross-learning and collaborative action

- The Collaborative promotes cross-learning between partners and enables strengthening of their individual programmes for adolescents. For example, Quest Alliance is leveraging CINI's expertise on Sexual and Reproductive Health Rights to strengthen their out-of-school programmes. Similarly, C3 is seeking knowledge support from Quest Alliance's established methodology for assessment of at-risk students.

- To scale efforts nationally for Ab Meri Baari, an adolescent-led media and advocacy campaign, 16-plus partner organisations worked collaboratively.

- Through the formal mechanism of quarterly meetings for implementing partners, the Collaborative promotes regular interface and communication between all partners for alignment in programme delivery, strengthening collaborative action among partners.

- The Collaborative also strengthens on-ground action through collective and one-on-one capacity building to a cohort of high-impact nonprofits operating in Jharkhand through leadership development, advisory on strategy, growth and scaling, and systems support.

16+

Partner organisations primarily in the three states of Rajasthan, Jharkhand and Uttar Pradesh executed Ab Meri Baari

Government partnership

- Using the long-standing relationships of on-ground partners with the government, and their insights on effective engagement, the Collaborative has begun working with the government to ensure sustainable impact at scale.

- It also offers the multi-disciplinary expertise of the Collaborative to help the government improve service delivery for adolescent schemes it is keen to improve. For instance, the Collaborative has begun working with the Government of Jharkhand, applying a design thinking approach to identify critical breakpoints in the Weekly Iron & Folic Supplementation (WIFS) scheme and design solutions to address them so the government can improve service delivery for adolescents. Through such support, the Collaborative is able to use its collective expertise to strengthen a scheme that targets all adolescents. The WIFS scheme targets adolescents in government schools as well as out-of-school adolescent girls. (The WIFS scheme is part of a flagship Central government programme, Rashtriya Kishor Swasthya Karyakram, targeting holistic development of adolescents, in and out-of-school, with a special focus on marginalised groups, run by the Ministry of Health and Family Welfare.)

Government engagement

with key central and state ministries and departments like Health and Family Welfare and Women and Child Development

Inclusive and sustainable impact

- Through both the campaign and individual partner programmes, the Collaborative builds the agency of targeted adolescents by promoting their participation in solutions designed for their own empowerment. This ensures the sustainability of the change these programmes trigger and has the potential for creating intergenerational results. This is seen in on-ground programmes run by the implementing partners.

- Since the category of vulnerable adolescents is not homogenous, the Collaborative is designed to promote inclusion through all its programmes. Through distinct programmes, the Collaborative plans for adaptive implementation of interventions for in and out of school adolescents, belonging to different vulnerable situations and socioeconomic groups to ensure the same outcomes for all. After being associated with the Collaborative, implementing partners made adolescents their focus instead of "youth," which is a more homogenous category.

160K

Adolescents directly reached through DAC Programmes out of a target of 180K

Normative change

- The collaborative works at different levels with stakeholders and systems actors such as governments, community gatekeepers, families, schools and non-profit organisations to shift attitudes, mindsets and behaviours on issues surrounding adolescent development and empowerment.

- To enact normative change at scale, the Collaborative (as part of its adolescent-led national media and advocacy campaign, Ab Meri Baari) worked with on-ground implementation partners and trained Girl Champions on a social mapping tool intended to increase their agency and seek greater government accountability on adolescent programmes. The campaign was executed in three phases to create national momentum around adolescent issues. First, digitally through a film, second, adolescents were empowered to demand accountability on their rights and third, the campaign was amplified through a bus tour. 300+ Girl Champions from Jharkhand, Rajasthan and Uttar Pradesh participated in the Bus Tour and shared their insights based on the social mapping through a 'Charter of Demands' directly with 13 government officials, community members and other relevant stakeholders.

25M

People reached through a national narrative change campaign Ab Meri Baari

300+

Girl Champions equipped as part of Ab Meri Baari, to build channels of accountability with decision makers across India

Normative change (cont.)

- The Collaborative runs a national level CoP with 180-plus partners who collectively advocate for stronger adolescent focus in government programmes. The CoP also advocates and tracks the progress of indicators linked to adolescent health and well-being.

- The Collaborative promotes cross-learning and collective policy advocacy on thematic areas concerning adolescents in Jharkhand through a member base of 60-plus voluntary and actively engaged partners in the state-level Community of Practice.

180+

Organisations part of the National Community of Practice

Center for Water and Sanitation, CEPT University

Quick Facts

Year Established: CEPT University was established in 1962; CWAS began its work in 2009.

Key Funders: Bill and Melinda Gates Foundation, HSBC, Arghyam, Department of International Development, Collective Good Foundation, National Institute of Urban Affairs, Ahmedabad Municipal Corporation, Piramal Foundation

Key Partners: Ministry of Housing and Urban Affairs, state governments of Maharashtra, Gujarat, Chhattisgarh, Telangana and Jharkhand, Ahmedabad Municipal Corporation, city councils of Wai and Sinnar, NFSSM Alliance, National Institute of Urban Affairs, AIILSG Mumbai, CHF International, Dalberg, Samhita, Tata Consultancy Services, Maharashtra Environmental Engineering Training and Research Academy (MEETRA), DASRA, IHE Delft

Systems Actors Engaged: Governments at the national, state and local levels, academic institutions, non-profit organisations, funders, experts and policy makers, networks and alliances, citizens

The problem: Urban India offers inconsistent access to safe sanitation services

As per the latest government estimates available, 70% of urban India's sewage is untreated, constituting the biggest source of water pollution in the country. Challenges pertaining to water and sanitation in urban India do not stem from limited access to treatment technologies, unavailability of financial resources or an intent deficit on the part of decision makers. Rather, challenges emerge due to limited technical knowledge at the implementation level for sanitation, poor resource allocation, lack of reliable and updated information on service levels and quality, and limited management expertise among key stakeholders. The situation is particularly concerning as India's urban population is expected to increase from 377 million presently to 600 million[xii] by 2031, and given current trends, a large proportion will lack access to safely managed sanitation systems.

The solution: Championing evidence-led solutions to improve public services

The Center for Water and Sanitation (C-WAS) at CEPT University, is committed "to achieve access to equitable and inclusive water and sanitation for all." To this end, C-WAS works as a thought leader, aggregating evidence through cutting-edge research, and using the information to develop tools that the government and other relevant stakeholders can utilise to strategise and implement urban water supply and sanitation programmes. C-WAS also supports the public design and delivery of urban sanitation services through capacity building of government bodies and evidence-led advocacy at the national, state and local levels.

Thematic areas of work for C-WAS are:

- Urban sanitation

- Service-level benchmarking

- Sanitation finance

- Water security

Systems solutions by C-WAS

Taking a systems approach, C-WAS focuses on collaborating with governments at all levels across city, district, state and central levels to assess performance and scale innovative solutions for improving the delivery of sanitation services in urban India. The solutions developed by C-WAS are designed to achieve universal coverage of safely managed sanitation to help the most vulnerable populations and geographies, and ensure sustainability.

Solving for suboptimal sanitation in urban India not only requires cutting-edge technical expertise but also the intent and ability to trigger action at scale to serve the large quantum of vulnerable populations residing in India. It is thus that C-WAS solutions for urban sanitation are designed for government adoption and strengthening of public services for city-level change. Developed cities will then become replicable models of excellence for reference to other similar cities and towns. As a technical partner to the government of Maharashtra, C-WAS supports the implementation of the

Swachh Bharat Mission (SBM) in urban areas at the state and local levels, engaging deeply in the state. C-WAS is involved in a host of national and global efforts to provide solutions for the sector of urban sanitation in India. The value proposition of the systems solution offered through C-WAS is highlighted below:

Evidence aggregation at scale on urban sanitation systems

- C-WAS began work in 2009 with the Performance Assessment System (PAS) Project to assess cities on key performance indicators for water, sanitation, storm water and solid waste services. These performance indicators included access and coverage, service levels and quality, financial sustainability, efficiency in service operations and equity-related aspects.

- The PAS Project has become a major repository of urban water and sanitation data in India. Through PAS, C-WAS aggregates performance data of more than 900 cities covering six states of India and four sectors: water supply, sanitation, solid waste management and storm water drainage. It not only uses this data for its own solutions-development, but also makes it available in the public domain for other ecosystem actors. The website hosts more than 400 reports and presentations, and a range of tools. The portal receives more than 50,000 viewers every year.

- PAS also focuses on services for the poor and unserved people through activities such as surveys for equity achievement, a slum-free action plan and pro-poor benchmarking of water and sanitation, to capture evidence of the needs of vulnerable communities.

- The PAS Project also helps devise plans for performance improvement with tools that help solve for specific thematic areas, citywide sanitation and access for underserved communities.

96.5M

Population covered by data on PAS by C-WAS

60+

Cities of Gujarat and Maharashtra for preparation of various thematic improvement plans

Government partnerships

- The core responsibility for effective urban sanitation rests with the government. Any solution, however cutting-edge, would have suboptimal results, without proactive tailoring for government use. C-WAS interventions are therefore designed for the government to enable them to strengthen its planning and delivery of effective urban sanitation facilities.

- C-WAS is a technical partner to the Maharashtra government through a Memorandum of Understanding for supporting the implementation of the SBM in urban areas, at the state and local levels.

- C-WAS works with all levels of governments—national, state and local to enable development and uptake of sanitation policies and their effective implementation. Instead of working in parallel with government systems, C-WAS brings its core skills as an academic centre to strengthen the Maharashtra government's SBM, by devising policies and plans for effective implementation of the mission in urban areas. It also offers capacity building and project monitoring support to help the government scale urban sanitation services in Maharashtra.

- For example, C-WAS supported Maharashtra to develop frameworks for open defecation free (ODF), ODF+ and ODF++, for urban sanitation improvements in cities, which were later taken up by the Indian government in its National Faecal Sludge and Septage Management (NFSSM) policy. (SBM ODF+ protocol focuses on sustaining community and public toilet usage by ensuring their functionality, cleanliness and maintenance. The SBM ODF++ focuses on achieving sanitation sustainability by addressing a complete sanitation value chain, including safe containment, processing and disposal of faecal sludge and septage.)

- Maharashtra has already been declared ODF due to the collective efforts of C-WAS and other systems actors. Presently, C-WAS is working on targets for ODF++; that is, to manage and treat wastewater effectively. More than 60 cities in Maharashtra have been declared ODF++, under a statewide programme for universal access to faecal sludge treatment facilities and the state aspires to become universally ODF++ in 2020.

Felicitation 🎖

By the President of India to the C-WAS team for its contribution to Swachh Maharashtra Mission

Recognition 📜

From ISC-FICCI as the "Best Non-Profit Engagement" in Sanitation

Inclusive and sustainable impact

- Change needs to be equitable and inclusive to be sustainable. Through its very design, C-WAS offers its expertise largely for the benefit of small- and medium-sized cities, which often don't receive the necessary attention. Also, through activities such as surveys for equity achievement, C-WAS collects insight on the sanitation needs of vulnerable communities and uses it to ensure the inclusive design and offering of sanitation facilities in urban India in addressing the needs of underserved geographies.

- C-WAS assists urban local bodies to develop sanitation plans for small and medium towns in Maharashtra, using a complete value chain approach, and emphasizing technology integration, service outcomes, private sector participation and financing options to the most overlooked geographies in this underserved sector.

60M

Urban population across 384 cities in Maharashtra to achieve safely managed sanitation over three years, supported by C-WAS

Multiplier effect through replicable models and tools

- C-WAS has been involved in research-led action on relatively nascent areas of work in the sector, such as financing sanitation, inclusion and equity in services and performance-based assessment/monitoring.

- Unlike conventional research that focuses on building a body of knowledge, the research undertaken by C-WAS is actionable and ready for use through the creation of tools or replicable models.

- For example, C-WAS developed SANIPLAN, a decision support tool that provides a structured approach to planning for urban sanitation, in response to local priorities. The tool also enables a detailed financial assessment of plan options. Other solutions developed by C-WAS for wastewater management, faecal sludge management and scheduled desludging have offered innovative approaches to the sector.

- C-WAS's work at the city level acts as a laboratory for design and implementation of innovative ideas. The lessons and findings are then transferred into policy and decision support documents at the state and national levels. C-WAS pilots and mainstreams models for improving urban sanitation at the level of a city or town. Once proven, these models can be adopted by other similar towns and cities, offering a multiplier on the cost of pioneering the solution.

- For instance, through its work with local governments, C-WAS helped develop Wai and Sinnar cities of Maharashtra as model cities for urban sanitation. These cities have introduced a public-private partnership (PPP) based model for scheduled desludging backed by sanitation taxes. The models are now being scaled across Maharashtra to achieve sustainable and equitable sanitation.

15+

Tools developed for urban sanitation

Wai & Sinnar

Developed as model cities in Maharashtra

Proactive participation in learning and thought leadership opportunities

- The C-WAS actively engages in a host of thought leadership activities at the state, national and global level, using its database (PAS), IP (tools and products for government assistance), replicable city models, and experience of enabling the government to plan and implement effective urban sanitation services in India.

- As a thought leader, C-WAS is a key partner of the NFSSM Alliance, advocating for better urban sanitation and faecal sludge and septage management (FSSM) at the national level. C-WAS is also a member of various networks such as the Sustainable Sanitation Alliance, International Water Association and Sanitation Capacity Building platform–National Institute of Urban Affairs. Through these networks, C-WAS is involved in strategising for policy implementation and capacity building of systems actors such as government functionaries.

- C-WAS is on the board of an expert committee on Onsite Wastewater treatment and Faecal Sludge Management—formulated by the Central Public Health and Environmental Engineering Organisation (CPHEEO), under the Ministry of Housing and Urban Affairs.

- At the global level C-WAS staff works with the International Water Association and other international agencies to promote the performance assessment of water and sanitation in developing countries. C-WAS partnered in a UNESCO-IHE-led activity to develop a Pro-Poor Benchmarking of Water and Sanitation programmes.

- As part of CEPT University, C-WAS passes on the lessons and findings from its field work to students at the urban planning department. C-WAS is actively engaged in academic activities through classes, lectures, student projects and post graduate and PhD theses. CEPT and C-WAS is also collaborating with UNESCO-IHE Institute for Water Education in Delft, Holland for a sanitation specialisation course under the master's programme for urban infrastructure. C-WAS also disseminates its findings in the public domain, for example, through conferences and reports.

400 📄

Knowledge products developed and published by C-WAS

Due to the scale and complexity of challenges faced by the vulnerable in India, the country is rife with the need and opportunity to invest in systems solutions. Recognising this need and opportunity, the philanthropy ecosystem is becoming bolder and beginning to move beyond investments in targeted solutions for discrete problems. Philanthropy is now investing in systems solutions that address the more complex and deep-rooted issues that disadvantage India's most vulnerable. The next section offers a glimpse of this nascent yet promising development.

Chapter 4: Pathways for philanthropy to engage with systems solutions: Case studies from India

Over the course of its decade-long journey, the India Philanthropy Report has traced the tremendous evolution in the philanthropy ecosystem. While philanthropy has come a long way, given the complexity and enormity of development challenges in India, there is a need to set higher aspirations. Systems solutions offer a promising approach for philanthropy to give in a manner that is bold, outcome-led, and most importantly, catalytic for India's development.

In this chapter, we identify and showcase eight unique pathways that represent exciting opportunities for philanthropy to engage with and invest in systems solutions (see Figure 20).

Figure 20: Unique pathways representing exciting opportunities for philanthropy to engage with and invest in systems solutions

Source: Dasra

Investment opportunity #1: Building capacities at a systems scale

Case study: Wildlife Conservation Trust supported by Hemendra Kothari

About the model: Wildlife Conservation Trust (WCT) works in the space of environment conservation with a focus on strengthening sustainable ecosystems that will continue to serve wildlife and communities in the long-term. The organisation works closely with government bodies and local non-governmental organisations (NGOs), providing funding, technical support and consultancy. What makes this a noteworthy systems solution—in addition to being collaborative and deeply rooted within the communities in which it works—is the strong emphasis on building capacity of government actors such as forest department officials and local law enforcement agencies. WCT provides end-to-end capacity building support to forest department officials in tiger reserves, national parks and sanctuaries within the Central Indian Landscape. WCT organises intensive and regular training programmes for, and provides consultancy and assistance to, the forest staff on a range of disciplines including crime prevention, wildlife crime investigation, law enforcement and forensics, forest patrolling, wildlife population estimation, and trauma management. WCT also functions as a think tank, regularly assisting the states in creating a policy framework for protecting wildlife corridors (forests outside national parks and sanctuaries); helping mitigate human-wildlife conflict and providing win-win solutions for both development and conservation by suggesting well-researched mitigation measures along linear infrastructure (roads, railways and canals) that cuts through existing wildlife corridors. Its work with the government is exemplary of non-profits filling a void by building capacities for government actors, especially so in critical yet less explored areas such as Wildlife Protection, which are subsets of larger, globally prioritised sectors like Climate Action.

Impact and scaling potential: WCT works in 160 national parks and sanctuaries across 23 states. It has conducted 190 patrolling, law-enforcement and related training programmes for 12,000 frontline forest officials and law enforcement agencies so far. A total of 2,500 anti-poaching camps have been provided with essential equipment to conduct patrolling and combat poaching. WCT's Law Enforcement Monitoring division, which trains the forest staff in tiger reserves, is proficient in conducting site security training. Recognising the importance of a motivated forest staff for effective protection of India's forests, WCT also embarked on work level motivation assessment studies of the field staff in tiger reserves. Based on the findings, policy suggestions and recommendations for better work and living conditions of forest guards were submitted to the forest department. To this end, WCT has also started to organise Human Resources Management training for senior officials.

Philanthropic spotlight: Hemendra Kothari supports the Wildlife Conservation Trust that works towards uplifting underprivileged communities in over 160 national parks and sanctuaries across the country. Mr. Kothari provides assistance for protection of vulnerable forest tracts, in collaboration with forest departments. The recognition of capacity building as a catalytic area of action is still emerging in the Indian development sector, and the sector needs more philanthropists supporting this area of intervention at a systems level.

Investment opportunity #2: Providing shared infrastructure and technology to government and development actors

Case study: eGovernments Foundation supported by Nandan Nilekani Philanthropies[xiii]

About the model: eGovernments (eGov) Foundation was established in 2003, by Nandan Nilekani and Srikanth Nadhamuni to solve hard-to-crack urban challenges. Using technology and collaborative solutions, eGov Foundation empowers the urban ecosystem across Samaaj (society), Sarkar (government) and Bazaar (market), enabling meaningful interaction across these three pillars. It supports urban governance through its technology platform Digit, which enables efficient and effective municipal operations by urban-local bodies (ULBs). Digit is a set of open-source technologies and services, set up as a public good, which allows government entities, businesses, start-ups, and developers to use a unique, single-platform digital infrastructure to build solutions for urban India at a large scale. The end objective is to:

- Facilitate citizen-centric improvement in local quality of life through better governance

- Improve the quality and accountability of public services

- Deepen collaboration in decision-making and public infrastructure maintenance

- Encourage citizen engagement and participation in governance

Impact and scaling potential: eGov's public digital platform has scaled to 1,093 ULBs across 14 states, providing improved services to 120 million urban citizens. Systems created by eGov have currently logged approximately Rs. 14,250 Cr in revenue collections, 3 million grievances filed and 6.5 million properties registered with the ULBs. Additionally, according to a third-party survey of 354 citizens and 151 ULB employees in Andhra Pradesh in February 2018, 57% of citizens report that DIGIT has directly resulted in an improvement in their quality of life, while 100% of ULB employees report that DIGIT has improved their quality of work and ability to serve citizens.

Philanthropic spotlight: Beyond setting up the foundation and offering financial support, Nandan Nilekani continues to guide operations, and meets the eGov leadership monthly to discuss strategy and platform functionality. Implementing such large-scale results through a systems-level service and infrastructure provision for a sector as underserved as governance highlights the potential of philanthropy-backed systems solutions for India's most vulnerable.

Investment opportunity #3: Promoting advocacy and narrative change

Case study: National Faecal Sludge and Septage Management Alliance supported by the Bill and Melinda Gates Foundation

About the model: The National Faecal Sludge and Septage Management (NFSSM) Alliance is a voluntary body consisting of 28 organisations that serves as a platform to build consensus and encourage discourse on Faecal Sludge and Septage Management (FSSM) at a policy level. The

NFSSM Alliance provides a platform for members to share knowledge, enabling collaboration and learning among them, to work towards building FSSM solutions and solving India's sanitation crisis quickly and effectively. Additionally, in an effort to share best practices within the sector and inform stakeholders, including government officials, the NFSSM Alliance creates and disseminates multiple knowledge products, including guides to FSSM, organisation profiles, video case studies and infographics. The NFSSM's strength lies in its diverse membership, which includes research institutes, academic institutions, think tanks, quasi-governmental bodies, implementing organisations, data experts, consultants and field builders like Dasra. This multidisciplinary view of urban sanitation encourages members to build on each other's specialised viewpoints. Multiple stakeholders from diverse disciplines coming together as a collaborative gives the Alliance credibility to make policy recommendations, be seen as a thought leader and take cohesive, evidence-driven action within the urban sanitation space.

Impact and scaling potential: The Alliance works in close collaboration with the central as well as state governments, to drive change at a policy level. One example of its influencing capabilities is its work with the Ministry of Housing and Urban Affairs (the erstwhile Ministry of Urban Development) to draft the National Policy on Faecal Sludge and Septage Management (NFSSM), which was launched in 2017. As of 2019, this policy led to as many as 19 states and union territories drafting state-specific FSSM guidelines. It also led to an increase in the number of operational FSTPs, which are approximately 32 at present, and states have committed to building approximately 400 FSTPs in the next three years, especially focused on smaller cities that lack any sort of sewage treatment. Additionally, funds worth approximately Rs. 7,800 crore have been allocated towards 176 FSSM projects across 25 states/UTs under AMRUT. More recently, the Alliance suggested revisions to the National Urban Sanitation Policy to include the provision of FSSM and gender considerations within Urban Sanitation. The Alliance has also closely advocated with the Finance Commission to submit recommendations for budgetary inclusion of FSSM under the 15th Finance Commission.

Philanthropic spotlight: The Bill and Melinda Gates Foundation is working to promote the development of safe, effective and affordable sanitation services by supporting more than 60 organisations in the urban sanitation sector in India. By supporting the NFSSM Alliance, the Gates Foundation was able to build a cohesive unit that creates a space for sharing insights and encourages collaborative action to achieve a common vision for the future.

Investment opportunity #4: Lending expertise and networks by partnering with the government

Case study: Transformation of Aspirational Districts Programme supported by the Piramal Foundation

About the model: The Piramal Foundation was chosen by NITI Aayog to lend its expertise and networks to complement government efforts on the Transformation of Aspirational Districts Programme (TADP) in the areas of education and health. The Transformation of Aspirational Districts Programme was launched by the prime minister in January 2018, to improve the Human

Development Index of the 117 lower-ranked districts in India. The aim was also to significantly reduce the inter-state and inter-district variations in development. Under this flagship programme, the foundation works with district, state and central government efforts in 25 out of the 117 aspirational districts across 7 states, to improve health, nutrition and education outcomes.

Under education, the Piramal Foundation works to improve student learning outcomes and enrolment in public schools while promoting behaviour change in the public education system. Under healthcare and nutrition, the Piramal Foundation aspires to improve maternal health, child health as well as the nutrition of children, antenatal and neonatal mothers.

As a systems actor, the foundation gets results at scale across diverse geographies and communities through powerful partnerships. The foundation believes that partnerships with state and central governments, like-minded philanthropists, corporates, donors, non-profit organisations and social delivery organisations will help in bringing scalable and sustainable social change.

Impact and scaling potential: Assessments by ID Insights, as the third-party evaluator appointed by NITI Aayog for TADP, have shown promising improvements in education and health indicators over the last two years. The foundation mobilised over 2.67 Lakh community members in its focus districts towards reinstating trust and faith in the public education system. This has resulted in re-enrollment of over 1.15 lakh drop-out students and enrollment of over 6.06 lakh new students in government schools. The foundation upskilled government education officials at cluster level for supporting teachers and schools. In 25 districts, 5,023 schools have been selected and are being developed as model schools by improving their infrastructure, hiring a teaching staff, setting up libraries and improving a plethora of school processes.

On the health and nutrition front, the Piramal Foundation's work with community, government and frontline health workers has resulted in an overall improvement in key indicators around maternal and child health and nutrition. Registration of pregnant women for antenatal care services has increased by 21%, institutional delivery rate has increased by 16%, timely initiation of breastfeeding of newborns has increased by 21% and exclusive breastfeeding of children up to 6 months of age has increased by 4% over 18 months of age. Additionally, health facilities in these districts have been strengthened to provide quality services.

Philanthropic spotlight: The Piramal Foundation approaches India's development challenges through innovative solutions, a collaborative mindset and a focus on grassroots development. As part of the TADP, the Piramal Foundation has supported government efforts through funding and its expertise in technology integration, leadership development, change management support and research. Piramal Foundation is looking for knowledge and funding partners to intensify its efforts in aspirational districts.

Investment opportunity #5: Enabling community-driven sustainable action

Case study: Sandbox ecosystem supported by Deshpande Foundation

About the model: Sandbox is a "living laboratory" for local social entrepreneurs to have their ideas tested, strengthened and sustained over a period of time. As a systems solution, Sandbox is built on the principle that innovations for change need to be bottom up, rooted in a deep understanding of the problem itself and co-created with the people who need it most. To this end, Sandbox builds local leadership and strengthens capacity within the community to absorb the idea and own it in the long run. The Sandbox ecosystem has four impact units—Agriculture, Skilling, Micro Entrepreneurship and Startups. LEAD and Navodyami programmes are a part of this ecosystem. While LEAD is a youth-leadership programme that works with college students to foster empathetic and entrepreneurial thinking, Navodyami helps to make micro-entrepreneurship a viable livelihood, enabling individuals to build sustainable small enterprises.

Impact and scaling potential: Inspired by its success in Hubballi, the Sandbox model has been adopted by entrepreneurs and philanthropists in different parts of India like the Katakiya Sandbox in Telangana, with the operational support of the Deshpande Foundation. This Sandbox model, setup in the year 2007, has benefitted 12,000 farmers, skilled 10,000+ youth and placed them in organised sector jobs, successfully built capacities of over 40,000 youth leaders, trained over 10,000 micro-entrepreneurs, and supported 180+ start-ups which have generated INR 2000+ million cumulative revenue.

Philanthropic spotlight: Gururaj "Desh" Deshpande and his wife Jaishree's belief in the power of social entrepreneurship led to the founding of the Deshpande Foundation in 1996. He has more than three decades of experience as a technology entrepreneur, investor and founder of several companies. As a successful entrepreneur and a systems thinker, Desh believes that creating a successful social enterprise was not just about coming up with a great idea but about prioritising and nurturing local ownership. Giving for Desh resonates with his approach as an entrepreneur, placing big bets over the long term and aspiring for scale to achieve maximum social impact.

Investment opportunity #6: Providing talent support to build strong and scalable public systems

Case study: Lend a Hand India's (LAHI) Project Catalyst supported by a diverse cohort of funders[xiv]

About the model: Lend-A-Hand India (LAHI) is a nonprofit focused on integrating skill education as part of mainstream school education, by deepening partnerships with state governments through Project Catalyst. This programme supports state governments by providing quality talent support for technical and programme management that is required to offer vocational education as part of mainstream education in the state. Qualified staff members identified, trained and employed by LAHI are embedded within the state department of education to support the state on policy execution. These team members are co-located and work alongside government officials at state, division and district levels to prepare a long-term strategic roadmap, draft funding proposals and execute a policy. This is a prime example of nonprofits filling a critical gap in public service and

building strong partnerships for systems strengthening. To retain independence and avoid conflict of interest, the support is provided at no financial cost to the government. LAHI also sets up a demonstration model in government schools located in close proximity to the government secretariat to showcase best practices and influence policy. Project Catalyst operates as a three-way, public-private partnership, where the nonprofit delivers technical and domain expertise, funded by private capital, and backed by central and state governments.

Impact and scaling potential: Since its inception, LAHI has partnered with close to 25 states, including union territories, supporting the state governments to offer vocational education in 10,000-plus schools covering more than one million high school students. One of the landmark policy-level achievements has been the recognition of vocational education as a 100-mark subject within the mainstream government schooling system in 2014. By placing staff members within the government department, LAHI has been able to introduce and scale innovative initiatives such as internships for high school students, a multi-skill approach to vocational education and an online dashboard to monitor statewide implementation.

Philanthropic spotlight: LAHI has received core funding support for Project Catalyst from JPMorgan Chase Foundation, along with Bajaj Auto and the MacArthur Foundation. The Harish and Bina Shah Foundation (HBS Foundation) supports LAHI for its own capacity building to provide quality talent and support to state governments, and thereby strengthen vocational education in public schools. Providing talent support represents a critical yet underfunded area of investment. Immense potential exists for philanthropists across various stages of their giving journeys to support nonprofit models that plug in to essential components of a systems solution, such as access to quality talent.

Call to action for philanthropists: Adapting for the decade

As India transitions into a new decade, it is faced with unpredictable challenges that require agile thinking and action from stakeholders across the ecosystem. To keep its promise of achieving sustainable development for all by 2030, India urgently needs to focus on its most critical and underserved needs. Philanthropy has a significant role to play in accelerating this shift through an intentional pivot towards India's most vulnerable and investment in solutions that can address these challenges through an integrated, systems approach. It is only through such an intentional and urgent focus that India will be able to unlock the potential of all its 1.6 billion people and accelerate the country towards truly equitable, transformative and resilient development over the next decade.

About this report and acknowledgements

Previous India Philanthropy reports

The first report, published in 2010, provided an initial overview of the state of philanthropy in India. In 2011 and 2012, we focused on the rise of young philanthropists and their causes. Our 2013 report demystified the complexities of impact assessment. In 2014, we focused on reproductive, maternal, newborn, child and adolescent health in India and the need to evolve an entire ecosystem to address critical issues in healthcare. In 2015, we looked at the evolution of philanthropy in India and recommended ways to sustain and build on momentum. In 2017, we defined "strategic giving" and highlighted the growing importance of individual philanthropists in India's funding landscape for the development sector. The 2018 report built on the 2017 report to explore how philanthropists can give more effectively to increase the impact of their giving. In 2019, we delved into the state of India's funding landscape, articulating the magnitude of the challenge that we are faced with, and how adopting a field approach when deploying private philanthropy could play a critical role in achieving the SDG targets.

About Dasra

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

About Bain & Company India

Bain & Company, founded in 1973 in Boston, is a leading business consulting firm with offices around the world. It helps management teams and boards make the big decisions: on strategy, operations, mergers & acquisitions, technology and organisation. Bain consultants have worked with over 5000 major firms across every sector globally and measure their success in terms of their clients' financial results, focusing on "results, not reports". Its clients historically have outperformed the Standard & Poor's 500 industrial index by 4:1.

In India, Bain has formally opened its consulting office in 2006 in Gurgaon near New Delhi, in 2009 in Mumbai and the latest office in Bengaluru in September 2015. It is one of the fastest growing offices within the Bain system of 58 offices across 37 countries.

Bain's consulting practice in India has worked with clients in sectors including consumer products, retail, apparel, industrial goods and services, infrastructure, healthcare, technology, telecom, financial services, automotive, agriculture and private equity. Their project experience includes growth strategy, M&A/due diligence, post-merger integration, organisational redesign, full potential, market entry, and performance improvement and change management. Bain's robust analytic tool kit and fact-based approach enables it to deliver innovative and pragmatic strategies that create value. Many of our clients are Indian promoter-led companies and a number of our clients come back to us for further work, given our results record of accomplishment.

Bain India strongly believes in supporting the wider community. The firm formed Bain Social Impact India to lead community initiatives such as collaborating with NGOs to promote child education and drive broad, enduring change. Bain has also published the widely read India philanthropy report since 2010. The attractiveness of the Indian economy to MNCs and foreign investors, combined with the desire of the Indian companies to compete at a global level, will fuel the strong growth aspirations of Bain's India operations. For more information visit: www.bain.com.

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