



WEALTH WITH PURPOSE

A REPORT ON PRIVATE
INDIAN PHILANTHROPY

Give more
Give sooner
Give better

Personal Philanthropy is almost never linear, it goes through its twists and turns, from initiation to experimentation, slowly gathering conviction and strength, and finally maturing into a joyful and fulfilling life experience. Our cover tries to depict some aspects of this journey. The cover also aims to capture the transformative impact of philanthropic efforts across a range of sectors from education to healthcare to climate and the arts, with innovative initiatives and their profound effects on communities. Rich with case studies and data, we highlight the collaborative spirit and dedication that drives positive change through personal Philanthropy. Our aim is to inform, influence and inspire stakeholders, fostering a deeper understanding of how strategic philanthropy can address pressing social challenges. These pages are full of narratives of impactful philanthropic journeys and insightful quotes, which we hope you find both - inspiring and useful as practical guides to further your own efforts in making a meaningful difference through your personal Philanthropy. The cover is a vibrant and joyful celebration of philanthropy and philanthropists, and an invitation to explore this wonderful world.

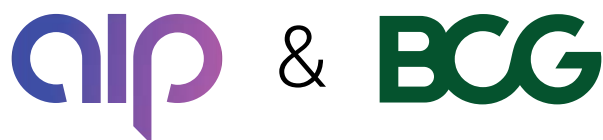
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Wealth With Purpose

A Report on Private Indian Philanthropy

A collaborative initiative of



Acknowledgements

This report is the result of a collaborative effort between Accelerate Indian Philanthropy (AIP) and the Boston Consulting Group (BCG). It is our pleasure to acknowledge and extend our heartfelt thanks to all those who contributed their time, insights and expertise to make this report possible.

We are profoundly grateful to the 100 ultra-high-net-worth individuals (UHNIs) who generously shared their experiences and insights during the interview, and whose candid reflections were invaluable in shaping the findings of this report. Many of these philanthropists have chosen to remain anonymous; hence, we have not acknowledged them individually here.

We thank the many team members from AIP who have shaped the report with their invaluable contributions, in particular, the Knowledge team of Bhavana Resmi, Isha Mathur and Jhilmil Garg, led by Vishal Dutta as well as Shayan Ahmad Shamim from the communications team. We also thank our alumni Kanika Kocchar, Ritu Arora Jain and Riya Vig for their support in conducting interviews and data analysis. Aparna Joshi deserves special mention for helping put this report together.

We thank colleagues at Boston Consulting Group – Alpesh Shah (MD & Senior Partner), Abheek Singhi (MD & Senior Partner), Vikram Bhalla (MD & Senior Partner), Abhishek Gopalka (MD & Partner), and Aparna Bijapurkar (MD & Partner) for their expert guidance and support during the study. We extend our heartfelt gratitude to BCG alumnus Seema Bansal for her leadership in the conception, shaping and design of the overall study. A special note of thanks to BCG alumnus and consultant Gautam Gambhir for being a key pillar in conducting interviews, research, analysis and content writing.

We also thank the team at The Convergence Foundation (TCF) – Praveen Khanghta (Head, Strategy, Investments and Portfolio Development), Tania Goklany (Senior Manager, Strategic Communications) and Akaash Preetham (Manager, Strategy, Investments and Portfolio Development) – for their expert guidance.

Our deepest gratitude to our Core Founders – Rohini Nilekani (Chairperson, Rohini Nilekani Philanthropies, Co-founder and Director, EkStep; and Founder and Former Chairperson of Arghyam), Ashish Dhawan (Founder-CEO, The Convergence Foundation; Founding Chairperson, Ashoka University and Central Square Foundation) and Amit Chandra (Founder, A.T.E. Chandra Foundation), as well as to Neeraj Aggarwal (Managing Director and Senior Partner; Chair, BCG Asia Pacific) for their insightful forewords to this report. Their views and perspectives on philanthropy provide a great understanding of the context and importance of this research.

We thank the team(s) at Central Square Foundation, Dani Foundation, Indian School of Business, Swades Foundation and Wadhvani AI for their collaboration in presenting the case studies about their work and impact in the report.

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About AIP

AIP is a not-for-profit organisation (NPO) set up with a vision to see strategic philanthropy impact India's transformation. Supported by our experienced team, AIP's dynamic network of philanthropists inspire, influence and inform each other, leveraging AIP's well-curated knowledge resources, network of NPOs and experts, to give more, sooner and better.

AIP is neither a grant-maker nor a fundraiser and does not route any philanthropic funds through itself. We take a sector and organisation-agnostic stance, guided by individual philanthropists' perspectives and passions to curate convenings, workshops and insightful knowledge stacks (such as philanthropic case studies, sectoral primers, NPO repository and research studies).

We are supported by our Core Founders and Founders who are some of India's leading philanthropists and who have come together to promote the cause of meaningful and impactful personal philanthropy in India.

About BCG

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Our diverse, global teams bring deep industry and functional expertise and a range of perspectives that question the status quo and spark change. BCG delivers solutions through leading-edge management consulting, technology and design, and corporate and digital ventures. We work in a uniquely collaborative model across the firm and throughout all levels of the client organisation, fueled by the goal of helping our clients thrive and enabling them to make the world a better place.

Attribution

Please cite this report as:

'Wealth with Purpose: A Report on Private Indian Philanthropy,' Accelerate Indian Philanthropy and Boston Consulting Group, 2024.

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Foreword



Wealth creation comes with a profound responsibility to share that wealth in a manner that plays a catalytic role in making the world better for all. With the wealth we have been so lucky to receive, we hold in our hands the potential to spark transformative change, empower grassroots movements and foster a society where everyone has an equal chance to thrive. Each one of us must discover our own unique purpose in philanthropy, and it is a journey that continuously enriches us further, from the inside out.

In my own philanthropic journey, I have found that starting from a place of trust is essential. Trust in the power of philanthropy itself and trust in the organisations with which we collaborate.

This foundational trust has not only amplified the impact of our efforts at my foundation but has also deepened my conviction that trust only begets more trust. And I have realised that this mutual trust also brings about real humility and reflection, as we realise how little we can assume of how social change really happens.

This report stands as a testament to the growing consciousness among wealth creators about their pivotal role in society. It captures the insights of 100 philanthropists, shedding light on what motivates their giving, how they overcome obstacles and the strategic decisions they have made to maximise the impact of their philanthropy. This compilation is a valuable resource for our entire ecosystem, providing a comprehensive view of Indian philanthropy and urging greater generosity and collaboration among all wealth creators.

Meaningful change is inherently collective. As emphasised throughout this report, collaboration among Indian philanthropists is crucial for achieving significant, scalable impact. In fact, one of the key findings of this study is the increasing consensus that impact is most effective at scale. I hope the insights about the evolving landscape of Indian philanthropy inspire all givers to expose their hearts more, sharpen their minds more and open their pockets wider. The report suggests that the privileged wealthy elite are genuinely eager to contribute more to India's progress.

But there is a long way to go for us to realise this intention. I hope that this report not only encourages greater financial contributions but also inspires personal involvement and advocacy for the transformative power of philanthropy in support of civil society organisations. The country needs more generosity and a more strategic vision among its donor community. We need to witness a significant rise in philanthropists who become system orchestrators and enable paradigm change. What are we waiting for? Let's take more risks, let's be more generous, let's unleash our passion for change. Let's work together! It will surely be a journey of joyful responsibility towards a better *samaaj*.

Rohini Nilekani

Chairperson, Rohini Nilekani Philanthropies;

AIP Core Founder

Foreword



“The easiest deed in the world is to give away money that will never be of any real use to you or your family. The giving is painless and may well lead to a better life for both you and your children,” says Warren Buffett, whose quotes on wealth creation most of us love, while ignoring the extraordinary generosity the man should be equally celebrated for. One of his inspirations, as is mine, is the legendary Chuck Feeney, who passed earlier this year after making good his promise to donate almost ALL of his money during his lifetime. In the process, Chuck was responsible for making extraordinary impact on millions of lives in Vietnam, South Africa, Ireland, the US and other parts of the world.

Accelerate Indian Philanthropy (AIP) was seeded as a collective movement to help Indian philanthropists make a serious impact on millions of lives. It is something only a handful of Indians, such as the Tatas, have done before. The practice is much more prevalent in the west. It not only requires stepping up materially on giving but also being a lot more thoughtful and strategic about it. It is, therefore, heartening to see the culmination of the collaboration between the AIP and BCG teams, via this report, to show how philanthropy is evolving in India, and the roadmap for it to be more impactful. Readers can hope to be provoked to think more deeply about systemic philanthropy, address root causes and recognise that working with the government is essential to guarantee the scale and sustainability of solutions. This report is a call to philanthropists to go beyond writing cheques and incorporate more of themselves into their philanthropy.

Enhancing the quality of outcomes that India’s philanthropic ecosystem spurs, calls for collective action and collaboration, peer learning, capacity-building and the dissemination of more knowledge on philanthropy itself. This is at the heart of AIP’s agenda, and this report is a great step towards creating a body of knowledge in the ecosystem that everyone can benefit from, as it documents key insights and learnings from 100 philanthropic journeys, hopefully inspiring some to step forward and give more, as well as strategically.

Its emphasis on ‘evolving through experimentation’ is something we have also experienced at A.T.E. Chandra Foundation, and my hope is that more philanthropists will be convinced to increase their risk appetite and learn from their failures. With its focus on actionable insights and collaborative efforts, this report is an essential tool for philanthropists that can be used to navigate challenges and amplify the positive impact of philanthropic endeavours.

Amit Chandra

Chairperson, Bain Capital India;

Co-Founder, A.T.E. Chandra Foundation, and AIP Core Founder

Foreword



In a country as diverse and dynamic as India, the role of philanthropy cannot be understated. The AIP-BCG report delves into the barriers and motivations for giving, as well as the approaches and strategies shaping India's philanthropic sector, highlighting its potential to accelerate India's growth. Based on insights from 100 philanthropists regarding their thinking, approaches, decision-making frameworks and best practices, the report aims to enhance our understanding of Indian philanthropy and provides actionable steps for stakeholders to achieve transformative impact in India.

I found several insights in the report very encouraging. Firstly, there is a noticeable shift in the mindset of Indian philanthropists from traditional charity to strategic giving. Remarkably, 90 per cent of ultra-high-net-worth individuals (UHNIs) are not only eager to increase their financial contributions, often directing their wealth towards systems change initiatives, but also to deepen their involvement in terms of advocacy and support to ensure lasting impact.

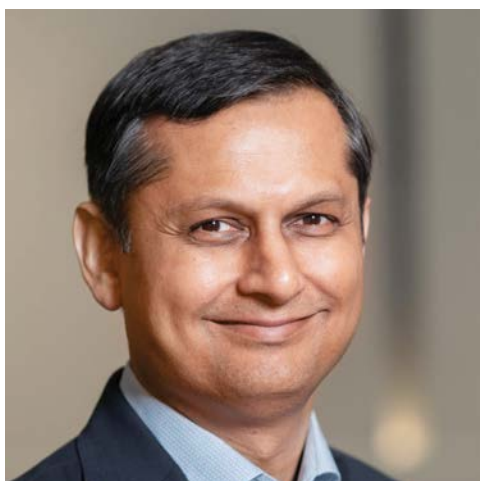
Secondly, there is a growing preference towards supporting organisations and initiatives that adopt a systems change approach. At The Convergence Foundation, we are strong advocates of a systems change approach which involves working with governments for scale and sustainability and addressing the root cause of the problem for outsized impact. It is heartening to see younger philanthropists championing systemic giving, with 40 per cent of those supporting it being under 40.

If we continue to capitalise on these emerging trends and make bold and visionary bets over the next 25 years, India's progress will likely exceed our collective expectations. I hope this report serves as a valuable resource for emerging givers to learn from experienced philanthropists, and as a reminder that we are all working towards the common objective of propelling India's growth. By embracing collaboration and systemic change, we can unlock the full potential of Indian philanthropy and catalyse meaningful change across the nation.

Ashish Dhawan

**Founder-CEO, The Convergence Foundation;
AIP Core Founder**

Foreword



The Indian economy is poised to see unprecedented growth and expansive opportunities over the next two decades with investments in infrastructure, technology and talent development. A dream of 'Viksit Bharat' in 2047, where India achieves \$30tn in GDP, is a North Star for all of us. The role of government in realising this dream is, of course, critical; however, treading the path equitably and sustainably requires all stakeholders to play their part with a collective commitment.

This critical juncture presents a unique opportunity for India's ultra-high-net-worth individuals (UHNIs) to contribute their necessary financial capital and, importantly, become active partners in the development process. The new philanthropy extends far beyond the act of giving money. It is about building and creating lasting change. On my personal philanthropic journey, I have been involved in shaping the future of technology education in India through the establishment of Plaksha University. This endeavour was the result of a group of passionate individuals and organisations coming together to pool their money, skills, time and networks to create a unique institution which is striving to reimagine education in technology and foster innovation.

This report on private Indian philanthropy is the culmination of a significant collaboration between Boston Consulting Group (BCG) and Accelerate Indian Philanthropy (AIP). Together, we engaged with 100 UHNIs to explore the full spectrum of philanthropic activity. These enlightening conversations have filled me with optimism, revealing that philanthropy in India is poised to enter a golden age. The report talks about six archetypes of philanthropists, each of which is driven by different motivations and acts differently. All these six archetypes are critically needed to bring us closer to achieving our national aspirations.

We at BCG remain steadfast in our commitment to driving positive change both in India and across the world. Our dedication to social impact is deeply embedded in our core values and translated into actionable initiatives through our dedicated Social Impact Practice Area. We drive major initiatives across education, health, agriculture and other areas, aimed at shaping a better and a more equitable future.

I extend my heartfelt gratitude to all who contributed to this report. It is our hope that this document will inspire readers to reflect on their philanthropic journeys and envision the transformative potential of their contributions.

Neeraj Aggarwal
Chair, Asia-Pacific
Boston Consulting Group

Executive Summary

Philanthropy in India is evolving significantly as it builds on a long-standing legacy of giving. Traditional giving in India, though, has been largely faith-based and sporadic. In contrast, modern philanthropy is increasingly more systematic and strategic. As India progresses economically and socially, this philanthropic role of ultra-high-net-worth individuals (UHNIs) in solving problems and catalysing sustainable development will become progressively more important.

A. Study Objectives & Methodology

This report — a collaborative effort between Accelerate India Philanthropy (AIP) and Boston Consulting Group (BCG) — delves into the motivations, challenges, strategies and decision-making processes of UHNIs across various stages of philanthropy. We interviewed 100 UHNIs as part of a selective sample, ensuring diverse representation across net worth, geographical location, source of wealth and stage of giving. This mixed-method approach combined qualitative in-depth interviews and surveys with quantitative analysis, drawing on data from our own study as well as other reputable sources. The result is a wealth of insights and findings from the philanthropic landscape which, we hope, will add to the body of knowledge on this vital topic to inform, influence and inspire UHNIs to give more, sooner and better.

B. Key Findings

1. Evolving Philanthropic Culture

Philanthropy in India is transitioning from traditional, informal giving to more strategic and impactful engagement. Young first-generation wealth creators are leading this shift, focusing on long-term solutions rather than one-time charitable acts. This new wave of philanthropists is deeply involved in the causes they support, preferring to get involved more fully rather than making only financial contributions. They are also interested in funding experimental models that can lead to scalable solutions.

2. Significant Potential for Philanthropic Capital

A remarkable 90 per cent of our respondents — especially those with a net worth of over ₹500 crore — expressed a strong desire to give more. Additionally, a substantial number of respondents with a net worth of over ₹2000 crore already engage in or expressed a desire to engage in strategic philanthropy. Our analysis reveals that even modest increases in philanthropic allocations of UHNIs' wealth can unlock substantial additional capital. If UHNIs channel just 5 per cent of their annual incremental wealth, they could contribute an estimated ₹75,500 crore annually, which is approximately five times the total CSR spent by India Inc in FY2023.

3. The TIE Model of Philanthropy

The study reinterprets the 5 Ts (Treasure, Talent, Time, Ties and Testimony) of philanthropy to

provide a simpler and more purposeful model in the context of our findings. **Hence, we present our TIE Model of Philanthropy, which categorises philanthropic contributions into three key areas:**



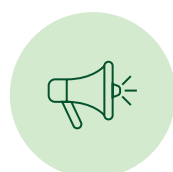
Treasure (Financial Resources)

This is the most commonly understood method of philanthropy — giving money. However, more than half the givers we spoke to lack a formal method or strategy for determining the extent of their giving. Where there is a method, it identifies a few common approaches to allocating treasure — giving based on a percentage of their annual income or on the returns from their investments, or setting aside an annual philanthropic budget. Many experienced and committed givers also decide on their philanthropic contributions as a percentage of their total wealth, typically making these commitments through pledges.



Involvement (Time, Talent and Ties)

Increasingly, givers want to move beyond giving only money and elevate their level of personal involvement. We found that when philanthropists start engaging more with their time and talent and start leveraging their vast entrepreneurial, strategic and organisational skills, they magnify their impact multi-fold. By providing access to their networks, philanthropists also play a vital role in building visibility of non-profit organisations (NPOs) for fund-raising, talent acquisition and collaboration for population-level impact.



Evangelisation (Advocacy and Influence)

Many of the more experienced and evolved philanthropists in our study have decided to make philanthropy a part of their life and identity, going beyond giving or even advancing specific causes to espousing the cause of philanthropy as a whole. They believe in stepping out and leveraging all their networks and influence towards building a vibrant philanthropic movement.

The TIE model highlights the importance of holistic engagement in philanthropy, demonstrating that those who integrate all three elements tend to achieve more significant and sustainable impact.

4. Collaboration for Building and Fostering an Ecosystem

Collaboration is identified as a key factor in amplifying philanthropic impact. By sharing knowledge and working together, philanthropists can strengthen the overall ecosystem and create greater impact.

5. Diverse Philanthropic Archetypes

Our research identifies six distinct archetypes among Indian philanthropists:

Inspiration Seekers

Emerging Givers

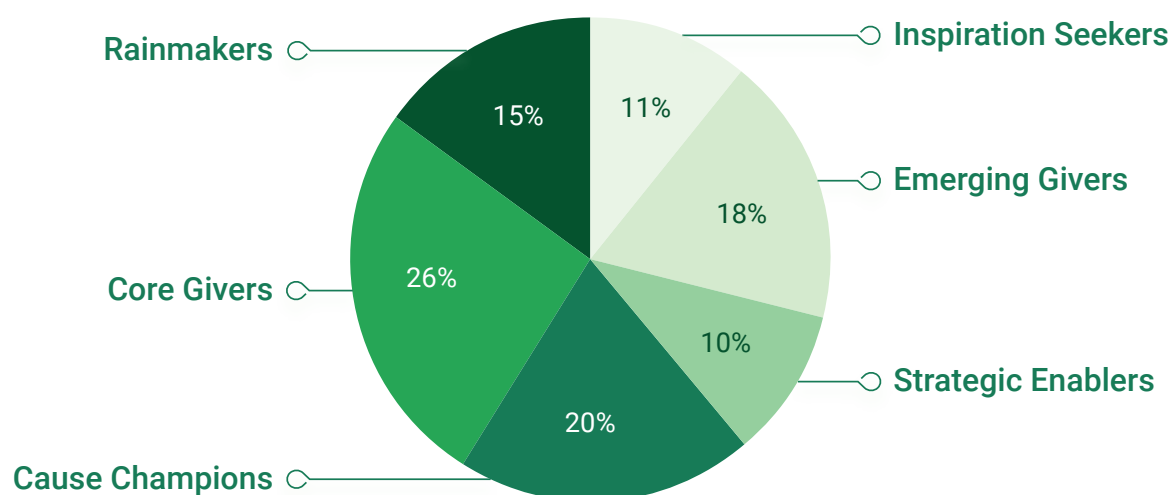
Strategic Enablers

Cause Champions

Core Givers

Rainmakers

Breakup of Respondents by Archetype in our Study



a. Inspiration Seekers

These are individuals who are yet to embark on their philanthropic journey in a significant manner. They are either waiting for the right moment in their lives or are unconvinced about the impact of philanthropy. As many as 81 per cent of Inspiration Seekers in our study reported a net worth of ~₹500 crore or under and are perhaps yet to ascertain how much wealth they need for themselves and their future generations.

b. Emerging Givers

These are people who have started their philanthropic journey. They believe in its power and practise both proactive and reactive forms of giving. Of Emerging Givers, 53 per cent reported a net worth of over ₹500 crore. In addition, 35 per cent of this group are first-generation entrepreneurs who clearly show an early inclination towards philanthropy.

c. Strategic Enablers

They get deeply invested in philanthropy through their personal involvement, playing a pivotal role in building the organisations they support and enhancing the ecosystem. In addition to Treasure, their philanthropy is predominantly characterised by giving generously of their Time, Talent and Ties. Around 60 per cent of Strategic Enablers in our study are career professionals.

d. Cause Champions

They are almost totally devoted to a specific cause and commit most of their philanthropic resources to support it, including Treasure, Involvement and Evangelisation. Of Cause Champions, 42 per cent have a net worth of over ₹2,000 crore, indicating this to be a preferred philanthropic approach for many such UHNIs.

e. Core Givers

These are experienced UHNI philanthropists who support a range of causes with established programmes for reasonably long periods. Their preferred method is to give generous amounts of financial support (Treasure) and serve as backbone benefactors of the not-for-profit ecosystem. They may not have the time or the inclination for personal involvement at this stage. Nearly 70 per cent of Core Givers have a net worth of more than ₹500 crore

f. Rainmakers

These are the most passionate, far-sighted and inspirational personalities of the philanthropic world. They evangelise for all of philanthropy and have made philanthropy a significant part of their identity. They not only give freely of their wealth but also take risks, get involved, undertake bold experimentation and try to solve large problems in a systematic and systemic way. Of Rainmakers, 64 per cent reported a net worth of over ₹2,000 crore. This finding is encouraging as it shows that big givers are increasingly giving more strategically and evangelising for philanthropy.

While each archetype reflects unique values, motivations and approaches to giving, it is important to note that these identities are not static, with many philanthropists transitioning between archetypes as their philanthropic journeys evolve.

6. Strategic Giving Trends

Today's UHNIs are changing the way they conduct their philanthropy and recalibrating what they expect to achieve through it.

a. Philanthropists Are Increasingly Thinking About Scale

35 per cent of our respondents, almost 60 per cent of whom are Rainmakers and Core Givers, ascribe to the philosophy that impact is best achieved at scale.

b. New Generation of Givers Believe in Starting Early

80 per cent of respondents who emphasise starting philanthropy early belong to the new generation — first-generation founders, self-made professionals and the wealthy next generation.

c. Most Philanthropists Support More Than One Cause

84 per cent of respondents prefer to support a wide range of causes — allocating their philanthropic resources to more than one cause, and more than 50 per cent contribute to three or more causes.

d. Evolved Philanthropists Prefer to Do It Themselves

56 per cent of philanthropists prefer direct Grant-Making, since it is less complicated, while ~70 per cent of the larger and more involved philanthropists (Rainmakers and Cause Champions) choose to route their philanthropy through an Operating or Grant-Making Foundation.

7. Barriers to Giving

Despite their willingness to contribute, UHNIs face various personal and motivational challenges as well as structural and cultural barriers:

a. Personal Challenges

Over 30 per cent of respondents acknowledge facing these challenges. Many believe that by setting up and running their businesses — which create jobs and contribute to the economy — they are already making a significant contribution to society. Additionally, some think that their CSR initiatives sufficiently reflect their philanthropy. Some put it off for later in life, while others have no time to devote to it or still others have not yet found a cause that resonates. However, our research indicates that discerning philanthropists have overcome

such barriers and understand the distinct need for and role of philanthropy which can provide long-term flexible and unrestricted funding for high-risk initiatives such as experimentation, research and innovation.

b. Structural Challenges

Over 60 per cent of respondents identified structural challenges as a barrier to their philanthropic efforts. These range from difficulties in finding credible organisations, lack of transparency in non-profits' work and reporting and concerns about effective fund utilisation and sustainability. Additionally, many philanthropists are uncertain about disengagement strategies. Many also cite the regulatory landscape as a significant obstacle.

c. Cultural Challenges

Though significant, these challenges are often unspoken and remain below the surface. Wealth is viewed as a family asset to be preserved, expanded and passed onto future generations, leading to conservative philanthropic giving. There is also a reluctance to openly discuss wealth and giving. Additionally, there is no socio-cultural incentive to give more, as philanthropists are not widely recognised or celebrated.

However, there is a silver lining here. Many UHNIs told us that their children are comfortable with more modest inheritances and want significant portions of the family wealth to be devoted to philanthropy. Almost 80 per cent of our respondents involve their spouse or family members in the philanthropic decision-making process, with the next generation also being actively involved in these discussions.

Our research sheds light on how givers navigate these barriers and realise the full potential of their philanthropy.

8. There is Hope. Philanthropists Have a Profound Connection to Community and Desire to See National Development

The motivations driving UHNIs to engage in philanthropy are diverse, ranging from personal values and family traditions to societal impact and legacy building. Many are inspired by a sense of responsibility to contribute to societal betterment and create opportunities for those left behind in the pace of rapid market-led growth. However, the primary motivation for philanthropists remains a deep-seated desire to 'give back to society' and foster transformative change. Notably, 63 per cent of UHNI respondents are driven by this desire. Our study thus reveals a strong potential for increased philanthropic engagement, provided the right triggers and support mechanisms are in place.

9. Peer Inspiration is Key

Nearly 40 per cent of respondents were inspired to engage in philanthropy by the stories of their peers. High-profile philanthropists such as Azim Premji, Rohini Nilekani, Amit Chandra and Ashish Dhawan serve as powerful role models, demonstrating the impact of strategic giving. This underscores the importance of powerful storytelling and peer influence in promoting philanthropy among UHNIs. This also points to a responsibility that evolved philanthropists have – to step out, tell their stories and evangelise for philanthropy.

10. Philanthropy is Deeply Personal

Over 60 per cent of respondents began their philanthropic journey following a significant personal milestone or life-altering experience. These events often catalyse a deeper reflection on their role in society and their responsibility to effect change. These experiences frequently shape giving preferences. Most respondents continue to rely on their own resources while making philanthropic decisions. They do not take the help of any external agency or experts to help them design their giving strategy or to help them gain exposure to the full range of causes as well as the opportunities available within each sector for catalytic funding. While philanthropy will remain a deeply personal and enriching journey, modern day philanthropists need to enlist professional help to ensure that their enhanced giving delivers exponential impact.

C. Unlocking the Promise of Philanthropy

This report celebrates the seminal contributions of Indian philanthropists and acknowledges the intrinsic values and motivations that drive their giving. It also identifies critical gaps that need to be addressed to unlock the full potential of Indian philanthropy. Looking ahead, it calls for greater giving and deeper engagement by philanthropists with the causes and organisations they support. It suggests that in addition to enhancing the quantum of their giving, philanthropists should also make their giving more systematic, strategic and systemic. The study illustrates some ways of doing this, viz. - Support Institution-Building; Catalyse Innovation; Collaborate with Government; Adopt a Holistic and Long-term Approach; Build Capacity of Grassroots Organisations as well as Collaborate and Share Knowledge.

D. Conclusion

India's UHNIs are uniquely positioned to drive the country's social and economic transformation through their philanthropic efforts. This report serves as a guide for UHNIs to understand the evolving landscape of philanthropy, recognise their potential impact and adopt strategies that can contribute to India's transformation.

In the following chapters, we provide detailed frameworks, exemplar journeys and practical insights to support philanthropists in their endeavours. We encourage all UHNIs, whether nascent or seasoned in their philanthropic efforts, to read this report and use the giving guide at the end of the report to reflect on how they can enhance their giving strategies to foster long-term, sustainable change at scale.

By promoting and celebrating inspirational philanthropy, we hope to harness the transformative power of personal philanthropy to help build a healthier, better educated and more prosperous India where every citizen has equal opportunity to be the best they can and live their dreams.

Come, join the movement.

“In Indian business families, there’s the idea that they must save for future generations, but the tide is changing now. A lot of young people are coming into money, and even if they’re not billionaires, we’re seeing that they’re beginning to give very early on. The culture of wealth is shifting, and that really matters here. If the norm is to give when you come into wealth, you focus as much on giving as you would on using it on yourself. And that’s really exciting for us to see in the philanthropy sector.”¹

Rohini Nilekani
Chairperson, Rohini Nilekani Philanthropies:
AIP Core Founder

Nandan Nilekani
Co-founder, Infosys



CHAPTER 1

Elevating Philanthropy to Catalyse India's Transformation

Key Takeaways

Significant Philanthropic Capital Can be Unlocked in India

By allocating even 5 per cent of their annual incremental wealth to philanthropy, UHNIs can unlock ₹75,500 crore of additional private philanthropic capital in India.

There Is a Unique Opportunity for Philanthropic Capital in India

While the government will remain a major source of social expenditure, philanthropic capital has an opportunity to play a catalytic role in taking risks in the social impact space, providing flexible and patient capital to non-profits, funding evidence-building, partnering with the government and developing scalable models.



A. Giving Has Always Been a Cornerstone of Indian Culture



“India’s connection with philanthropy didn’t begin with Western influences. The connection with philanthropy is age-old and ingrained in our value systems. Major forces that have contributed to the evolution of philanthropy in India in the pre-modern era have mainly been driven by religion, family and society.”²

Shiv Nadar

Founder, HCL Technologies;

Founder and Chairman, Shiv Nadar Foundation

Giving has always been an integral part of India’s history, serving society through social, religious and spiritual causes. Back in 1892, when few even understood the concept of philanthropy, Tata Group founder Jamsetji Nusserwanji Tata established the JN Tata Endowment, India’s first philanthropic trust, to support education and healthcare programmes. Over a century later, in 2021, EdelGive Foundation and Hurun Research acknowledged Jamsetji’s singular contribution by putting him at the top of their Philanthropists of the Century list.

The desire to help those less fortunate than themselves cuts across communities and religions. This strong sense of interconnectedness has transformed giving into not just a tradition, but a cherished way of life that transcends boundaries and beliefs. While a lot of giving in India has been informal, driven by retail donations and unorganised efforts, it is now evolving to become more thoughtful and strategic.

The transformation in the nature of giving is particularly evident among the country’s ultra-high-net-worth individuals (UHNIs). This segment, increasingly characterised by young, first-generation wealth creators, is rapidly expanding and wielding influence with its significant resources. The overall pattern of giving, as well as the causes being supported, have begun to shift over the last few decades.

One-off acts of charity are being replaced by a holistic culture of personal philanthropy which practises strategic and thoughtful giving. Instead of offering short-term funds or one-time support during calamities, new givers prefer to address problems in the long run. Another discernible trend is that philanthropists no longer want to just write cheques. Instead, they want to be deeply involved in the causes and organisations they support and to work with them in a collaborative way.



“The ideal version of philanthropy is to be hands-on so you can see tangible and deeper impact.”

Puneet Bhatia

AIP Founder

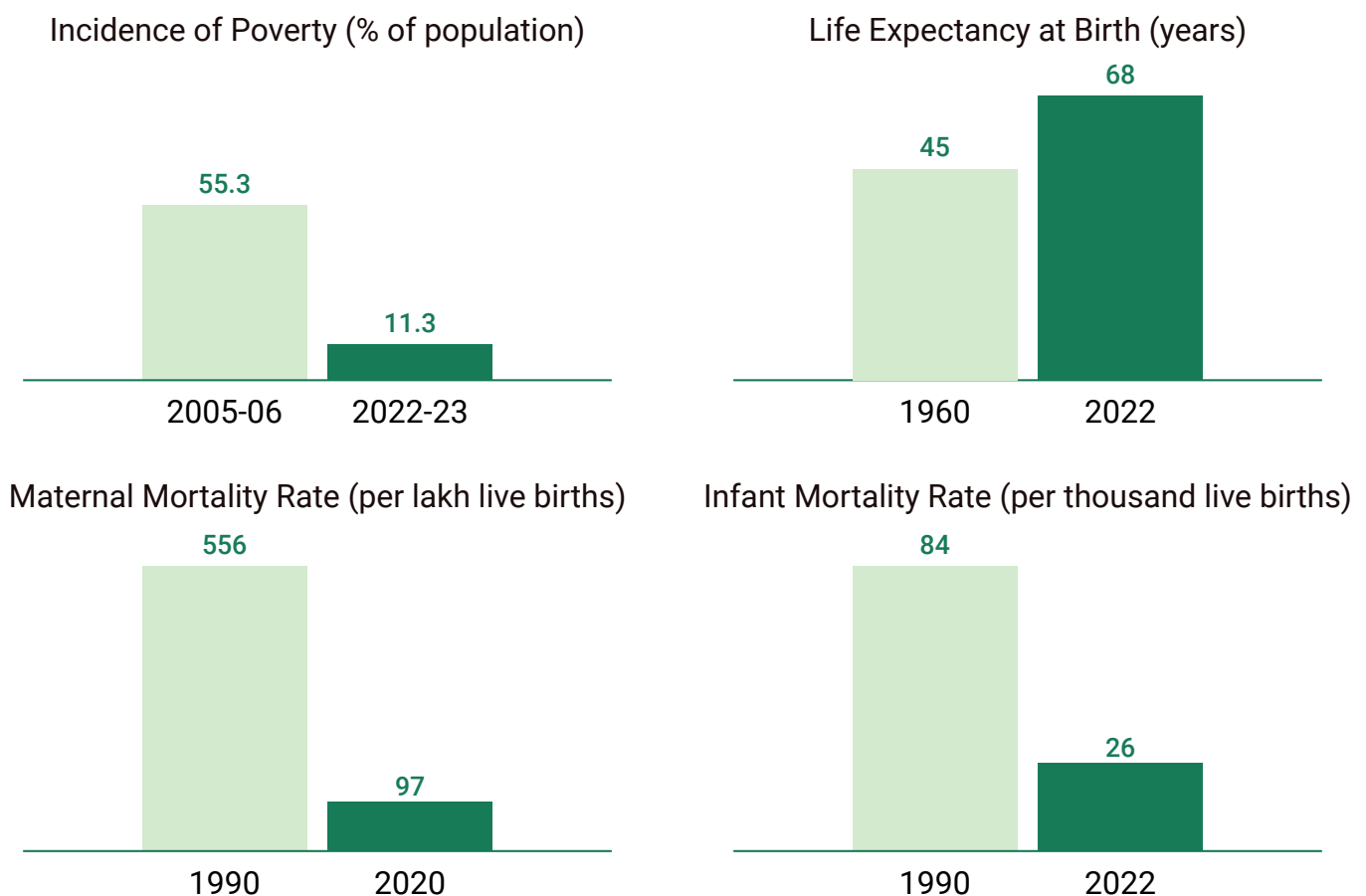
B. India Has Made Significant Economic & Social Progress

With the highest GDP growth rate in the world, India is positioned to spring from fifth to third spot among the world's top economies in the near future. The International Monetary Fund (IMF) projected India and China to account for about half of the world's economic growth in 2023 and 2024. Of this, India's share is estimated at 16 per cent, which will grow to 18 per cent in the next five years, indicating India's fast growth trajectory.³

The country has also progressed significantly across several social parameters. As per the United Nations Development Programme's report, India's Human Development Index value has significantly improved to 0.644 in 2022 after declining in 2021 and continuing a flat trend over the previous few years.⁴ Overall, India's HDI score has changed by 48.4 per cent, from 0.434 to 0.644, between 1990 and 2022.

All HDI indicators — life expectancy, education, and gross national income (GNI) per capita — improved in India in 2022. In addition to this, the incidence of poverty dropped from 55.3 per cent (2005–06) to 11.3 per cent (2022–23).⁵ Life expectancy at birth increased to 68 (2022) from 59 (1990) and 45 (1960).⁶ From an exceptionally high of 556 (1990), maternal mortality rate (MMR) fell to 97 (2020)⁷ and infant mortality rate declined from 84 in 1990 to 26 in 2022.⁸

Figure 1.1 | India's Performance Has Improved Across Several Parameters

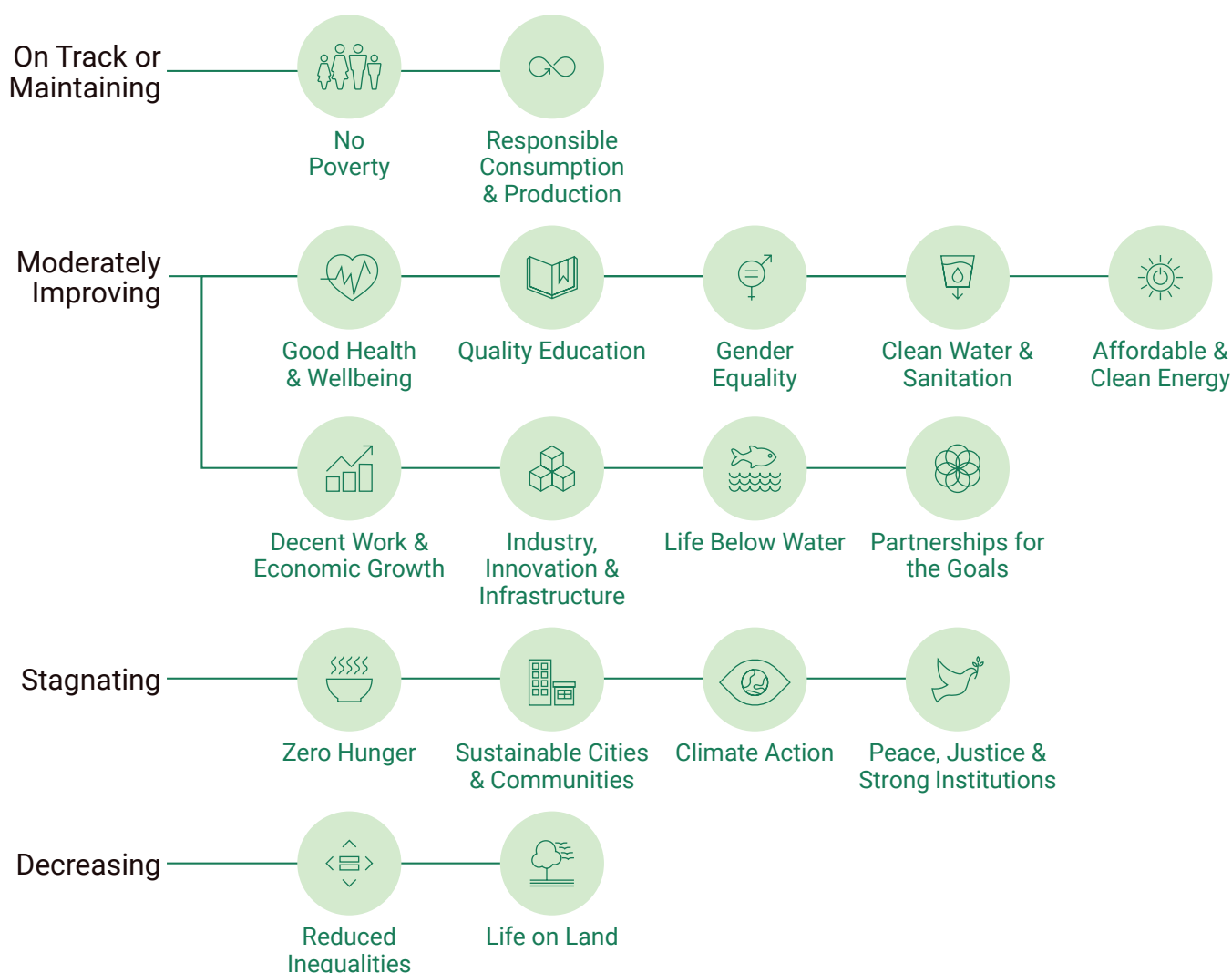


C. But the Country Needs More

Despite India's commendable progress in economic and social domains, there remains substantial untapped potential for further advancement. The key imperative lies in ensuring inclusive growth and fostering development across various sectors, and India still has a long way to go in this aspect.

As per the Sustainable Development Report 2023, India ranked 112 out of 162 countries in terms of the Sustainable Development Goals (SDG) Index in 2023.⁹ While the country is on track with respect to fighting poverty and ensuring responsible consumption and production, it continues to face challenges in areas such as the mission to achieve Zero Hunger and Sustainable Climate Action.

Figure 1.2 | India's Progress on the SDGs¹⁰



While the government's social service expenditure grew from ₹9.15 lakh crore in 2015-16 to ₹21.3 lakh crore¹¹ in 2022-23,¹² fulfilling the SDGs remains a challenge. According to NITI Aayog's Voluntary National Review of 2020, India will need an additional annual spending of **6.2 percentage points of GDP till 2030 to achieve all its SDGs**.¹³ This means an additional investment of ₹219.4 lakh crore by 2030.¹⁴ While only government social expenditure has the capacity to bridge this gap, there certainly emerges a unique opportunity for philanthropic capital to play a catalytic role at this juncture and become a part of the agenda for achieving India's sustainable growth.

In her book, *Samaaj, Sarkaar, Bazaar*, Rohini Nilekani, Chairperson, Rohini Nilekani Philanthropies, explores the roles played by civil society, the government and the markets in social sector development and says citizens (or *Samaaj*) do not always realise the extent of their potential and influence in shaping societal change. *Samaaj* often fades into the background, when it should be at the forefront. About philanthropy in particular, she says, “Civil society organisations depend on the moral imagination of the privately wealthy to carry out their societal work. In India, there has long been a tradition of giving forward, but the wealthy can and need to do far more.”¹⁵

D. UHNIs Can Boost India’s Philanthropic Capital



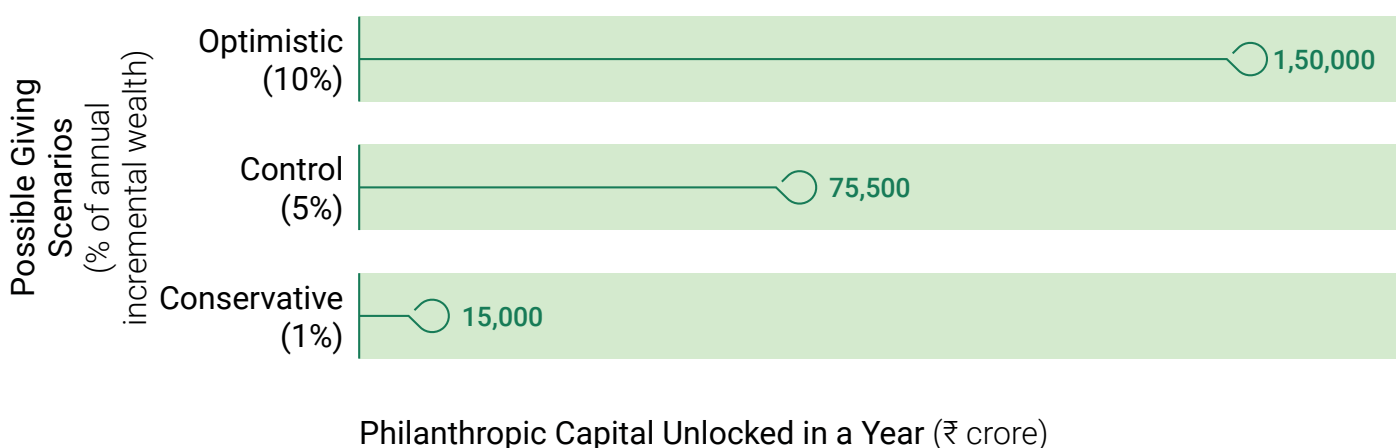
“When you have increased prosperity, there will be some people who will be left out, because they are struggling to climb onto that ladder or they don’t get a chance. That’s where philanthropy in the social sector comes in, to create those spaces for people.”

Luis Miranda

Chairperson and Co-Founder, Indian School of Public Policy

Over the last couple of years, various reports have showcased the upward trend in the growth of UHNIs in India. An analysis of these trends to estimate the amount of philanthropic capital that can be unlocked and its potential throws up promising results. The analysis utilizes two methods: the first based on annual incremental wealth, and the second based on annual incremental income, to determine how UHNIs can contribute a significant quantum of capital by channeling a certain share of these increments.

Figure 1.3 | Method 1: Potential Philanthropic Capital from Wealth

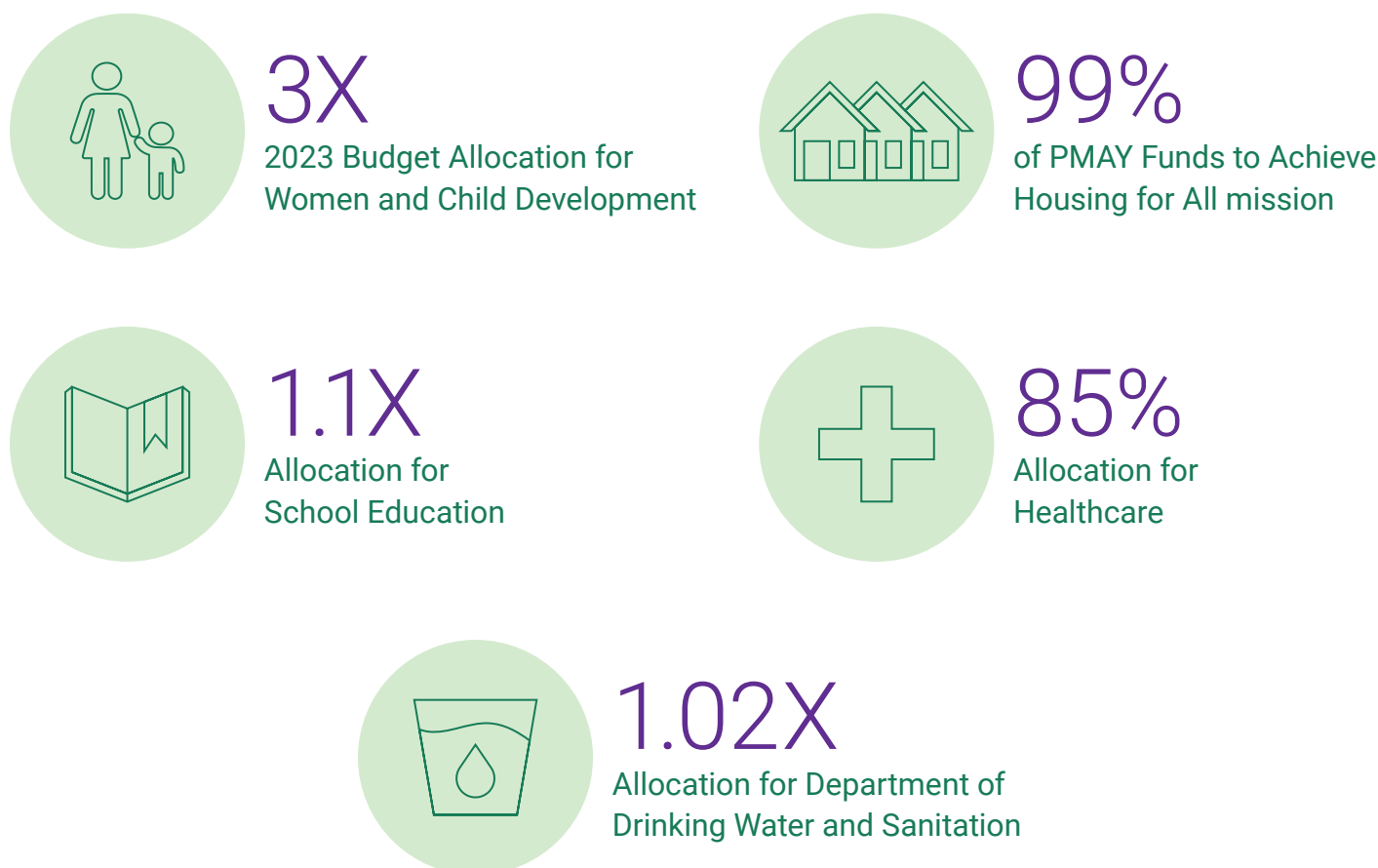


Note: The wealth estimates are arrived at using the Knight Frank Wealth Report 2024¹⁶ and Hurun India Rich List 2023.¹⁷ The possible giving scenarios are an attempt to bring the giving by philanthropists in India closer to their peers overseas.

If **UHNIs**¹⁸ in India channel even 5 per cent of their annual incremental wealth to philanthropy, our analysis estimates the overall capital that can be unlocked in a year at ₹75,500 crore. To put it in context, this

amount is nearly three times the Government of India's Budget (2023) allocation for Women and Child Development or almost 1.1 times the allocation for school education or 1.02 times the allocation for the Department of Drinking Water and Sanitation. Also, it is 99 per cent of the PMAY funds to achieve the Housing for All mission, or nearly 85 per cent of the allocation for healthcare.

Figure 1.4 | Potential of ₹75,500 crore of Philanthropic Capital in India



And this is a conservative estimate, considering the growing number of individuals entering the UHNI group. According to the 2023 Hurun report, India added two new billionaires approximately every three weeks in 2022.

Additionally, according to Knight Frank's 2024 Wealth Report, **India will witness more than 50 per cent growth in the number of UHNIs** — the highest for any country — in 2023-28. The report expects the number of UHNIs in India to rise to nearly 20,000 in 2028 from 13,263 in 2023.¹⁹

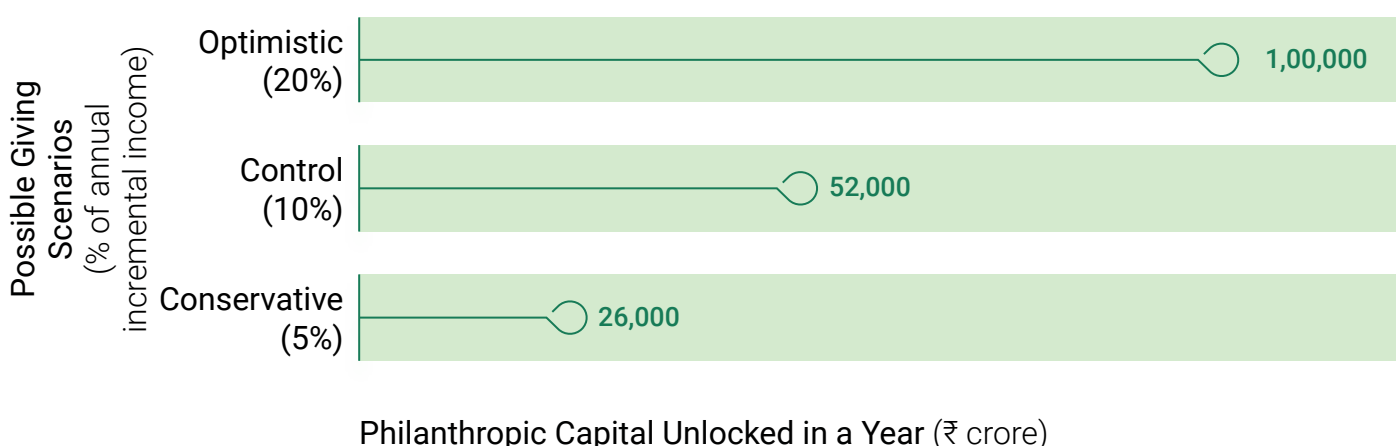
In addition, many first-generation Indian diaspora citizens have begun accumulating substantial wealth and the first generation of inheritors is emerging. It's not just a metropolitan phenomenon. According to the Hurun Rich List 2023, residents of smaller cities such as Vadodara, Nagpur and Udaipur have begun joining the UHNI group too. Thus, it is more and more likely that anywhere between ₹75,000 crore and ₹1.5 lakh crore in philanthropic capital can be unleashed. This corresponds with the Optimistic projection shown earlier.

Income-Tax Returns filed between 2015 and 2022 show a significant rise in the number of wealthy individuals in India. The total number of people filing tax returns grew at an average rate of 7.6 per cent during this period.

The average growth in the number of people earning ₹1 crore-plus was over 12 per cent between 2015 and 2022, while the number of those with an income of ₹50 crore-Plus grew at an average rate of 14 per cent.

As per the second method, if UHNIs in India channel even 10 per cent of their annual incremental earnings to philanthropy, our analysis estimates they will release over ₹52,000 crore annually.

Figure 1.5 | Method 2: Potential Philanthropic Capital from Income



Note: The income estimates are arrived at using ITR filings.²⁰

Given this potential, UHNIs are positioned to accelerate India's social transformation. The potential of philanthropic capital lies in its flexibility and risk-taking, which can move the needle by experimenting, creating evidence and scaling replicable models to create population-level change.



"It is essential that we experiment and do things that could lead to failure. Because if we don't do it, who will? The government can't afford to do this because they work at scale. Our role as philanthropists and non-profits is to experiment and create models which can be scaled."

Zarina Screwvala
Co-Founder, Swades Foundation

Currently, research into what drives Indian philanthropists and what can be done to increase the pace of giving is limited. While traditional, second- or third-generation family philanthropy has been researched, what remains under-explored is the philanthropic impulses of the new wealth that has been created in India.

Also, public knowledge on philanthropy is limited in India because most giving remains private, due to cultural norms that limit conversations around wealth and philanthropy. This is unlike the US where such contributions are publicly disclosed and scrutinised.

However, given the UHNIs' distinct position to influence India's development, understanding their philanthropy is essential for leveraging their wealth and influence effectively.



"I view philanthropy as risk capital because we have the flexibility and risk appetite to invest in those disruptive interventions that other change agents, such as the government or the NGO sector, are unable to."

Karishma Shanghvi
Director, Sun Petrochemicals;
AIP Founder

Recommendations

Adopt strategic, long-term philanthropic approaches over one-time charity.

Get deeply involved in supported causes beyond just financial donations.

Recognise the significant potential of strategic giving in driving India's development goals.

Channel a modest percentage (5-10 per cent) of incremental wealth / income towards philanthropy to unlock substantial philanthropic capital.

Collaborate and share knowledge to strengthen the philanthropic ecosystem in India.

Recognising the potential of UHNI philanthropy to drive inclusive and sustainable economic growth, Accelerate India Philanthropy (AIP) and Boston Consulting Group (BCG) joined forces to shed light on this relatively-unexplored and under-reported domain in India.

About the Study

To define the scope of this project, we focused our study on understanding how UHNIs practise philanthropy, going beyond charity or Corporate Social Responsibility (CSR) mandates.

Rationale

The difference between Charity, CSR and Philanthropy

Charitable donations are often defined by their reactive or faith-based nature. As the need to alleviate distress arises in society, charity becomes an essential tool used by community members. However, while charity can mitigate short-term challenges, it cannot address the root causes of long-term, socio-economic problems.

On the other hand, CSR, which was introduced as a mandatory provision under Section 135 of the Companies Act 2013, has made considerable strides in unlocking capital for addressing key challenges in sectors such as education, healthcare and livelihood creation. Increasingly, CSR spend is also moving towards issues related to environment and sustainability. In FY 2023, the companies listed on the main board of the National Stock Exchange (NSE) spent ₹15,524 crore on corporate social responsibility. In this period, CSR spending increased most in the area of environmental sustainability (76 per cent), followed by education (41 per cent).²¹

However, key gaps remain, as there is immense scope to improve the sustainability and strategy of CSR vis-a-vis its ability to create widespread impact.²² Also, given CSR's compliance and reporting rules, it is not suitable for funding risky ideas and unconventional solutions or programmes whose impact measurement cannot be quantified.



“The best of philanthropy is flexible, innovative, and audacious enough to attempt systems change.”

Ashish Dhawan
Founder-CEO, The Convergence Foundation;
AIP Core Founder

Thus, philanthropy is best suited to ecosystem and capacity-building work. By its very nature, philanthropy provides wealth creators with the freedom to decide how and where to deploy their wealth.

Philanthropists are well suited to transformative giving because they can choose causes, interventions and methods to fund passions that resonate with them and design solutions for niche areas. Philanthropic capital can play a unique role by testing new approaches and piloting programmes that can be embedded with the government. It can also strengthen the capacity of the non-profit sector.

Most importantly, it is suited to funding experimental models to create evidence for solutions that can bring about population scale impact. Such untied work may not have short-term or immediate outcomes, and philanthropy can prioritise such future-oriented initiatives due to its flexibility and potential to evolve quickly as per changing needs.

Our collaborative effort has culminated in a comprehensive report that delves into the patterns of UHNI giving in India. A key focus of the report is to trace the evolution of an individual's philanthropic journey, from the initial inclination to give to a stage of active and strategic philanthropic engagement. While acknowledging the uniqueness of each philanthropist's journey, the report identifies some common traits and milestones.

Objective of Study

The report is crafted to provide thought-provoking frameworks and insights to support the philanthropic ecosystem. It seeks to celebrate India's philanthropy movement by informing, influencing and inspiring all stakeholders. These stakeholders range from aspiring philanthropists embarking on their giving journeys to seasoned philanthropists looking to amplify their impact through giving more, giving sooner and giving better.

Additionally, the report provides useful evidence to the larger social impact sector, helping them understand the mindset of emerging and evolved philanthropists. A deeper insight into what motivates givers, the challenges they face and their expectations will help non-profits and other partner organisations to tailor their efforts and enhance overall effectiveness of outreach. It also offers insights to policymakers and think-tanks who facilitate philanthropic efforts through regulations and collaborations.

Structure of the Report

In the following chapters, we first develop a framework that categorises different types of givers in six distinct archetypes. This is followed by exploring some exemplar philanthropic journeys. We delve deeper into the giving mindset, studying giver motivations and triggers, as well as challenges. We examine how this mindset manifests into philanthropic philosophies and choice of causes, and then move towards a broader conversation on philanthropic action on what to give, when to give and what vehicles to use. In the final chapters, we consolidate key findings to provide insights on the future of philanthropy in India and a call to action to catalyse personal philanthropy.

To support our readers with articulating their own philanthropic aspirations, we have developed

a workbook that wealth creators can use as a starting point to think more systematically about their giving.

Methodology

The report presents the findings of an extensive research study conducted with a selective sample of **100 UHNIs**, drawn from a representative strata of wealth. Based on the potential for unlocking significant additional philanthropic capital, we have maintained a sharp focus on individuals with a net worth of ₹200 crore to ₹2,000-plus crore, as of 2023.

Sample Sizing & Selection

This sample size was carefully selected to ensure representation of the diverse landscape of domestic philanthropy. The diversity was achieved by taking into account factors such as net worth, source of wealth, geographical location, gender, vehicles of giving as well as stage of giving. The sample selection process used secondary research to identify potential participants. This was then enhanced using the snowballing method, whereby recommendations from existing participants were solicited.

Research Design

This report employed a mixed-method approach combining primary and secondary research to ensure comprehensive data collection and landscape analysis. Throughout the report, we have used some key quotes from our respondents to support our findings. Some impactful quotes were also found through secondary research, and the sources for all such quotes have been cited.

The methods used under primary research were as follows:

- **Qualitative Interviews**

In the primary research phase, we conducted in-depth interviews with the selected participants. These interviews were conducted through virtual calls to facilitate open and in-depth discussions. To guide the interviews, a semi-structured discussion guide was prepared by the AIP and BCG teams. Each interview ran for approximately an hour, allowing for a deep exploration of the motivations, philosophies and experiences of the participants.

- **Qualitative Surveys**

Additional data was collected via online qualitative surveys to a select group of participants to supplement the interviews.

- **Quantitative Analysis**

The sizing exercise for determining potential for additional philanthropic capital was carried out by analysing data sources such as the Knight Frank Wealth 2024 Report, Hurun India Rich List 2023 and Income-Tax Return statistics. The model for calculation of potential

philanthropic capital was further refined through consultation with experts. Furthermore, all in-depth interviews and surveys were analysed to derive quantitative data, which allowed for the analysis of trends and patterns in the responses.

Respondents’ Consent

Each participant was provided with a clear understanding of the study’s objectives and nature at the start of the programme, and asked for their consent. The process involved a verbal explanation of the research and its intended use in the report. Interviews were conducted only after the participants verbally confirmed their willingness to participate. All respondent quotes used in the report have been explicitly consented to by the participants. Some respondents wished to remain anonymous; their insights have been attributed to ‘Study Respondent’.

Limitations

- The sampling method used in this research is non-probabilistic. The sample size includes only those respondents who agreed to participate and were available during the research period. This may introduce a selection bias. Therefore, the sample, though diverse, may not be fully representative of the entire domestic philanthropic landscape.
- Some of the calculations presented in the report are based on estimates, due to the limited availability of quantitative data on philanthropic giving in India in the public domain.
- The findings and insights are derived from the responses and experiences of the participants and may not statistically encompass the entire philanthropic community.
- The research methodology employed in this report seeks to balance depth and breadth by combining qualitative insights from in-depth interviews with the statistical analysis of survey data. It acknowledges the role of subjectivity in making observations and the non-probabilistic nature of the sample.

Respondent Demographics

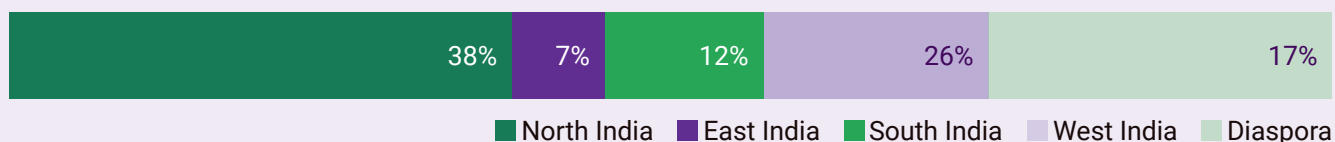
Percentage of Respondents by Gender



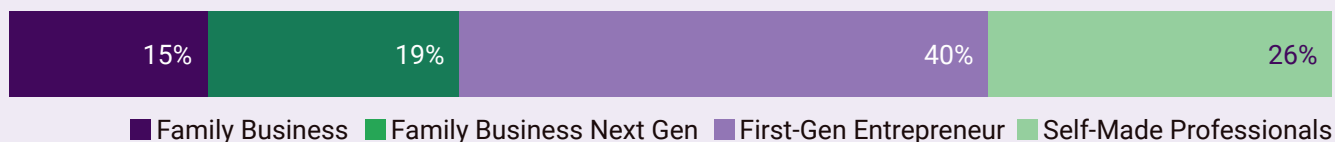
Percentage of Respondents by Age



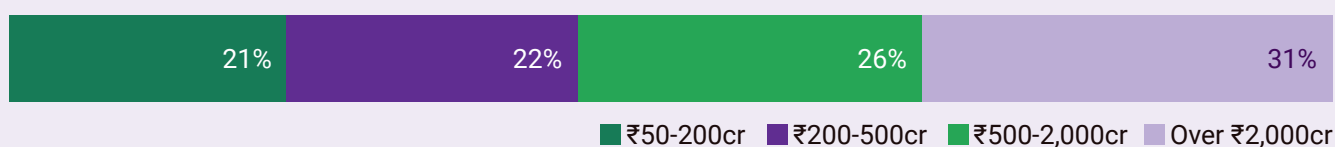
Percentage of Respondents by Geographical Location




Percentage of Respondents by Source of Income



Percentage of Respondents by Total Wealth





“Philanthropy is deeply personal to the individual. It is her or his way of giving back to the society that helped create their wealth in the first place. Therefore, people will take widely divergent routes: Some will build institutions that throw up leaders, others will fund movements that bring change.”²³

Amit Chandra
Chairperson, Bain Capital India;
Co-Founder, A.T.E. Chandra Foundation,
and AIP Core Founder



CHAPTER 2

Understanding Philanthropic Archetypes

Key Takeaways

Our Study Finds Six Distinct Philanthropic Archetypes

These are Inspiration Seekers, Emerging Givers, Strategic Enablers, Cause Champions, Core Givers and Rainmakers. Each shows varied motivations and approaches, reflecting personal values, life stages and giving styles. These are not static, with philanthropists transitioning between archetypes over time.

Our Study Proposes TIE Model of Personal Philanthropy

The TIE model — comprising Treasure, Involvement and Evangelisation — highlights diverse philanthropic contributions beyond funding, emphasising deeper personal involvement and advocacy for philanthropy.

UHNIs Are Keen to Give and Give Strategically

Most UHNIs with a net worth over ₹500 crore are keen to give more and a majority of those with over ₹2,000 crore in net worth are strategic givers. Rainmakers (15 per cent of respondents) use a systems-change approach, using all elements of the TIE model to drive strategic and systemic impact.



A. The TIE Model of Philanthropic Giving

One of the key findings of our research is that the nature of contributions in the Indian philanthropic landscape is highly diverse and dynamic. Indian philanthropists now recognise that giving is more than just wealth allocation; it encompasses a broader sense of fulfilment that can be experienced when philanthropists get more deeply involved in their giving journey. Furthermore, philanthropists that engage in giving holistically are also better able to improve outcomes and have a stronger impact.

Through our study, we identified a TIE model to organise philanthropic inputs into three categories: **Treasure, Involvement and Evangelisation.**



Treasure

Providing financial resources is the most common form of philanthropy. Many givers select a non-profit organisation (NPO) that matches their criteria and engage in grant-making to support it, either directly or through a philanthropic foundation.



Involvement

Personal involvement is a combination of **Time, Talent and Ties** as they collectively reflect the extent of the giver's involvement in the causes and organisations of their choice.

- **Time** refers to the giver's participation in the social impact ecosystem. This can take the form of providing strategic direction to NPOs, spending time in board meetings, building their perspective on specific causes and sectors and helping fine-tune the operations of their philanthropic foundation.
- **Talent** refers to the skills and expertise that givers dedicate to the service of their chosen cause. Philanthropists often serve on the board of NPOs and provide valuable advice and expertise in governance and management. They also use their talent to help with fundraising, branding, managing human resources and equipping organisations with tech-based resources. In addition, many choose to get involved in the strategising for the growth of the organisation.
- By introducing their preferred cause and the organisations they support to their social and/or professional network, givers leverage their **Ties** to not only raise awareness and garner support but also expand the network and fundraising pool of the chosen NPO.



Evangelisation

When philanthropists decide to make philanthropy a part of their life, a significant shift occurs. Their role is no longer limited to advancing specific causes and sectors but expands to the evangelisation of philanthropy itself. These givers become indispensable to the growth of the philanthropic movement as they become the flag-bearers of the philanthropic ecosystem-building.

The TIE model is a result of the findings and analysis of our research and interviews. We see this as a progression of the 4T model – made up of Treasure, Time, Talent and Ties – which is used by organisations worldwide to categorise philanthropic giving. A fifth T, for Testimony²⁴, is perceived by many organisations as a key contribution by philanthropists, who like to showcase their support for their preferred cause or organisation publicly and are ready to become the face of the movement.

During our research, we found that the TIE model of philanthropic giving manifests itself as a collaborative effort by the philanthropist’s family. While Treasure may continue to come from the wealth creator, the family often gets involved by dedicating their Time, Talent and Ties to their preferred cause, thereby making philanthropy a part of the family’s identity. In many cases, they also choose to Evangelise for their chosen cause, or for the cause of philanthropy itself.

B. Archetypes of Philanthropy

We found that philanthropy is an extremely personal and unique endeavour for givers and their families. Everyone has their own take on philanthropy, influenced by their values, family background, wealth, life stage and preferred causes. But our study of 100 Indian ultra-high-net-worth individuals (UHNIs) reveals that givers display certain distinct, yet common, characteristics that can be grouped into different archetypes and philanthropic identities. In our study, we have used these findings, the TIE model, as well as estimations of net worth and source of wealth to arrive at six distinct archetypes of philanthropists:



Let’s explore the six archetypes in more detail to understand them better.

Figure 2.1 | Breakup of Archetypes Identified from 100 Interviews

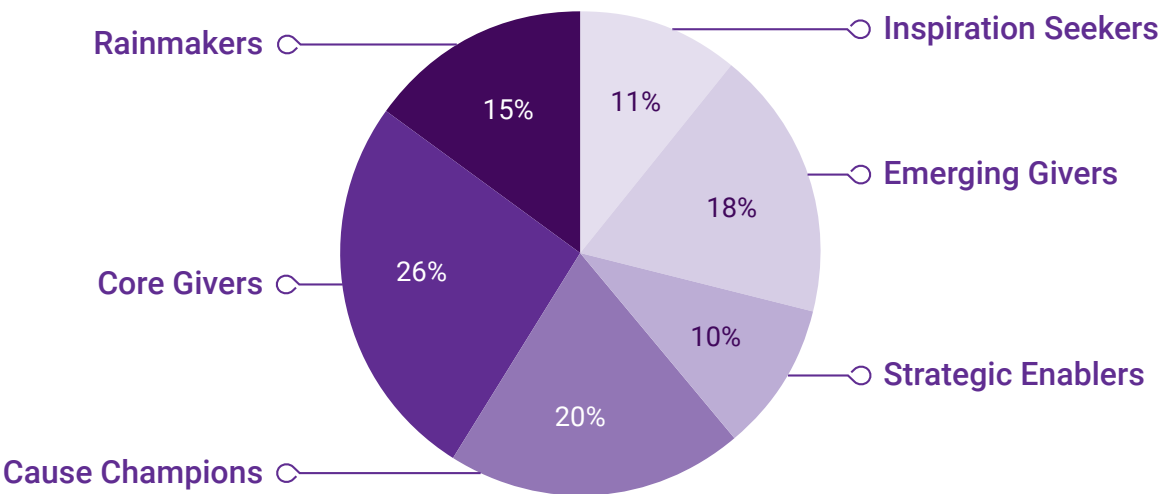
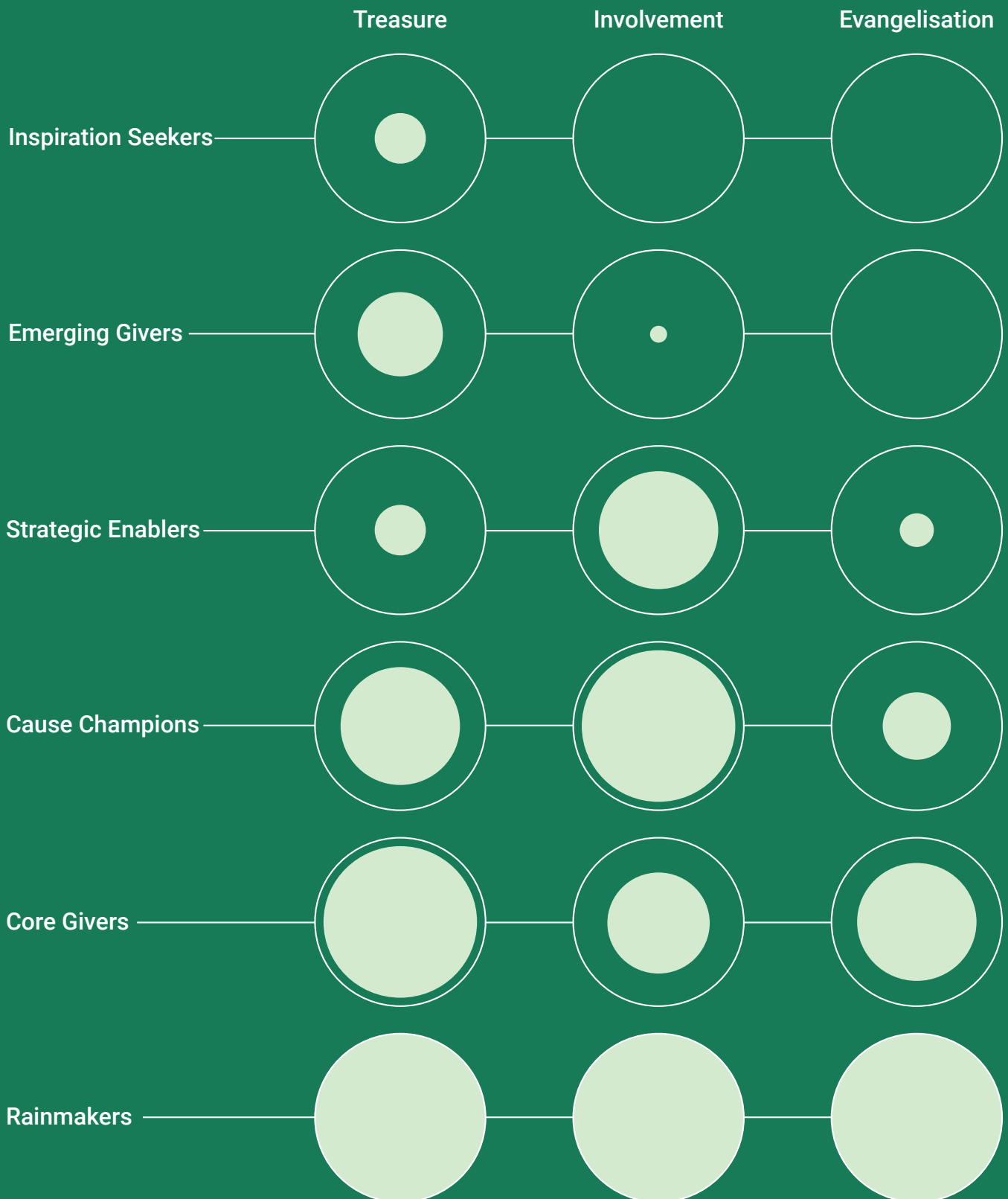


Figure 2.2 | Philanthropic Contribution of Archetypes as per TIE Framework



This graph is a representation of the philanthropic contribution of each archetype in terms of their Treasure and Involvement in philanthropy as well as Evangelisation for philanthropy. These contributions have been visualised on the basis of our conversations with philanthropists and are indicative only. They do not represent any absolute numbers or quantum, but only present a comparative analysis of the contribution of each archetype along the TIE framework.

B.1 Inspiration Seekers

These are individuals on the verge of starting their philanthropic journey. Our study reveals that these individuals regularly engage in Corporate Social Responsibility (CSR) activities and also dedicate resources to dealing with urgent needs, such as the COVID-19 pandemic. But they do not dedicate their Treasure in a sustained manner to philanthropy, nor do they get personally involved. Their giving is sporadic and spontaneous, and often limited to a small set of organisations present in their network. They represent a group full of untapped potential in the world of giving. As a study respondent said, "I feel this has something to do with how long you have been comfortable financially. People ask, 'Why don't you give the money to philanthropy?' But I have just received the money. People like me will get to giving later once we build ourselves a bigger house."

Findings

- Many Inspiration Seekers work with their family business. Since their wealth is inherited, they often believe that it should be passed on to the next generation.
- Others have substantial wealth but want to bolster their resources and secure themselves further before sharing their Treasure.
- A few still need to be convinced that they can make a difference to the world through personal philanthropy. Others are on the lookout for a cause, passion or problem that truly resonates with them.
- Some Inspiration Seekers are willing to give but only after they've reached a financial or personal milestone. Some are awaiting liquidity before they can give substantial amounts, and others believe that they are at a life-stage where they cannot dedicate time to philanthropy.

Figure 2.3 | Percentage of Inspiration Seekers as per Source of Wealth

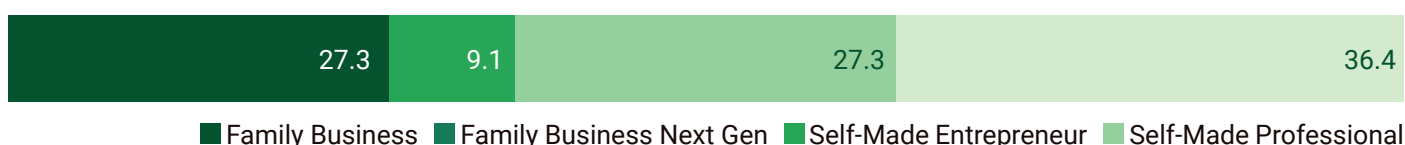


Figure 2.4 | Percentage of Inspiration Seekers as per Net Worth



81 per cent of Inspiration Seekers we interviewed have a net worth of under ₹500 crore

B.2 Emerging Givers

Unlike the previous category, which is still looking for inspiration, this group has already embarked on its philanthropic journey. Emerging Givers have started experimenting with different causes and organisations and are allocating Treasure towards these, but it is still a small percentage of their wealth. They largely fund NPO programmes, where they can see immediate and tangible outputs for the money invested. Our study shows that these givers are still actively involved with their careers; hence their personal involvement in philanthropy is quite low. However, they do recognise the importance of allocating Time to their chosen causes.

The philanthropy of this group has not yet reached its full potential. As a study respondent said, “I am a member of tens of WhatsApp groups from where I hear about initiatives that need help. Whenever someone reaches out about a project that I think will positively impact society, I contribute.”

You could call Emerging Givers the explorers of India’s philanthropic landscape, who are still looking for the best way to leverage their resources for social change.

Findings

- Some members of this group give as and when opportunities or needs arise.
- Others are more proactive, experimenting with causes, philosophies or methods. This exploratory phase involves testing different avenues to see what resonates with them before making a larger commitment.
- Emerging Givers do not have set preferences in terms of causes or methods of giving. They’re flexible about whom they donate to, but prioritise trust and credibility when making philanthropic decisions.
- Their giving approaches and strategies are still evolving.

Figure 2.5 | Percentage of Emerging Givers as per Source of Wealth

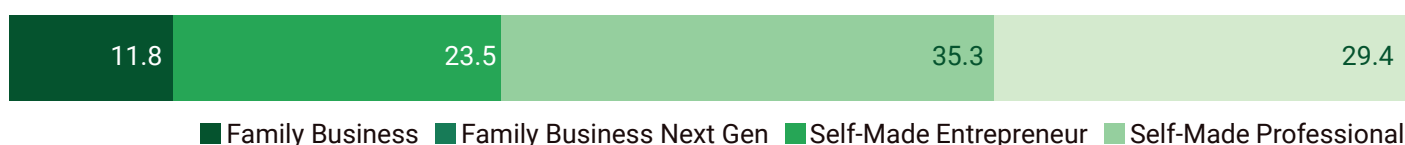
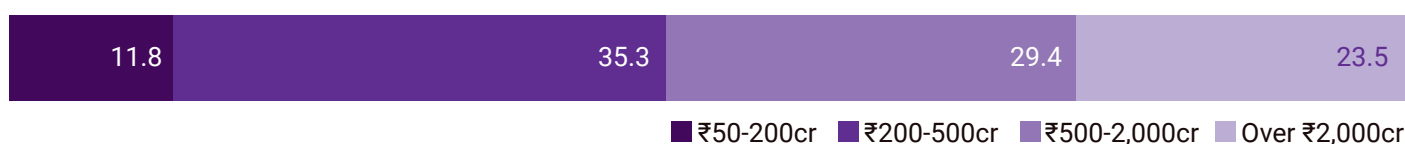


Figure 2.6 | Percentage of Emerging Givers as per Net Worth



64 per cent of Emerging Givers we interviewed are self-made entrepreneurs and self-made professionals

B.3 Strategic Enablers

Strategic Enablers are committed philanthropists who leverage their Time, Talent and Ties to support organisations and stimulate the broader philanthropic ecosystem. They generously provide Treasure, but their main mode of engagement is personal involvement. By using their expertise in areas such as strategy, growth, fundraising and governance, they become accelerators of building capacity in the social impact ecosystem.

They enrich the sectors they work in with their in-depth knowledge and strategic involvement and leverage their professional mindset as well as their networks to help scale the sector and organisations they support. As a result, their engagement often goes beyond traditional philanthropy. Strategic Enablers sometimes evangelise for the philanthropic sector, encouraging others to give more of their Time, Talent and Ties to philanthropy.

Findings

- Some Strategic Enablers channel their efforts into a single cause or organisation, providing it with in-depth support and guidance.
- Others opt for a broader approach, spreading their influence across the sector through board memberships and other models of engagement.
-

Strategic Enablers start by dedicating Time to understand the ecosystem thoroughly. This helps them build deep knowledge and connections in the sector. When they do start contributing money substantially, they do so in a well-informed and strategic way.

Figure 2.7 | Percentage of Strategic Enablers as per Source of Wealth

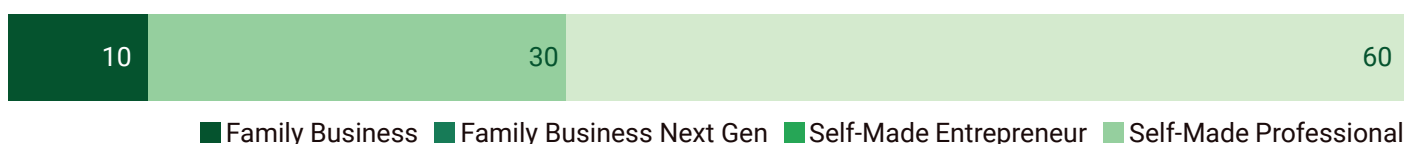


Figure 2.8 | Percentage of Strategic Enablers as per Net Worth



60 per cent of Strategic Enablers we interviewed are self-made professionals

B.4 Cause Champions

Cause Champions stand out for their deep and passionate commitment to one or more select causes. Their area of work is often defined by a sectoral, geographical or community marker – and it reflects their profound connection to solving key issues in that area. Cause Champions can be identified through their strategic and long-term involvement in their passion of choice, where they commit fully to significantly move the needle, rather than spreading themselves thin by dividing their effort across causes. They give generously, by way of Treasure, Involvement as well as Evangelisation (for their cause of choice and, often, philanthropy as a whole), aligning their resources with their passion.

Their cause-specific giving is usually motivated by a personal connection to the cause (such as a lifelong interest in a subject or a medical issue impacting the family) and the desire to pay it forward or a combination of the two.

Findings

- Cause Champions are driven by a deep passion for a specific cause from the start.
- Some Cause Champions select their focus area after gaining hands-on experience in the sector and meticulously evaluating every aspect of it.
- They are willing to go all-out for the cause, from organising funds and providing capacity-building support to amplifying surround sound through public events and galvanising support for the cause.

Figure 2.9 | Percentage of Cause Champions as per Source of Wealth

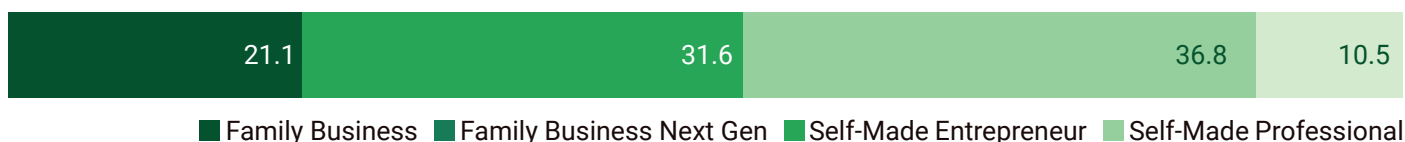


Figure 2.10 | Percentage of Cause Champions as per Net Worth



42 per cent of Cause Champions we interviewed have a net worth of over ₹2,000 crore

B.5 Core Givers

All givers play a critical role in the philanthropic universe. But it's Core Givers who form the backbone of the funding for the social sector. Core Givers are well known for their philanthropy within the social sector and as the first port of call for NPOs looking for funds. They experience joy in giving, and hence have allocated substantial wealth to philanthropy. What makes them unique is that they provide long-term and substantial help to multiple organisations and this financial support directly helps non-profits in scaling their reach and expanding their footprint.

These givers are known to focus on specific causes, methods or structures that align with their philanthropic vision, but their giving is typically focused on funding and scaling core programmes of NPOs. They evangelise for the causes and organisations they support, but their personal involvement may be limited.

Findings

- The extent of their engagement varies. Some Core Givers prioritise financial aid with limited personal involvement, while others seamlessly integrate their Time and Treasure. Despite their varied approaches, what defines Core Givers is their Treasure allocation, coupled with their presence in the larger philanthropic ecosystem.
- They usually scale existing programmes run by NPOs but are also open to aiding new and innovative ventures.
- Non-profits depend on Core Givers to fund them. They also rely on the givers to use their Ties to expand the organisations' funding pool.

Figure 2.11 | Percentage of Core Givers as per Source of Wealth

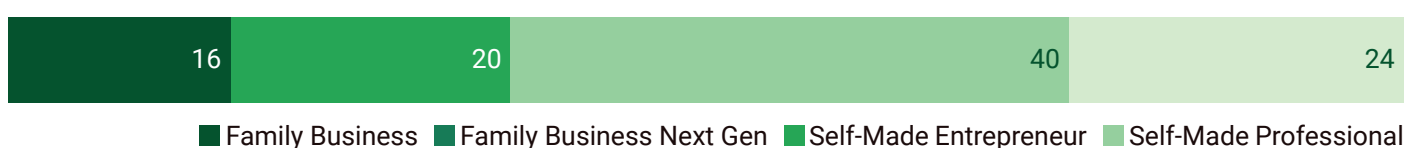
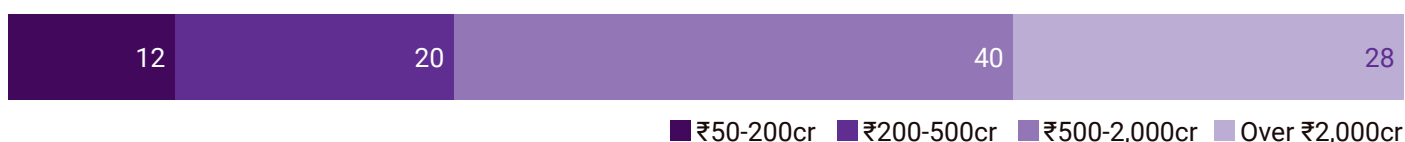


Figure 2.12 | Percentage of Core Givers as per Net Worth



60 per cent of Core Givers we interviewed are next-gen wealth creators of family businesses and self-made entrepreneurs

B.6 Rainmakers

Rainmakers are the most influential figures in the philanthropic ecosystem and are recognised for their extensive contribution and visionary approach. For them, philanthropy is more than a pursuit; it's a defining aspect of their identity. They approach giving with a strategic mindset, often using a **systems change*** lens to affect change.

What separates Rainmakers from other philanthropic archetypes is their appetite for risk as well as their willingness to act as evangelists of philanthropy. They take on a broader approach and address systems and root causes, rather than viewing symptoms in isolation. They experiment with multiple methods of funding that often go beyond traditional grant-making. They are the champions of systemic change and ecosystem-building.

Rainmakers make philanthropy aspirational. They use their Treasure, Involvement and Evangelisation to the maximum extent to solve pressing social issues and take the cause of philanthropy forward.

Findings

- Philanthropy forms a core part of the Rainmakers' identity and they dedicate significant Treasure, while also getting completely Involved and Evangelising for more and better philanthropy.
- Attuned to the shifting dynamics of the sector, they are adept at recognising and supporting emerging trends. They are often at the forefront of change, leading the evolution and shaping the future of philanthropy. This can be attributed to their ability to use their Treasure, Involvement and Evangelisation for not just direct philanthropic support but also to strengthen the ecosystem.
- They play a crucial role in rallying the community around philanthropic initiatives. They lead by example, inspiring others to enhance their giving, and act as key drivers and evangelisers in the philanthropic community.

Figure 2.13 | Percentage of Rainmakers as per Source of Wealth

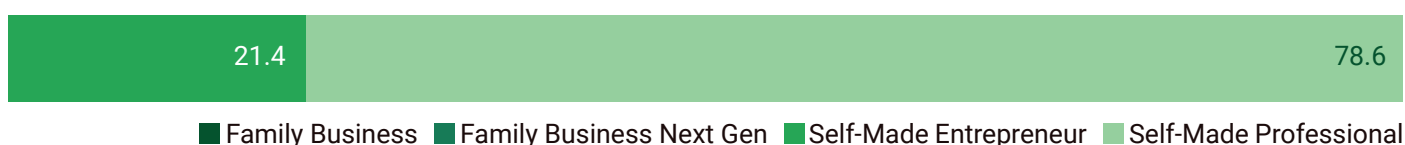
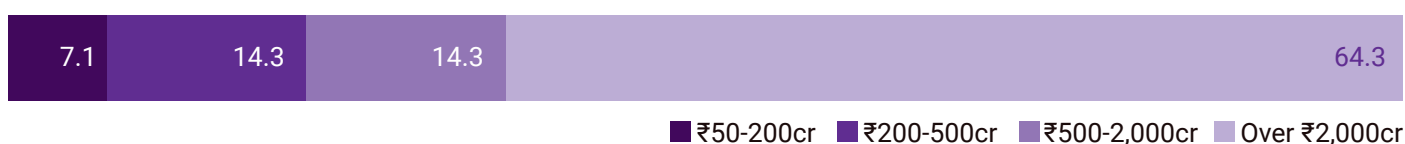


Figure 2.14 | Percentage of Rainmakers as per Net Worth



64.3 per cent of Rainmakers have a net worth of over ₹ 2,000 crore

***Systems change** is an approach used to solve complex social problems by understanding the structure, relationships and incentives of a system and addressing them holistically. Unlike interventions which are akin to service delivery, where impact scales in a linear fashion, systems change aims to achieve nonlinear impact by identifying leverage points in the system. These leverage points can include policies, practices, connections, resources, power structures and values, among others.

Four guiding questions can help you understand whether a given approach is systemic:

1. Does the approach address the root cause of the problem, rather than the symptoms?
2. Is the approach expansive enough to create population-level change, and not rooted in hyperlocal contexts?
3. Will the impact sustain after the intervention or will it revert to the old norms?
4. Does the approach shift the underlying mindsets, values and power structures within a system?

Given how dynamic, varied and complex these structures are, systemic change in practice can vary significantly. In India, systemic change could entail increasing the effectiveness of the government, given its pivotal role as a funder, service provider and regulator.

Significant differences also emerge among archetypes when analysed demographically, as per their source of wealth/professional profiles and estimated net worth calculations. These demographic differences can influence their distinctive giving patterns.

Figure 2.15 | Comparative Analysis of Archetypes as per Source of Wealth / Professional Profiles

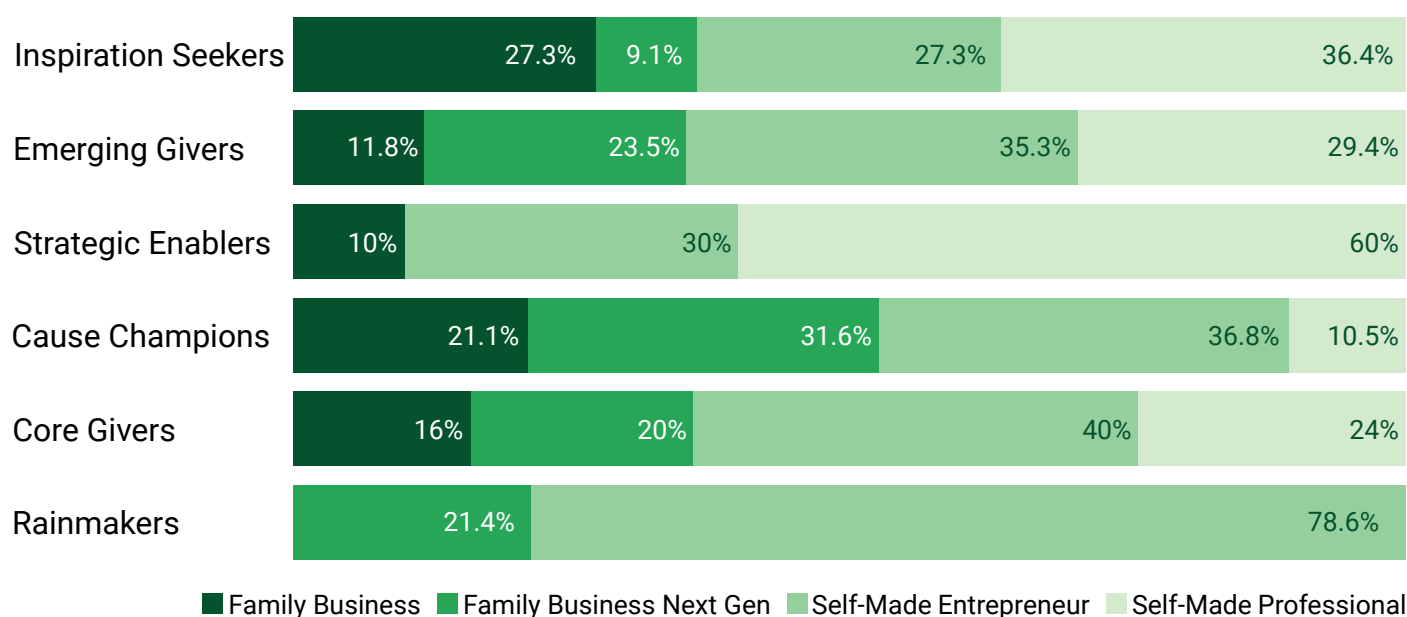
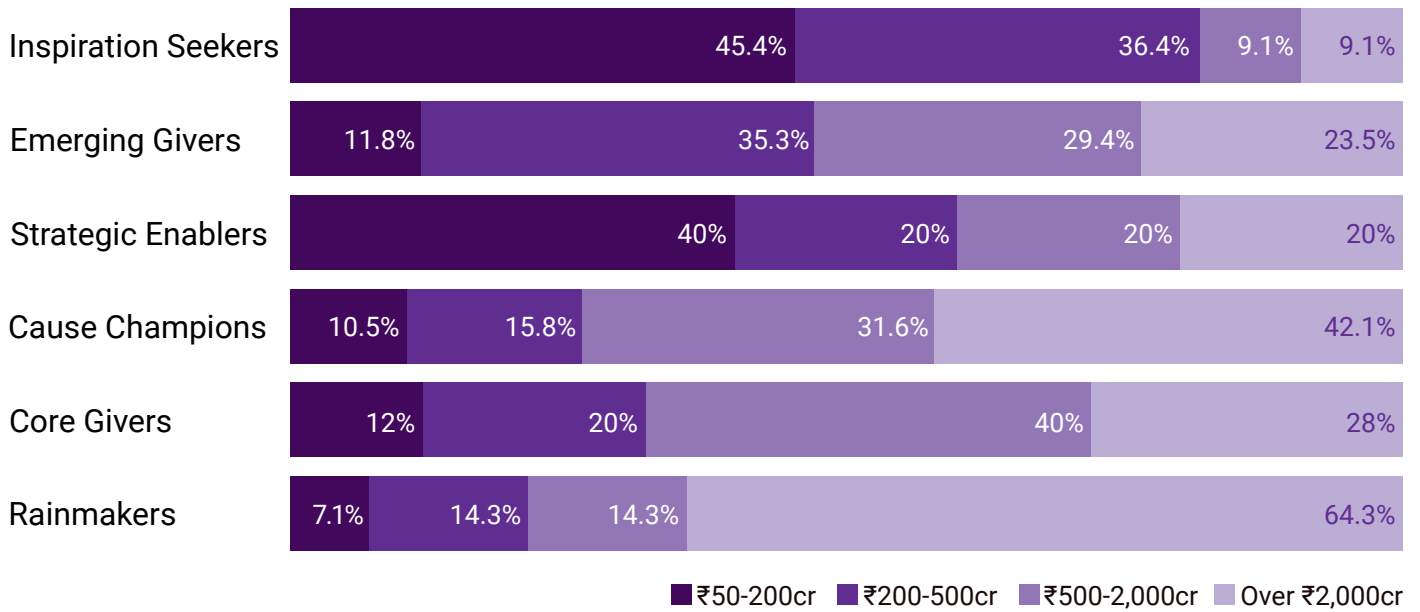
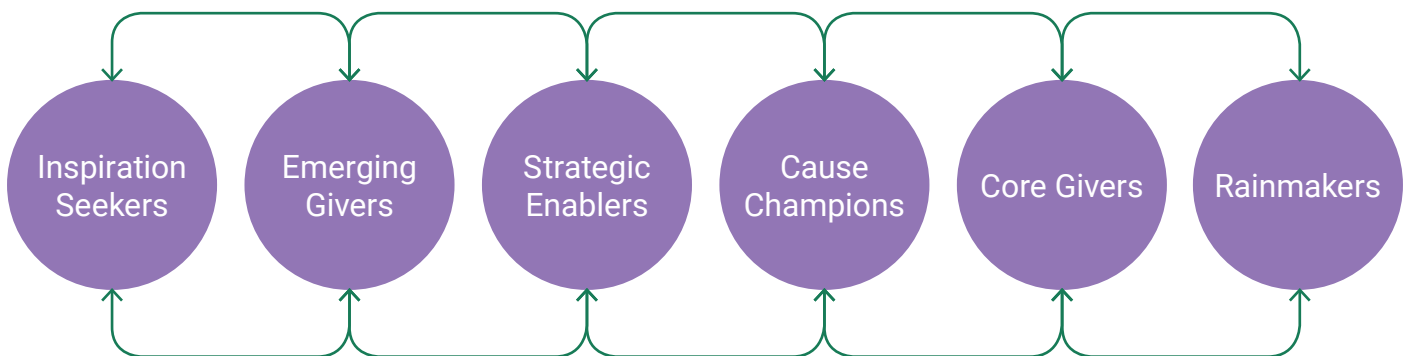


Figure 2.16 | Comparative Analysis of Archetypes as per Net Worth



While there is a pattern in how most wealth creators engage in philanthropy, it's important to note that the six archetypes are not static. Most givers start out as passive observers in the philanthropic landscape but eventually become actively committed philanthropists. Givers typically balance Treasure, Involvement and Evangelisation based on their other interests, capabilities and commitments. As a result, we find that some givers align themselves with different archetypes at different stages of their life, reflecting the evolving nature of their philanthropic journey.



In this chapter, we have tried to not just map the philanthropic archetypes, but to also explore the diverse approaches that they use to navigate the broader ecosystem. The archetypes that employ Treasure, Involvement as well as Evangelisation in their giving approach and are increasingly driven by a passion for philanthropy are more likely to achieve amplified social impact. Thus, our hope is that more and more philanthropists start giving more of their Treasure as well as start getting more involved in their philanthropy and ultimately evangelise for it.

Recommendations

Inspiration Seekers should start with a small philanthropic budget supporting two to three non-profit organisations and getting personally involved (Time and Talent) with at least one.

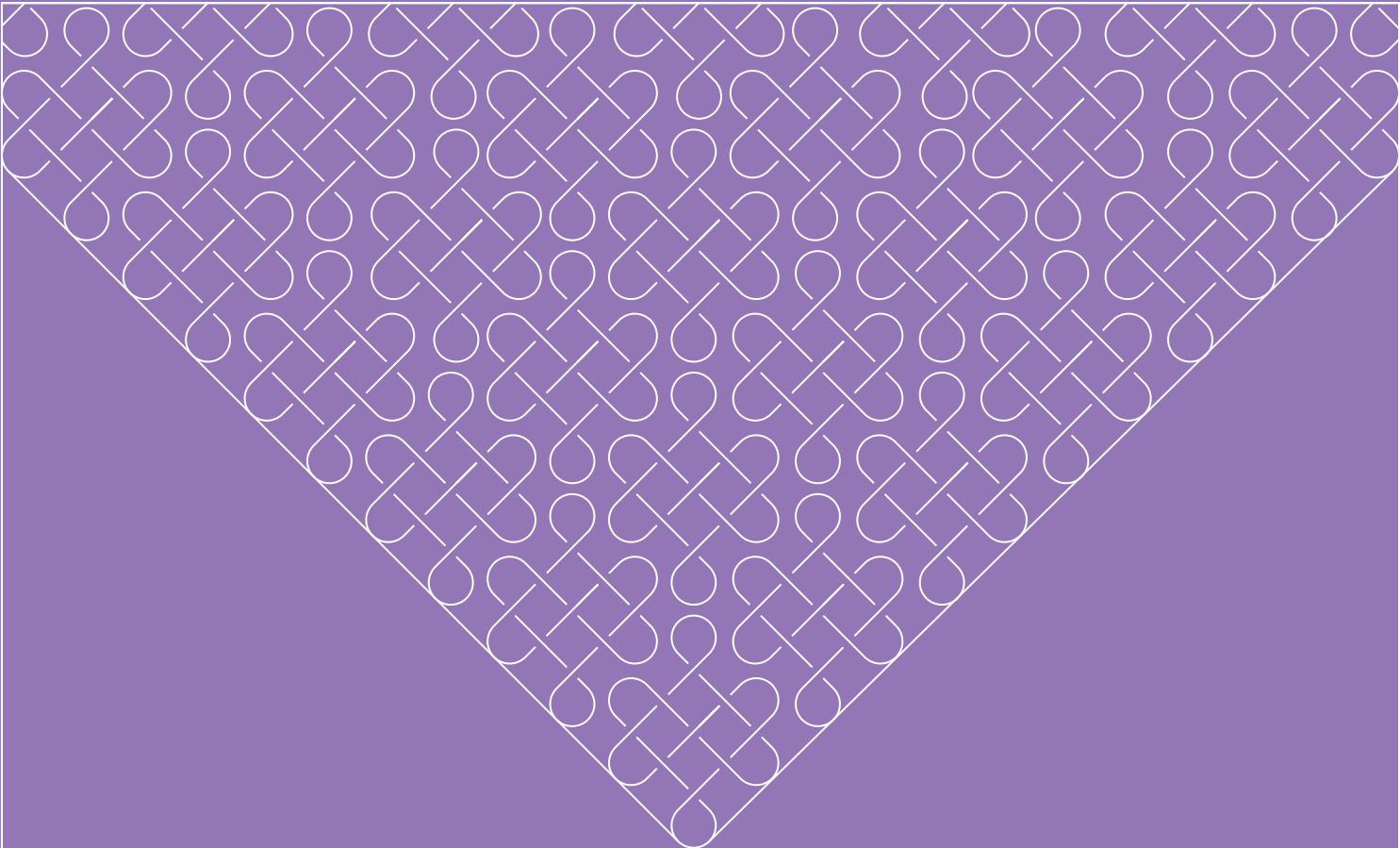
Emerging Givers should deepen their perspective and understanding of the causes of interest and actively seek opportunities to connect with Cause Champions and Rainmakers to build their philanthropic portfolio.

Strategic Enablers should leverage their Time and Talent to influence more and better giving by Emerging and Core Givers. They should also leverage their Ties to support Rainmakers in evangelising philanthropy.

Cause Champions should disseminate their knowledge on exemplar NPOs, what works and what does not to inspire and influence other archetypes to give more and better to that cause.

Core Givers should consider allocating a portion of their giving portfolio to support interventions that have achieved large-scale impact by adopting the systems change approach.

Rainmakers should keep doing more of what they are already doing, especially to amplify and evangelise not only philanthropy but also their own belief in the importance of systemic change and ecosystem building.



“Given the pace at which Indians are becoming wealthy and the varied nature of issues in the country which the state alone may not be able to solve, and entrepreneurs may not find attractive to solve, philanthropy can be a very effective vehicle in these spaces. Successful individuals can make a significant difference with their time and money.”

Sanjeev Aggarwal
Co-Founder, Fundamentum Partnership and Helion Ventures





CHAPTER 3

Tapping the Transformative Power of Philanthropy

Key Takeaways

Philanthropists Are Helping Create World-Class Institutions and Enhancing Existing Ones to Nurture Global Talent

This is helping elevate India's global standing in various fields.

Indian Philanthropists Are Driving Innovation and Leveraging Emerging Technologies such as AI to Address Critical Development Challenges

This approach is helping develop and deliver novel solutions at scale.

Philanthropists in India Are Partnering with the Government to Support Policy Implementation

Collaborating with the government to pilot projects and build evidence in priority areas is becoming an important strategy. This partnership approach helps scale up successful initiatives, enhancing their reach and effectiveness across the population.

Holistic Community Development Is Being Prioritised by Philanthropists to Ensure Comprehensive Societal Growth

A holistic approach to community development addresses a broad spectrum of issues such as education, healthcare and economic empowerment.

Philanthropists Continue to Fund Targeted Interventions

In supporting grassroots NPOs, philanthropists are not only aiding last-mile programme delivery and aligning interventions closely with outcomes, but enhancing specific impact by supporting capacity-building initiatives of the NPOs they partner with to address specific issues.



Long-Term Impact of Philanthropy



“Ronnie and I started our journey with a goal to lift a million people out of poverty. A few years into it, I believe we are closer to it every passing day.”

Zarina Screwvala
Co-founder, Swades Foundation

In **Chapter 1**, we delved into the potential of philanthropy, envisioning a scenario with a substantial increase in giving, amounting to upwards of ₹100,000 crore. Indian ultra-high-net-worth individuals (UHNIs) are already giving more and exponentially increasing the scale of philanthropy. The impact, however, lies in more than just increased wealth allocation. The transformative power of philanthropy lies in catalytic funding. As philanthropists increasingly give better, the impact will be confined not just to the distant future but will also actively shape the India of today.

Going beyond one-off handouts, big-ticket donors are giving hundreds of crores to create long-term change. Their philanthropic efforts are spurring innovation, enhancing implementation of governmental interventions and building resilience in communities, among other things. In short, philanthropy in India is consistently demonstrating the transformative power of giving.

The impact of philanthropy cannot be summarised easily, as it has been multifold. This chapter seeks to reveal the breadth of its influence through some powerful stories of people who are giving better and organisations that are improving the lives of millions of Indians.

A. Building Cutting-Edge Institutions That Power World-Class Talent

Philanthropists are setting up cutting-edge institutions across sectors as well as enhancing the capacity of existing ones to bring global standards to India. They are redefining possibilities and nurturing talent that can compete on a global level.

The Tatas are the pioneers in this narrative of institution-building. The Tata Group established the iconic Indian Institute of Science and the Tata Institute of Fundamental Research, which have significantly contributed to India’s scientific and educational advancement. More recently, Azim Premji’s philanthropic vision has led to the creation of the Azim Premji Foundation dedicated to transforming education. Similarly, Shiv Nadar has given us Shiv Nadar University, which fosters innovation and excellence in higher education.

Today’s philanthropists are ensuring that India’s brilliance doesn’t need to seek recognition abroad; it can shine brightly right here at home. Increasingly, collective philanthropy is being leveraged to amplify institution-building efforts, which we explore in more detail in **Chapter 8**.



The Story

One of the best examples of this is the Indian School of Business (ISB). The School has been in existence just a little over 20 years with the first class of its Post-Graduate Programme in Management graduating from the Hyderabad campus in 2002. And yet, it consistently ranks as India's #1 B-school and among the world's top 40 B-schools in global rankings. ISB was born out of a visionary idea to provide top-notch business education in India, imbued with global perspectives to help meet the leadership needs of emerging Asian economies. The mission was unequivocal: Provide world-class business education at a fraction of the price students pay at prestigious US and European institutions. Led by the vision and organisational acumen of educationist-entrepreneur Pramath Raj Sinha, who was entrusted with nurturing the idea on the ground as the founding Dean, ISB roped in accomplished India-born entrepreneurs and global academic leaders to secure substantial seed funding and rally support from industry, philanthropists and academia. The rest, as they say, is history.

The Impact

ISB's rise was meteoric. It entered the Financial Times MBA Global rankings when it was only seven years old. However, the School isn't just about rankings. Top-tier organisations recruit from ISB, offering salaries that are on par with those offered to graduates of the world's leading business schools. Its alumni occupy the top echelons of corporate leadership and serve as exemplars for India's startup ecosystem. The School is also home to distinguished faculty from India and around the world who contribute to ISB's academic excellence and foster its vision of being a research-led B-school. Its reputation for cutting-edge management research and thought leadership is clear by the school consistently ranking among the world's top institutions for the per capita research productivity of its faculty.

The Action Continues

ISB stands as a testament to contemporary philanthropy and the impact it can have. It is a non-profit organisation (NPO) that's funded entirely by private corporations, foundations and individuals from across the globe who believe in its mission. Since its inception, ISB has consistently received significant

financial support from philanthropic foundations and individual philanthropists. It has an Alumni Endowment Fund that supports the award of scholarships to deserving candidates and research grants to promising junior faculty, thus acting as a strategic pillar for long-term sustainability. The School also directs its funds towards spearheading pioneering research initiatives and recruiting top faculty.

B. Incubating Game-Changing Ideas & Catalysing Innovation

Today's philanthropists are changing the rules of philanthropy by becoming innovation leaders. Demonstrating the same entrepreneurial zeal with which they create their wealth, they are now supporting causes and creating novel solutions to address critical development gaps. They focus on scaling ideas that show early promise and use a strategic lens to identify core levers that they can experiment with to build evidence. They are also disrupting the status quo and bringing about innovations in technology, ideas, policies and models of intervention.



The Story

Wadhvani AI is a great example of leveraging innovation for catalytic philanthropic impact. Romesh and Sunil Wadhvani, US-based technology entrepreneurs and philanthropists, realised that though Artificial Intelligence (AI) was booming, its benefits were reaching only a privileged few. They envisioned a different path for AI — one rooted in scientific rigour and technological excellence but also steeped in compassion. The overarching objective was to devise ways in which AI could be employed to address development challenges, especially in poverty-afflicted regions. In 2018, Sunil and Romesh committed \$30 million (~₹250 crore) to establish the Wadhvani Institute for Artificial Intelligence, seeking to develop AI-based solutions for development sector challenges. The ongoing contribution has crossed \$60 million (~₹500 crore).

The Impact

The Delhi-based non-profit institute takes tangible action in over 30 AI projects spanning healthcare, agriculture, climate and education. Within the health sector, for instance, it focuses on addressing the problem of tuberculosis in India. The country is home to a quarter of the world's tuberculosis cases, and countless lives are lost every year due to incomplete treatment. The institute uses pioneering AI-driven technology to analyse patient data (related to age, gender, location, cough sounds, symptoms and comorbidities) and build predictive models for quicker diagnosis and treatment.

Another project, Cotton Ace, has helped over 100,000 Indian farmers protect their land against pest-related crop losses. Wadhvani AI's technology is also deployed at India's Media Scanning and Verification Cell to scan media articles for news of disease outbreaks and prevention of pandemics.

The Action Continues

Wadhvani AI has collaborated with the Ministry of Health and Family Welfare to incorporate a Clinical Decision Support System into the Health Management Information System across the country. Used for more than 12 million consultations, it enhances medical decision-making and streamlines diagnosis and patient management, thus helping combat a shortage of trained medical personnel, especially in remote areas. It also partners with governments and NPOs to establish AI Centres of Excellence or AI Units within organisations to access data on critical problem statements and apply AI to address development challenges.

C. Partnering With the Government to Support Policy Implementation

Collaborating with the government is a growing trend, significantly gaining momentum across the Indian philanthropic landscape. Strategic philanthropy recognises that to create population-level change, it needs to support the government to scale up and be effective. Indian philanthropists have embraced this notion and are piloting projects and building evidence in priority areas to work with the system.



The Story

New Delhi-based Central Square Foundation (CSF), founded by philanthropist and former private equity investor Ashish Dhawan, is an NPO that's doing exemplary work to ensure quality education for school children across 13 Indian states. Since 2012, CSF has been working in partnership with the Union and state governments, other non-profits and ecosystem stakeholders to improve the learning outcomes of children from low-income communities. Its approach across foundational literacy and numeracy (FLN), early childhood education (ECE), edtech and school governance focuses on solutions that are scalable, sustainable and effective, and its system reform approach covers the spectrum from policy and innovation to practise at scale for sustained student learning impact.

The Impact

To help every child achieve FLN, the Ministry of Education launched the NIPUN (National Initiative for Proficiency in Reading with Understanding and Numeracy) Bharat Mission in July 2021. The Foundation supported the Ministry in the development of mission documents and the creation of a five-year prospective planning document outlining the implementation strategy for states. The Foundation also works with 11 states to design, develop and deploy their FLN Mission across critical aspects of goal setting, teacher professional development, teacher mentoring, middle management capacity-building, robust monitoring systems, communication campaigns and reliable student learning assessments. The Foundation has invested in building supply and generating evidence on edtech solutions for FLN, reaching 2.8+ million children through partners for continued learning at home. Given the Nigerian government's interest in adopting EdTech Tulna (an evidence-driven EdTech evaluation index developed by CSF in partnership with IIT Bombay and IIT Delhi), the Foundation has signed an MoU with Nigeria's Ministry of Communications, Innovation & Digital Economy to facilitate it. As CSF grows and evolves, it has further strengthened work on ECE and school governance, two key adjacencies to FLN impact at scale.

The Action Continues

The Foundation's goal is to help the system attain targeted FLN outcomes at the student level. As CSF continues supporting the Union and state governments, it has also started work at the district level to ensure deeper implementation and impact.

Across its portfolio of 11 FLN states, there have been continued successes enabled by CSF. In Uttar Pradesh, it integrated a chatbot into the NIPUN Lakshya App for large-scale classroom observation and student testing, aiming to onboard all teachers and mentors. In Madhya Pradesh, CSF designed, deployed and ran recruitments for the Madhya Pradesh NIPUN Professionals Fellowship, hiring 52 professionals and developing five tailor-made projects for them to undertake and support districts to drive implementation of the state FLN mission. The NIPUN Mentor and NIPUN Teacher apps have been deployed in Haryana to collect FLN-related data for decision-making. In Telangana, CSF supports FLN programme reviews and helps integrate technology systems for data collection. By building stronger, more equitable systems and enhancing the quality of systemic inputs (structured pedagogy, capacity building, assessments, technology and monitoring systems), CSF aims to set India's children up for a lifetime of holistic outcomes and broader horizons.

D. Creating Community-Centric Impact Holistically

There are communities that are bound together not just by their culture or geography but also by the challenges they share. Philanthropists have adopted a holistic approach to enhance the lives of such communities and give them agency over their own empowerment. This means expanding their interventions to go beyond the traditional sectors of education and health and address issues such as climate change risks and intersectional identity-based concerns. This approach has given rise to replicable and scalable models of transformation. These models of holistic transformation may not be restricted to any particular region or community. Rural communities as well as urban migrant communities benefit from these.



The Story

Mumbai-based Swades Foundation is one of the NPOs working to empower communities holistically. After exiting UTV, one of India's largest media and entertainment companies, founders Ronnie and Zarina Screwvala decided to work for social change. Ronnie came up with a grand vision: Lift a million people out of poverty every five to seven years. This vision thrust the couple into months of rigorous research and field visits across India and beyond. Inspired by BRAC, one of the world's largest development NPOs founded in Bangladesh, they created Swades Foundation in 2013 with a unique development model.

The Impact

Picture this. Every household enjoys clean water, private toilets and is engaged in diverse sources of livelihood to augment income. Every child under the age of 16 is in school; the youth possess valuable skills and dedicated health volunteers serve their rural communities. Villages are clean, beautiful and equipped with facilities such as community halls, etc.

This idyllic scene is the reality for 75 'dream villages' in India, powered by Swades Foundation. On a

mission to provide holistic development to rural India, the Foundation has so far impacted more than half a million lives in two rural districts of Maharashtra through interventions in education, health, water and sanitation and economic development.

The Action Continues

The Swades Foundation uses a 360-degree development model that includes healthcare (eye defect screenings and child cardiac surgeries), education (teacher training, scholarships and interactive learning), water and sanitation (access to toilets and clean drinking water) and economic development (skill building, orchard farming and goat rearing). The goal is to empower communities to become self-reliant within five to seven years.

Elevating the earning capacity of individuals and ensuring self-sustainability across all initiatives is central to Swades' mission. The Foundation's strength lies in its dedicated team, which consists of over 10,000 community volunteers and more than 250 full-time staff members, 90 per cent of whom work at the grassroots level.

E. Targeted Interventions to Enhance Lives at the Bottom of the Pyramid

Historically, Indian philanthropists have supported NPOs that work at the grassroots level, helping millions during times of calamity and providing immediate relief. Over time, philanthropists are focusing on novel, emerging issues. But many continue to support existing causes that strive to improve the lives of people at the bottom of the pyramid. Thousands of non-profits rely on retail donations for their day-to-day operations but a bulk of their funding comes from philanthropic contributions. It's not just money that these philanthropists provide; they also empower the NPOs to enhance their capabilities and foster valuable partnerships.

The Dani Foundation



The Story

Maharashtra-based Dani Foundation is a philanthropic initiative that seeks to provide people at the bottom of the pyramid with access to better nutrition, health and education. Jalaj Dani, co-promoter of Asian Paints, and sports entrepreneur Vita Dani set up the Dani Foundation only in 2022. But their philanthropy started over a decade earlier when they began working with the Kapadwanj Keval Mandal (KKM) Trust at Jalaj's ancestral village in Gujarat. The Mandal is an 80-year-old foundation seeking to provide affordable education to Kapadwanj residents.

The Dani Foundation also works closely with the Annamrita Foundation (formerly known as ISKCON Food Relief Foundation) and Pratham Education Foundation, where Jalaj is a Board member.

The Impact

The Dani Foundation has transformed lives by partnering with the Annamrita Foundation which implements the government's mid-day meal programme in municipal, government-aided and unaided schools across India. The Annamrita Foundation serves over 10 lakh meals per day in 6,500 schools across Andhra Pradesh, Maharashtra, Delhi, Rajasthan, West Bengal, Jharkhand and Haryana. With the support of the Dani Foundation, Annamrita is looking to extend its reach to 15 lakh daily meals, significantly raising nutrition levels and ensuring increased attendance in schools. Dani Foundation's work with the KKM Trust has also created meaningful impact, with a significant number of students benefiting from holistic education practices. Beyond monetary support, the Dani Foundation is actively involved in supporting their NGO partners by introducing them to other philanthropists, fostering knowledge-sharing partnerships, and providing invaluable advisory input. This collaborative effort helps in enhancing last-mile delivery of their programmes.

The Action Continues

Along with health and education, Vita and Jalaj Dani have also expanded to the sports sector, a cause close to the family's heart. Through the ELMS Sports Foundation, they work to achieve sports excellence in India. The idea is to drive what they call 'Constructive Philanthropy'.²⁶ In addition to providing financial support, the couple likes to introduce their NPO partners to their network of philanthropists, thereby fostering enhanced knowledge-sharing and partnerships.



The philanthropists discussed in this chapter serve as compelling examples of 'giving better' in action. However, there are many ways to play a transformative role. For instance, some philanthropists may dedicate themselves to a single cause, aiming to significantly move the needle in that sector and become **Cause Champions**, employing a multifaceted approach that leverages a bottom-up as well as a top-down method.

An example of this commitment is demonstrated by philanthropists **Sanjiv Kumar** and **Setika Singh**, whose efforts are dedicated to constructing a self-sustaining rural development model through

Parivartan, their rural community development initiative. Kumar founded Parivartan in 2010 in his home state of Bihar, motivated by his desire to work for and with the people he feels a sense of belonging with. The Parivartan campus spans eight acres and includes a variety of multipurpose spaces, including an Udaan, a community playground featuring state-of-the-art sports facilities, a Rangkargha weaving, spinning and dyeing studio, a library and classrooms. Gender-inclusive programmes centred on livelihood, art and education are also being implemented on the Parivartan campus to empower the local community. With Sabrangi, an initiative designed to provide craftswomen in Parivartan with significant market opportunities, Singh is carrying forward this legacy.


Though different givers may champion different causes and sometimes support multiple ones, their fundamental drive remains constant: To leave no one behind and to foster transformative change in the lives of people across the country.

Recommendations

Seek inspiration from the myriad stories of giving better that already exist in India, and implement key learnings from these journeys that align with each giver's own motivations.

Seize the opportunity to explore diverse and impactful ways to give beyond traditional methods, as Indian philanthropic capital increasingly shifts towards building institutions, fostering innovation, partnering with the government, adopting community-centric holistic models and enhancing targeted interventions.





“For me, philanthropy is all about making use of opportunities to help bring about positive change in my own country. It means, at an individual level, utilising my resources and skills to play the role of a catalyst in the development story that has been unfolding in fits and starts.”²⁷

Anu Aga
Former Chairperson, Thermax



CHAPTER 4

Exploring Giving Motivations & Triggers

Key Takeaways

UHNIs in India Have High Motivation to Give:

Most philanthropists are inspired by personal values and a desire to address societal challenges. Of our study respondents, 90 per cent said they want to give more; 63 per cent of participants are motivated by a desire to give back to society.

Our Study Finds Peer Inspiration is a Key Factor in Motivating Individuals to Engage in Philanthropy

Nearly 40 per cent of our respondents were inspired to give by the story of a philanthropist, several of them their peers.

Our Research shows Philanthropy is a Deeply Personal Endeavour

Over 60 per cent of respondents started to give after a personal milestone or after a life-altering experience.



A. The Giving Mindset



“Philanthropy is for inner satisfaction. It’s a lifelong commitment, a duty, a reminder to exercise control over desires, and a dedication to share resources with others.”

Mukti Gupta
Managing Director, Mukti Group;
Founder, Help Us Help Them

An increasing number of individuals, both young and old, have joined the giving ecosystem, and are looking for ways to make their contribution more impactful. During our conversations with 100 ultra-high-net-worth individuals (UHNIs), nine out of 10 respondents said, “I want to give more.”

So far we have explored the diverse categories of givers and garnered key insights from their journeys. Now, we dive deeper into the commonalities that underpin the distinct and unique aspects of the giving mindset, including giver motivations, triggers and challenges. Broadly, our report indicates that the motivation to help others forms the basis of all philanthropic endeavours. It just manifests differently in different people. While most philanthropists have an inherent inclination to ‘give back to society’, the transition from thought to meaningful action often hinges on a trigger that has deeply personal implications. Navigating complexities and obstacles is an integral part of the philanthropic journey. Overcoming these barriers strengthens the giving mindset, underscoring the commitment needed to make a lasting impact.

In this chapter, we delve into the twin forces that propel individuals towards philanthropy: Their motivation to give and the trigger that gets them started.

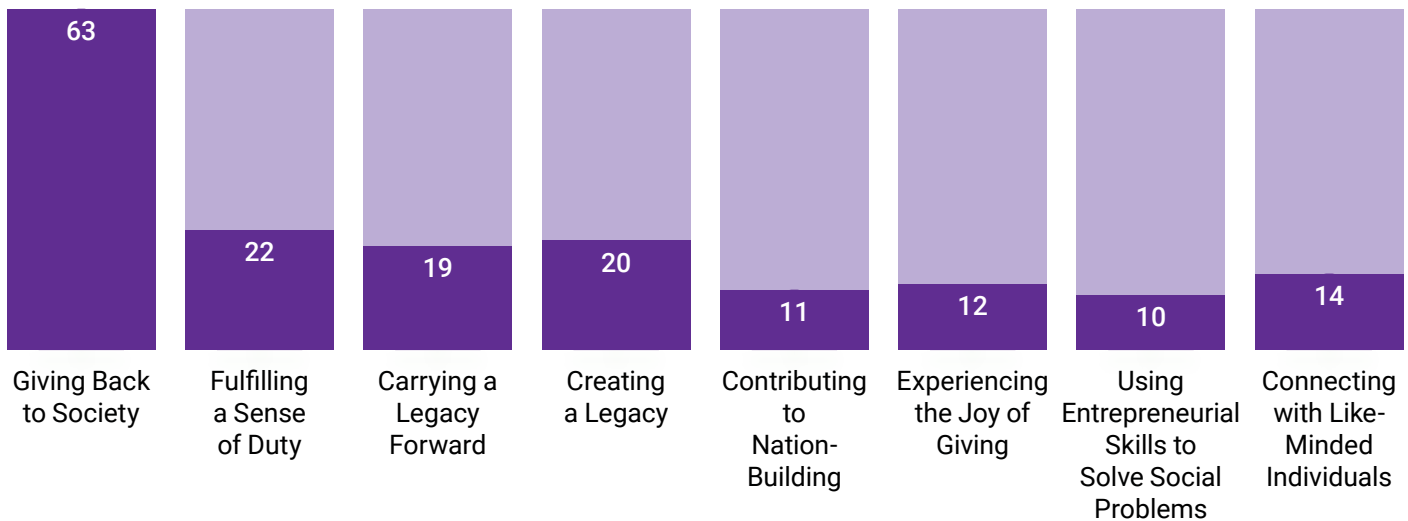
B. The Giving Motivations

Our study has helped us identify eight key motivations that drive givers:

- Giving Back to Society
- Fulfilling a Sense of Duty
- Carrying a Legacy Forward
- Creating a Legacy
- Contributing to Nation-Building
- Experiencing the Joy of Giving
- Using Entrepreneurial Skills to Solve Social Problems
- Connecting With Like-Minded Individuals

Interestingly, 63 of our 100 study participants said their philanthropy is driven by the desire to ‘give back to society’, directly or indirectly.

Figure 4.1 | Motivations for Giving



Note: Each motivation is indicated by the number of givers who highlighted it during their interviews. Many individuals cited multiple motivations.

B.1 Giving Back to Society



Jayesh Parekh, Co-Founder of Sony Entertainment Television, Managing Partner at Good Protein Fund and author of *What Shall We Do With All This Money? Inspiring Perspectives on Wealth*, started his philanthropic journey over two decades ago. “In 2000, when I got my first exit, I decided that I must give back meaningfully,” he says.

Parekh says he comes from a very humble background and had never imagined himself as wealthy. But when he and his co-founders sold their stake in Sony Entertainment Television, he decided to give back to society and make a difference in people’s lives.

As a philanthropist, Parekh wears multiple hats — as mentor, advisor and investor. He was a Director on the Board of Milaap and is now on the Advisory Board of Akhand Jyoti Eye Hospital, a Bihar-based non-profit organisation (NPO). At Akhand Jyoti, he is trying to eliminate curable blindness in the country through free cataract surgeries. The cause is close to his heart due to his own experience with blindness in his family.

B.2 Fulfilling a Sense of Duty



Tanvi Bikhchandani co-founded Tamarind Chutney, a Delhi-based ethical and sustainable fashion brand, in 2019 to improve artisan livelihoods and reduce textile waste.

Passionate about social justice, she believes that “individuals with privilege and wealth have a moral imperative to share that wealth with others, especially given the inequitable state of the world”. This motivation not only influences her career choices but also informs her philanthropic approach.

Tanvi recognised the power of philanthropy early on, seeing her parents Sanjeev and Surabhi Bikhchandani's active involvement in giving. Today, she leads her family's philanthropic activities in the fields of education, climate, livelihood and the overall social welfare sector. She's actively involved with organisations such as the Indian School of Development Management (ISDM), Air Pollution Action Group (APAG) and Khan Academy India, among several other non-profits.

B.3 Carrying a Legacy Forward



Payal Jain, Principal Designer, Label Payal Jain, has set up a philanthropic trust that works at the intersection of education and sustainability, and takes forward the legacy of her father Prem Jain, the architect of the green building movement in India.

Payal saw her father teaching sustainability at New Delhi's School of Planning and Architecture, pro bono, 40 years ago and is intent on advancing his vision of a 'Harit Bharat' or Green India.

The Prem Jain Memorial Trust, which Payal and her mother set up after her father's passing, focuses on two areas: Education and sustainability. It disseminates education on sustainable development ecosystems, built environments, traditions, arts and crafts and related studies across academic institutions for students and working professionals. It also promotes green innovations and technologies as well as celebrates the achievements of technologists promoting sustainability. For Payal, *"This is not philanthropy; it's a way of life."* The Trust organises the Harit Prem Bharat Mahotsav each January to promote Jain's passion for sustainability. This is the largest green event in the country and brings together thousands of people in an effort to increase awareness about a greener way of life.

B.4 Creating a Legacy



Bajrang Bothra, Executive Chairman, EPACK Durable, is a founding member of the Jain International Trade Organisation (JITO). This is a trade organisation that goes beyond economic cooperation and seeks to unite industrialists and business people to create collaborative social impact. Bothra believes in the 'power of the collective' and is involved in JITO's multiple philanthropic projects such as the JITO Administrative Training Foundation and the JITO Education Assistance Programme, both of which help students with

their educational journey.

He spearheads the Bhagwan Mahavir Relief Foundation Trust Medi-Dialysis Centre, which provides subsidised dialysis treatment to the underprivileged. The Centre also organises compulsory meditation sessions for all attendees and patients to make their treatment stress-free. For patients who cannot afford even subsidised treatment, it provides free treatment through a trust-based process that does not require any proof of inability to pay.

Bothra's motivation is clear. He believes in growing with the best and collaborating with diverse individuals to leave behind a legacy of giving back. *"I am manifesting a target. Five years down the line, if anyone asks what I do, I can talk about my philanthropic work rather than my business,"* he says.

B.5 Contributing to Nation-Building



Piyush Shah co-founded InMobi, an Indian multinational marketing platform, in 2009. Despite playing an active role in the early years of the Indian School of Business and the Nudge Foundation, he believes that he is only in the initial stages of his philanthropic journey. Currently residing in Singapore, Shah believes he and other diaspora givers are motivated by the idea of nation-building and want to help India deal with crucial challenges and grow. He emphasises the need for India to address its major socio-economic challenges in the coming decades.

For his own philanthropic endeavours, Shah prefers to deep-dive into a few specific causes such as education and healthcare, rather than engage in multiple sectors.

Shah says he has transitioned from need-based giving to adopting a more conscious strategy. This involves supporting organisations that have a startup-like philosophy and deploy a strategic approach to building impactful initiatives. In the future, Shah wants to join collaborative and purpose-driven philanthropic endeavours, where he can make a meaningful difference in the areas that matter to him.

B.6 Experiencing the Joy of Giving



Dr Sumita Ambasta is a Founder and Executive Director of Flowering Tree, a US-based organisation dedicated to advancing children's education and women's development in India, as well as Founder and Trustee of Plaksha University. Ambasta says she's been interested in human development her whole life.

She is especially interested in mentoring women entrepreneurs and supporting women in leadership positions. Her passion has taken her from the business realm of HR consultancy to issues related to philanthropy and development. Her lifelong goal is to facilitate communication and integrate an individual's inner and outer development.

Ambasta's motivation to do philanthropy stems from the joy and personal fulfilment that she finds in giving. She believes in *"giving to gain satisfaction, happiness and knowledge"*, and attests to having benefited from the transformative power of giving. She says that this has improved her mental and physical well-being over the past 17 years.

B.7 Using Entrepreneurial Skills to Solve Social Problems



Dr Gururaj 'Desh' Deshpande, Co-Founder and Trustee of the Deshpande Foundation, is a prominent Indian-American venture capitalist and entrepreneur with a career spanning over 30 years. His philanthropy mirrors his entrepreneurial drive.

At the Deshpande Foundation, he's created an environment that encourages the use of entrepreneurial skills to address community issues, primarily focusing on underserved communities. The Foundation acts as an experimental space where innovators can test concepts, make adjustments and ultimately create effective solutions to tackle social problems. In addition to this, Deshpande also supports large-scale organisations working

in the education and healthcare sectors, such as Akshaya Patra, Pratham, Ekal Vidyalaya, Sankara Nethralaya and Magic Bus.

“You get to build by investing a lot of time and money, just like when you are an entrepreneur attached to a startup,” he says.

B.8 Connecting With Like-Minded Individuals



Rishi Khanna, Managing Director of Trimaster Group, actively supports the causes of higher education and mental well-being. He supports Ashoka University and Plaksha University and has also been involved with Children First, a child and adolescent mental health service organisation.

He finds it gratifying to be part of a community of individuals leading or founding non-profits and foundations.

Through his philanthropic efforts, Khanna seeks to surround himself with individuals who share his commitment to do good and make social impact. This desire to be a part of a community of givers, as well as the motivation to give and give better, drives Khanna to continuously look for opportunities to expand his philanthropic giving.

The Giving Triggers

It's intriguing how many philanthropists say a specific trigger led them to start giving or significantly change their approach to philanthropy. Most givers say they started walking this path after reaching a personal or financial milestone, having a momentous experience, witnessing a metamorphic event or hearing someone's inspiring story.

39% of givers were inspired by their peers or the story of a philanthropist's journey. Some respondents said they were inspired to give by the incredible work done by Indian philanthropists, while others named international philanthropists such as Bill Gates and Warren Buffett.

27% of givers say their first act of giving was triggered when they reached a financial milestone (an Initial Public Offering or a liquidity event). Many among these respondents noted that giving substantial financial resources to philanthropy happened when they exited their company or sold their stake in it.

19% of givers achieved a personal milestone (related to age, children or life goals), which triggered their philanthropy. For instance, one respondent said they started giving a substantial quantum to philanthropy once their children went to university.

15% of givers took to philanthropy after having a life-altering experience (personal loss) or witnessing a humanitarian crisis (earthquake or tsunami). One respondent said their first substantial act of giving was prompted by the COVID-19 pandemic.

This chapter presents the motivations most cited by our respondents. While some may be more predominant than others, most givers are driven by multifaceted motivations that may evolve over time. Whether givers engage in philanthropy for the joy of giving back, creating a legacy, wanting to help with nation-building or using entrepreneurial skills to solve social problems, tapping into these motivations is what enables sustained, engaged and thoughtful philanthropy. We have observed that specific triggers tend to act as precursors to a giver's first act of philanthropy, but it is the motivation that sustains philanthropic endeavours over prolonged periods.

The journey of sustained giving, however, is not devoid of challenges. Often, motivational barriers can inhibit initial acts of giving. Givers also have to tackle multiple structural and cultural challenges on their philanthropic journey. Indeed, factors that sustain philanthropy and those that inhibit it often exist simultaneously. These challenges and the process of overcoming them become an essential part of the giving mindset. We explore that in detail in the next chapter.

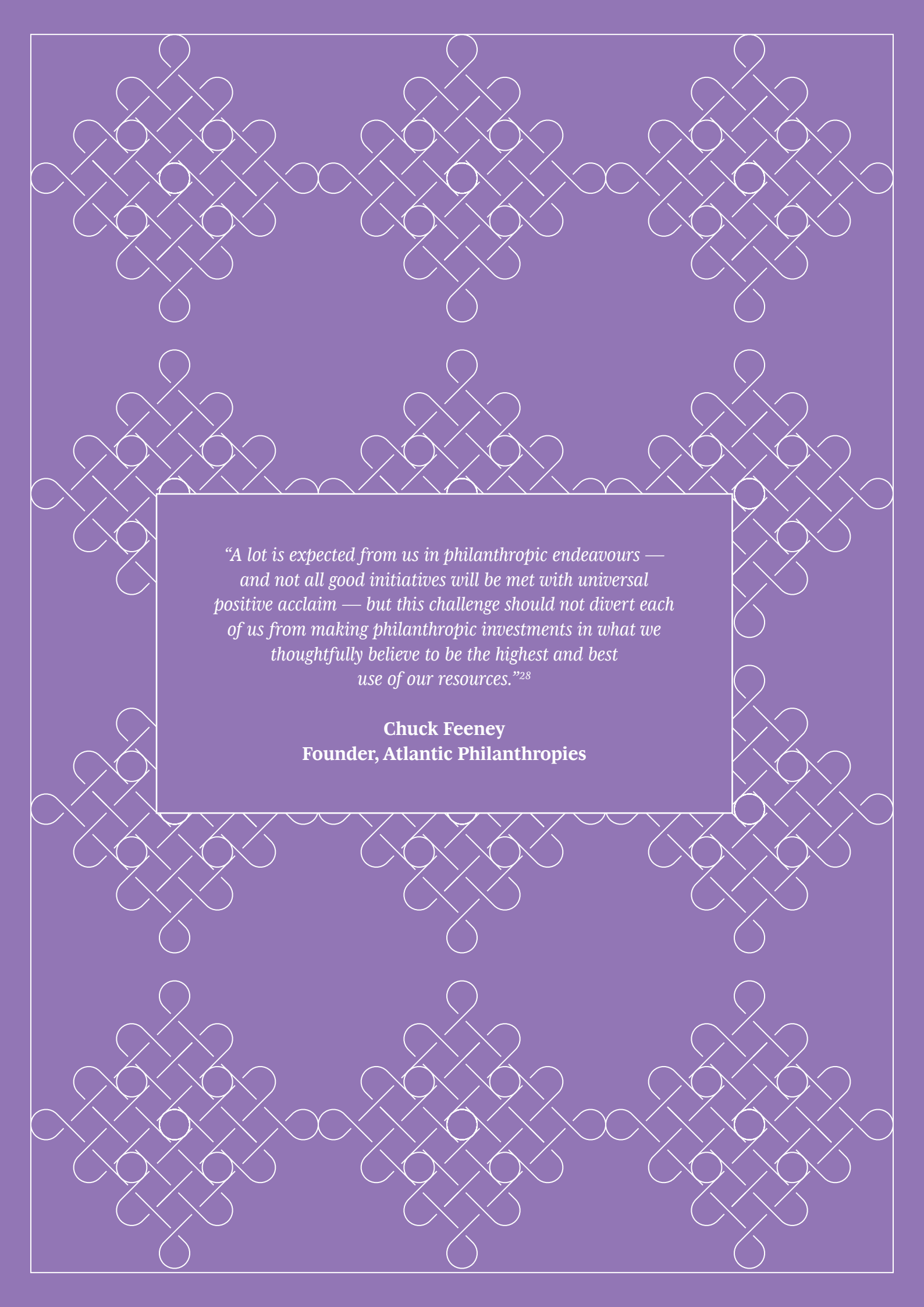
Recommendations

Reflect on core motivations for giving to define philanthropy's vision and mission, and structure giving from there.

Consider kick-starting or amplifying philanthropy from the first financial milestone, moment of inspiration or any other trigger.

Align choice of cause to personal values and experience.

Connect with like-minded individuals to find greater fulfilment and expand philanthropic impact.



*“A lot is expected from us in philanthropic endeavours —
and not all good initiatives will be met with universal
positive acclaim — but this challenge should not divert each
of us from making philanthropic investments in what we
thoughtfully believe to be the highest and best
use of our resources.”²⁸*

Chuck Feeney
Founder, Atlantic Philanthropies



CHAPTER 5

Overcoming Barriers to Philanthropy

Key Takeaways

Multiple Challenges Impede Giving by Indian Philanthropists

Philanthropists face personal, structural and cultural challenges in their giving journey. But as philanthropists become more involved and engaged, their ability to navigate such challenges improves.

Many Inspiration Seekers and Emerging Givers Face Personal Challenges

Over one-third of our study respondents cited facing personal / motivation challenges to philanthropy. The majority of these fall under the archetypes of Inspiration Seekers and Emerging Givers.

Structural Challenges Serve as Major Roadblocks for Philanthropists

Over 60 per cent of givers said structural challenges within the ecosystem are major roadblocks for Indian philanthropy.

Cultural Challenges Hinder Greater Giving in India

Many respondents observed that Indians prefer preserving wealth for future generations and lack social cultural incentives that promote giving. Philanthropic discussions are also rare in social circles.



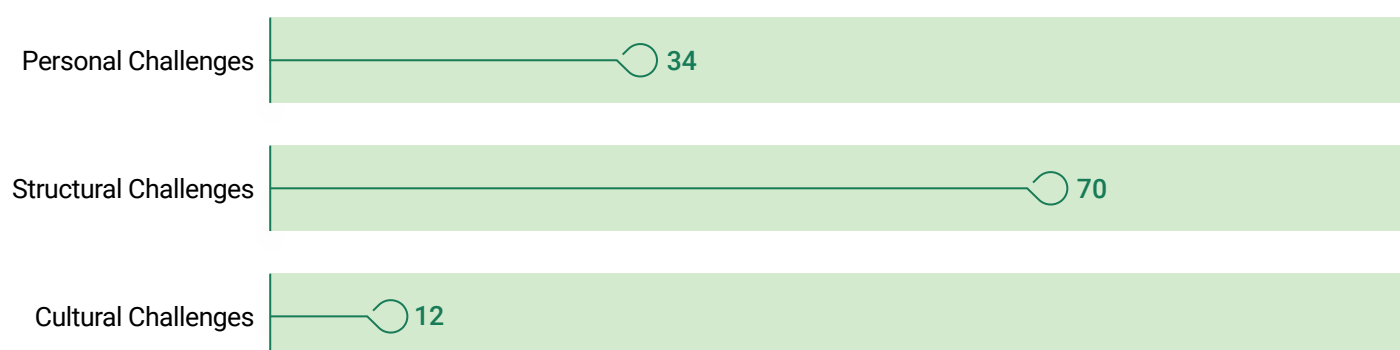
A. Gap Between Affluence & Altruism

A total of 169 Indians made it to Forbes' 2023 World Billionaires list, up from 102 billionaires in 2020. That's a jump of 65 per cent. But the percentage of giving among India's wealthiest people has not kept up. Indeed, the median contribution of India's 100 richest people to philanthropy is just 0.02 per cent of wealth,²⁹ according to Forbes. This highlights a gap between India's affluence and altruism — a stark contrast to the potential for transformative change. This paradox begs the question: Why aren't India's wealthiest translating their good intentions into impactful giving?

Our conversations with UHNIs establish that almost all of them want to give more, sooner and better. But not everyone can convert their intent into action owing to the barriers that philanthropists in India face. Our study reveals the presence of three kinds of barriers:

1. **Personal challenges** impede individual giving, with many potential philanthropists facing motivational barriers such as not finding the right cause, lacking time or financial liquidity. This can also be about a lack of belief in the impact of personal philanthropy or a belief that CSR/tax are their primary social impact contributions.
2. **Structural challenges** in the ecosystem include procedural complexities and information gaps that inhibit individual giving.
3. **Cultural challenges** are rooted in entrenched societal norms such as intergenerational wealth transfer / inheritance and wealth stewardship as well as a culture of maintaining anonymity about philanthropic actions.

**Figure 5.1 | Giving Challenges:
Number of Respondents Citing Specific Challenges**



B. Barriers Impeding Philanthropy

B.1 Personal Challenges

Over one-third of our survey respondents said they face personal challenges in philanthropy. The majority of these respondents have yet to start their giving journey and make substantial and

systematic commitments. These individuals fall into the Inspiration Seekers and Emerging Givers categories, mentioned in **Chapter 2**.

Our study reveals that personal challenges often stem from a lack of motivation. People feel that they can always do philanthropy at a later stage in life and are not motivated to engage in structured giving today. Since most people are still fully engaged in wealth creation, they have little time to dedicate to planned giving. In addition, many respondents said they hadn't yet found a cause that could trigger their giving.

Apart from these motivational barriers, some individuals are just not convinced about the need for philanthropy. They believe the contributions they make by way of job creation, tax payment and Corporate Social Responsibility (CSR) are enough for social transformation.

Some of the personal challenges most cited during our study were:

- *I am paying taxes, creating jobs and doing my bit for society. I do not see the need for philanthropy.*
- *I already do CSR through my organisation. The colour of money is the same. Therefore, I don't engage in other philanthropy.*

There seems to be a tendency to view taxes and any other mandated giving, such as CSR, to be an adequate contribution to nation-building and societal good, negating the need for any personal philanthropy.

• **Navigating Personal Challenges**

Our study also found evidence in support of personal philanthropy through people who believe that these barriers can be overcome. For example,

1. On the difference between job creation and personal philanthropy:

“Job creation is one of the highest forms of giving back. However, philanthropy has a very distinct role to play in driving social change.”

Study Respondent

“Philanthropy is like investing in R&D. Returns may not be immediate but they can be truly game-changing.”

Pankaj Gupta, Co-Founder and Co-CEO, GII, Dubai

2. On the difference between CSR and personal philanthropy:

“Since I am not the sole owner of my organisation, I cannot consider CSR my personal philanthropic endeavour.”

Yashish Dahiya, Chairman & CEO, PB Fintech

“CSR is very effective but has its limitations. For instance, CSR cannot be used to fund NGO corpuses. This should change because how else can one fund core minimum salaries in an NGO? Funding an NGO corpus will not show immediate results but it is crucial for building the sustainability of the NGO as well as leveraging philanthropic capital for tackling any cause in the long run.”

Radha Goenka, Director, RPG Foundation; Founder, Pehlay Akshar Foundation

Our study leads us to believe that while economic growth and job creation are the fastest levers to lift people out of poverty, personal philanthropy is necessary to provide private discretionary capital to experiment, scale, build capacity and advocate for novel solutions, which other means such as taxes and CSR cannot solve for. Hence, for making a lasting impact, it's not an either / or but CSR and personal philanthropy.

B.2 Structural Challenges

The majority of givers say structural challenges within the ecosystem are major roadblocks for Indian philanthropy. These challenges are primarily associated with the broader philanthropic ecosystem and its different stakeholders, including non-profit organisations (NPOs) and other collaborators. All laws governing philanthropy, be it tax laws or any other compliance requirements, also form a part of the structural challenges to giving.

Many givers who cite structural challenges maintain that they are unable to find avenues to scale their giving or organisations that align with their philosophy. Additionally, some say it is a challenge to identify an opportune time to exit when supporting a non-profit organisation. There is also a trust deficit owing to a perceived lack of transparency in NPO reporting. Another frequently-cited structural challenge pertains to a lack of information and other support structures that can enable informed decision-making on philanthropy.

Our respondents cited the following as the most common structural challenges:

- *I have not found the right organisation to commit to or giving opportunities of scale.*
 - *There is no structured knowledge in the public domain for informed decision-making regarding different aspects of philanthropy.*
 - *Non-profits are not thinking strategically enough. Their work doesn't inspire confidence. Also, they do not report credible outcomes well.*
 - *I cannot support an organisation forever. How does one exit without causing disruption?*
- **Navigating Structural Challenges**

In the course of our research, we also found alternative perspectives on these barriers from established givers who articulated their experience in overcoming structural challenges.

1. On finding the right organisations to commit to and giving opportunities of scale:

“We evaluate giving opportunities as being akin to an entrepreneur looking at a variety of factors: Ability to scale, resource application to purpose, benefit to end users, quality of team, models that have been successful and impact.”

**Rimy Oberoi, Director, Centre for Advancement of Employability;
Founder & Trustee, Plaksha University**

“There are inefficiencies in the sector and a general lack of knowledge, which makes it difficult to evaluate organisations and opportunities. You have to find that one good opportunity or organisation that shares your values and philosophy and is making an actual impact. Therefore, we mainly give to people and organisations we know.”

**Yuvraj Singh, Co-Founder and Managing Director, DMI Group;
Medha Kochhar Singh, Board Member, DMI Alternatives**

“For investing in and supporting good non-profit organisations, we look at their short-term and long-term goals. We strive to use more tangible, measurable outputs, rather than getting lost in the conversation about outcomes and work towards making the conversation more quantifiable. We prefer crisp reports which capture programmatic and financial updates, as opposed to very long updates.”

Harish Shah and Amira Shah Chhabra, Directors, Harish & Bina Shah Foundation

“The challenge in writing cheques here and there is that you don’t feel like you are making a difference at scale. Scaling requires the pooling of resources, both financial and non-financial, like networks, skills, etc.”

Dr Venkat Srinivasan, Managing Director, Innospark Ventures

2. On dealing with information gaps in ecosystem to make informed decisions about philanthropy:

“At the beginning, I engaged with a giving collaborative for a few years. They helped me identify my sector of interest, organisations within the sector and even conducted some due diligence.”

Rahul Mookerjee, Managing Director, YoNao Capital

3. On building capacity in NPOs and credibility in outcomes reporting by funding Monitoring & Evaluation:

“I typically tackle this by holding non-profits accountable. But more importantly, I collaborate with non-profits in goal-setting and building action plans. This is what sets philanthropy apart from charity.”

Study Respondent

“I mainly direct my funding towards education, farmers’ well-being and creating awareness for increased giving for social causes. In the medium- to long-term, I would like to create a platform that will aid organisational capacity-building for NGOs.”

Vishal Tulsyan, Managing Director and CEO, Motilal Oswal Alternate Investment Advisors; AIP Core Founder

“The lens we use to measure the impact of our giving is the eventual benefit to society. It’s a fairly hard thing to measure but we try our best to understand the results through the metrics that our team gathers from our grantees.”

Ram Shriram, Founder and Managing Partner, Sheralo Ventures

“I have a partner who remains in the field with the organisations we support, overseeing day-to-day operations. I personally visit Bihar a few times a year to ensure outcome achievement.”

Study Respondent

“We support our grantee organisations with capacity-building, learning and development and, most importantly, with impact measurement and reporting.”

Sumitra Aswani, Founding Director, Ishk Tolaram Foundation; Head of Purpose and Sustainability, Tolaram; Divya Patel, CEO, Ishk Tolaram Foundation

4. On deciding when and how to exit:

“I start by thoroughly researching and selecting the organisations I support. Then, I focus on preparing the supported organisation for sustainable operations. When deciding whether to continue working with them or redirecting my resources elsewhere, I emphasise on removing personal guilt and other concerns from the equation. It’s crucial to approach these decisions with a business-like mindset.”

Anupa Sahney, Founder and Director, Origami Consultants; AIP Founder

Many philanthropists who have been in the ecosystem for a long period agree that a significant part of reducing structural challenges to giving is to become a part of the solution itself. This translates into working towards strengthening the non-profit ecosystem by funding monitoring and evaluation, building sector capacity by helping find and retain the right talent and funding the administrative costs of NPOs to sustain their everyday expenses.

Established givers also highlight the importance of due diligence and suggest leveraging giving collaboratives or trusted advisors to identify credible organisations. To solve the structural challenges of the ecosystem, philanthropists can pool resources with other givers, allowing for more patient and significant interventions in the ecosystem.

Procedural Barriers to Philanthropy

Both philanthropists and NPOs say procedural steps entailed in getting/renewing approval under tax laws and compliance requirements deter people from giving and reduce the effectiveness of philanthropy. While many philanthropists say the lack of tax incentives does not deter their giving, they do maintain that frequent tweaks to rules governing charitable institutions and the lack of specific enablers in the regulatory regime act as barriers to entry into the philanthropic ecosystem.

One such provision is that charitable institutions are neither permitted to accept shares as corpus donation nor hold / make investments in shares (other than shares of public sector companies). Since wealth is often concentrated in the form of equity stakes held in companies and similar assets, a practical way for wealth creators to commence philanthropic efforts would be to donate part of their shareholding towards charity. Such upfront settlement of shares in charitable institutions, if allowed, would ensure that the shareholding remains within the promoter group without dilution of equity stake. This is just one issue that, if solved, can unlock greater philanthropic capital.

There is a felt need for other innovative structures that can enable wealth creators to give more while simultaneously taking care of their obligations to other stakeholders and family members.

Most respondents agree that advocacy and working with the government are essential to ensure that operating in the regulatory regime does not remain an uphill battle for philanthropists, and adequate enablers are created to unlock increased philanthropic capital.

B.3 Cultural Challenges

Historically, giving in India has primarily been directed towards faith-based causes and channelled through faith-based organisations. According to the report, How India Gives, published by the Centre for Social Impact and Philanthropy at Ashoka University, 75 per cent of India's charitable donations went to faith-based organisations between October 2021 and September 2022. This is often perceived as a significant cultural barrier to giving. However, this trend seems to be less pronounced among the new philanthropists.

In our study, more than 90 per cent of our respondents made no mention of giving to faith-based organisations. A very small number attributed their motivation for giving to faith-related values but, even for them, giving to such organisations is limited. Faith-based giving itself is undergoing a transformation with resources getting channelled instead into the creation of public assets such as schools, colleges, hospitals, elder care, pilgrim facilities and the promotion of arts and culture.

A more significant cultural challenge is the lack of discourse on giving. Our research study reveals that this discourse has not yet reached all UHNI groups uniformly.

Some of the most common cultural challenges cited by our respondents include:

- *Giving in India is limited because the conversation around it is limited. There is no peer pressure, unlike in the US where you are not a legitimate member of the community if you don't give.*
- *We have an inherent tendency to save our wealth for future generations.*
- *We do not celebrate givers.*

Many respondents observed that philanthropy discussions are rare in their circles, as Indians often prefer preserving wealth for future generations and lack socio-cultural incentives to promote giving.

- **Navigating Cultural Challenges**

However, our conversations with respondents indicate that the tide is shifting. Philanthropists are looking to become active shapers of a culture that talks about philanthropy on mainstream platforms and celebrates givers of all hues. Here's what established givers say about pathways to overcome barriers:

1. **On creating a conversation around philanthropy:**

“Earlier, I kept my philanthropy private. However, during a conversation with a friend, I realised the importance of sharing and talking about it to inspire others.”

Ramesh Mangaleswaran, Senior Partner Emeritus, McKinsey & Company

2. **On saving wealth for the next generation:**

“I have ensured my kids are well-educated and that I have given them enough. Now it is up to them to make their journey. I have done my bit.”

Study Respondent

“Our children have had an excellent education. They are self-sufficient and don't need more money. We intend to give at least 50-60 per cent of what we have and what the company (Newgen) generates to philanthropy.”

Priyadarshini Nigam, Director and Head, Corporate Communication and CSR, Newgen Software, and AIP Founder; Diwakar Nigam, Chairman and Managing Director, Newgen Software

3. **On celebrating givers:**

“Peer, societal and governmental recognition for philanthropy can inspire a lot more people to leverage their resources meaningfully.”

Ashish Bharat Ram, Chairman and Managing Director, SRF Ltd; AIP Founder

“We need to figure out why philanthropy is not recognised positively. Why does society not look up to you if you have given away wealth? Without addressing this issue, philanthropy will not become mainstream.”

Abhishek Dalmia, Chairman, Renaissance Group

“It is important to celebrate both big and small-scale givers to foster a culture of generosity and motivate individuals. For instance, one of my ex-employees who earned ₹40,000 a month donated 25 per cent of her income. We awarded the employee with the highest bonus among all staff members to inspire others to contribute as well.”

Agam Khare, Founder and CEO, Absolute

Publicly recognising philanthropy and philanthropists, as well as creating societal aspirations around giving may go a long way in promoting conversations around giving and providing role models for others to seek inspiration from. In fact, this could become a powerful pull factor which could help overcome some of the motivational and cultural barriers discussed in this chapter.

A celebratory culture around philanthropy is emerging in India. The Forbes India Philanthropy Awards have been celebrating givers for more than a decade now. More recently, Ratan Tata was awarded the PV Narasimha Rao Memorial Award for his philanthropic work. Such public recognition and forums can strengthen conversations around giving and inspire more and more people to give.

Applying Business Principles to Philanthropy

One key approach for overcoming challenges to philanthropy, highlighted by some respondents, was to look at philanthropy as akin to their business/entrepreneurial ventures.



“Founders have the ability to see unique solutions where others can’t, and solve complex problems while building successful businesses. This thinking and entrepreneurial mindset can also be utilised to solve many of India’s societal challenges. The startup ecosystem can create successful commercial enterprises while simultaneously giving back to society.”

Mohit Bhatnagar
Managing Director, Peak XV Partners

Our discussions with givers reveal that many of them feel that their philanthropic endeavours are not fundamentally different from their professional work.

They point out that there are several similarities between practising philanthropy and incubating a startup or running a business as they both require:

- Deep sense of passion and purpose
- Deep engagement over a lifetime
- Solid teams for execution
- Strategic investment / capital allocation
- Clear goals and measurable outcomes
- Require risk management and mitigation

However, taking the following factors into account prepares them more effectively for their new role and helps them overcome challenges that are unique to philanthropy:

- It often involves longer time horizons for measurable impact.
- It operates within complex stakeholder systems.
- It necessitates collaboration over competition.
- It forces people to look at “return on investment” in very different and diverse non-financial ways.

It's important to acknowledge that personal, structural and cultural challenges are very real barriers for some givers. Not only can these challenges affect first-time givers, they can also act as an impediment for philanthropists across different stages of their giving journey. However, our conversations with givers reveal that as individuals progress on their philanthropic journey, they tend to perceive fewer impediments to giving. The process becomes relatively easier and individuals navigate challenges, if they do arise, more adeptly.

Some seasoned philanthropists also leverage their accumulated experience and learnings to facilitate the philanthropic process for others, making it smoother and more accessible for those who are in their early stage of giving. The emergence of these role models and their philanthropic journeys demonstrates pathways for all givers to navigate challenges. It is heartening to see more and more senior philanthropists play this role and increasingly step up to ease, encourage and evangelise for philanthropy in India.


Recommendations

Structural challenges can be navigated with the support of ecosystem experts helping define each giver's philanthropy's purpose, build perspective, draw process, build portfolio and develop performance assessment framework (5P framework).

Entrepreneurial skills of wealth creators can be a resourceful lever to design / develop / support scalable and sustainable interventions.

Philanthropy needs to be celebrated with the government and media contributing to the promotion and amplification of the transformative role of philanthropy.





“My time is more valuable than my money. Therefore, for my philanthropy, I practise active giving by providing support beyond just funding. This is essential to making sure that my giving plays a catalytic role in the sector — where I can become a pioneer by giving financial resources as well as working to build capacity and do advocacy.”

Harsh Mariwala
Chairman, Marico Limited



CHAPTER 6

Understanding Giving Philosophies & Causes

Key Takeaways

Giving Philosophies Are Influenced by Many Factors

Philanthropists develop their giving philosophies through a multifaceted process involving inspirational role models, personal and practical experiences and accumulated knowledge. This is further shaped by their understanding of the issues they aim to address and the desired impact they want to achieve.

Personal Beliefs and Experiences Influence Cause Selection in Philanthropy

Of our respondents, 84 per cent allocate their philanthropic resources to more than one cause, and over 50 per cent contribute to three or more causes. While education and healthcare are preferred choices for many, the nature of interventions supported varies.

Many Philanthropists Are Striving to Achieve Impact at Scale

An emerging trend is aligning philanthropic commitment to systemic change in the quest for enhanced impact. Of our respondents, 35 per cent believe that impact is best achieved at scale.

There Is an Urgent Need to Bridge the Knowledge Gap

There is a pressing need for greater perspective-building and knowledge-sharing among Indian philanthropists on the diverse range of causes and sub-sectors they can support, as well as opportunities for catalytic funding within each sector.

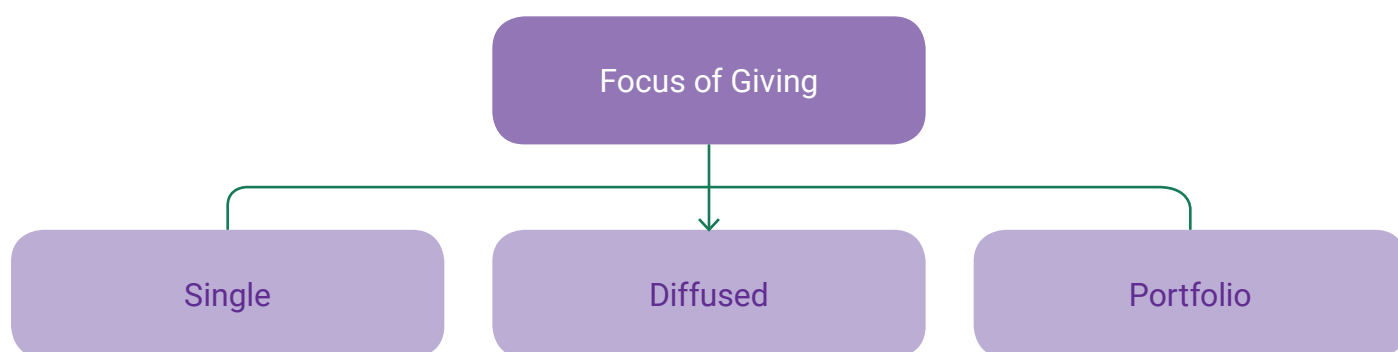


A. The Philosophy of Giving

The philosophy of giving is essentially a philanthropist's approach to making a positive impact, and it reflects their understanding or belief of which type of giving and solutions can maximise the impact they intend to achieve. In essence, it captures their beliefs about why and how they do what they do. Our study indicates that each giver's philosophy is influenced by their inspirational role models, personal experiences and accumulated knowledge. It is also shaped by their understanding of the problems they wish to address and their practical experience in tackling them. Some philanthropists apply their everyday business and investing principles to their giving, while others base their giving philosophy on their core values. A nuance to be mindful of here is that these philosophies are not necessarily opposed to each other.

The study points to six broad areas which, when combined in different ways, guide philanthropists in their giving.

A.1 Focus of Giving



How a philanthropist chooses to focus their giving efforts reflects one of the core philosophies of their giving. Of our respondents, 16 per cent said they believe in supporting a single cause as the concentration of effort can have a more forceful impact. Many other respondents support multiple causes. Some respondents said they choose multiple causes spontaneously, depending upon what opportunities for philanthropy come to them. This approach is more diffused as it involves a reactive uptake of causes.

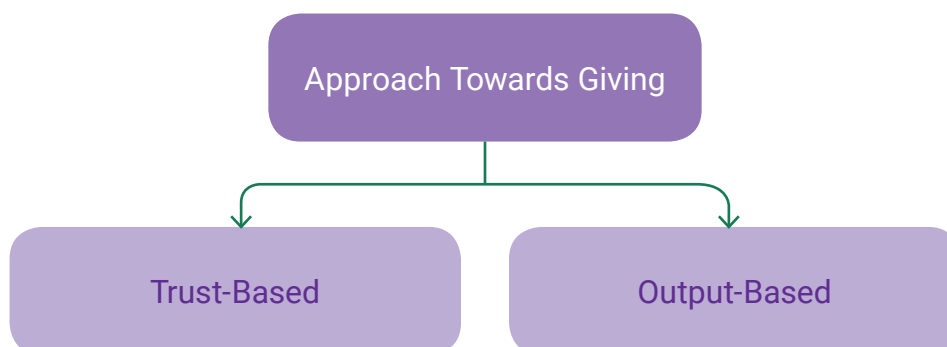
As opposed to this, many givers follow a more systematic and proactive approach, constructing a portfolio of causes across which they balance their efforts. A more detailed conversation about why givers pick certain causes follows.

For givers who construct a systematic portfolio to impact change across multiple causes, the focus of giving can expand beyond causes to the interventions and vehicles chosen for philanthropy.

For instance, the philanthropic portfolio of Roopa Hariharan, Founder and Trustee, Tejas Foundation; Co-Founder, PureCult, and GV Ravishankar, Managing Director, Peak XV, is an example of a diversified portfolio comprising collective philanthropy, a private foundation, endowment funding and making grants to non-profit organisations (NPOs).

While supporting an NPO through grant-making, the two ensure they regularly assess how every programme performs and, if satisfied, step up their funding to help it scale up. This philosophy has helped Hariharan and Ravishankar maintain a balanced, impactful and diverse portfolio spanning programmes across the education, environment and animal welfare sectors, as well as diversify across methods of funding.

A.2 Approach Towards Giving

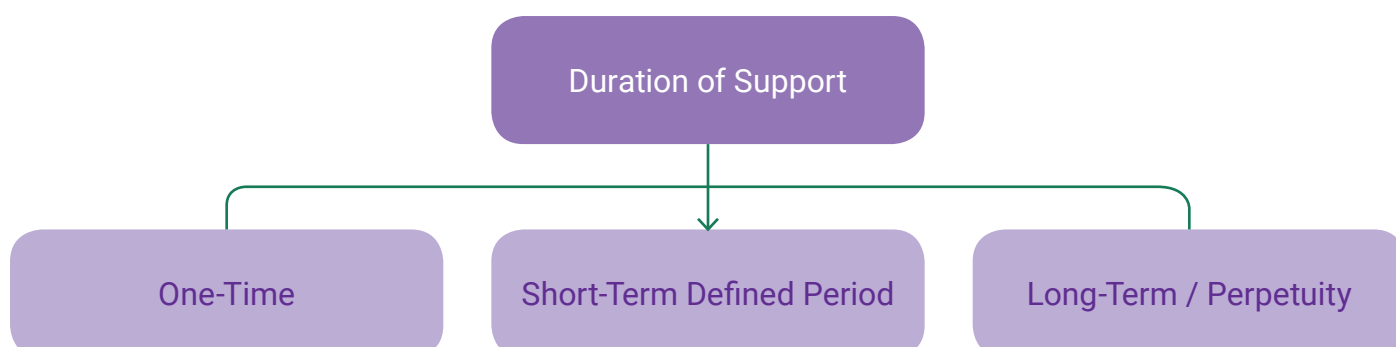


The philosophy of ‘approach towards giving’ reflects a philanthropist’s core understanding of how the philanthropic ecosystem works and how its impact can be enhanced. Trust-based philanthropy is not tied to any specific output and is often collaborative, entailing a partnership between givers, NPOs, experts and communities. Such multi-stakeholder partnerships acknowledge every stakeholder’s unique needs and capacity and break the traditional binary between a ‘donor’ and a ‘grantee’, thus giving more space to experimentation and building community-centric solutions and organisational capacity.

Output-based philanthropy is tied to the achievement of certain impact deliverables and tangible outcomes. The output can be quantified more easily, as opposed to trust-based impact. Output-based giving is more suited to meeting quantitative targets but can be restrictive when it comes to organisational capacity-building. This is not to say that trust-based philanthropy does not create outputs, or that output-based philanthropy cannot be rooted in trust. However, one type of approach may be more dominant than the other for a giver.

Alternatively, many philanthropists choose to traverse the line between trust-based and output-based giving, as articulated by a Study Respondent who said she puts her giving in the middle of the spectrum of trust-based and output-based philanthropy, as it makes her giving more effective.

A.3 Duration of Support



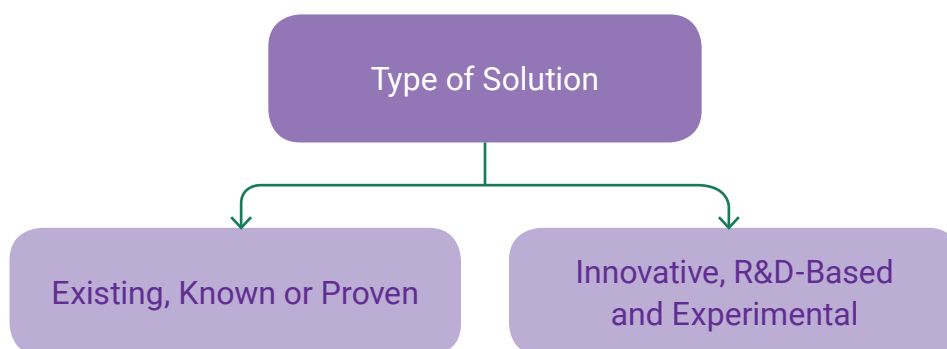
This philosophy reflects a philanthropist's understanding of the appropriate time horizon of extending financial support to non-profits. Each giver has their own unique philosophy about the ideal duration of support that should be extended to NPOs. A small number of respondents say they believe in giving one-time grants.

Most respondents believe it is best to phase out their grants across a defined period, usually up to three years. This is because they believe in encouraging self-sustainability in the non-profit ecosystem. Some respondents view their philanthropic funding as seed capital and prefer to support organisations for a defined period, before moving on to the next set of causes or NPOs.

Some philanthropists say they are willing to extend support to NPOs in perpetuity, as it provides unrestricted long-term sustenance to the organisations. Such givers are highly passionate and have deep trust in the NPOs' ability to execute their vision and mission. Also, the budgeted quantum for giving is often so large that the NPOs cannot absorb it in a short period of time.

A respondent from our study, who wishes to remain anonymous, said 80 per cent of his giving is done in perpetuity, which means he intends to support his chosen organisations for as long as required.

A.4 Type of Solution



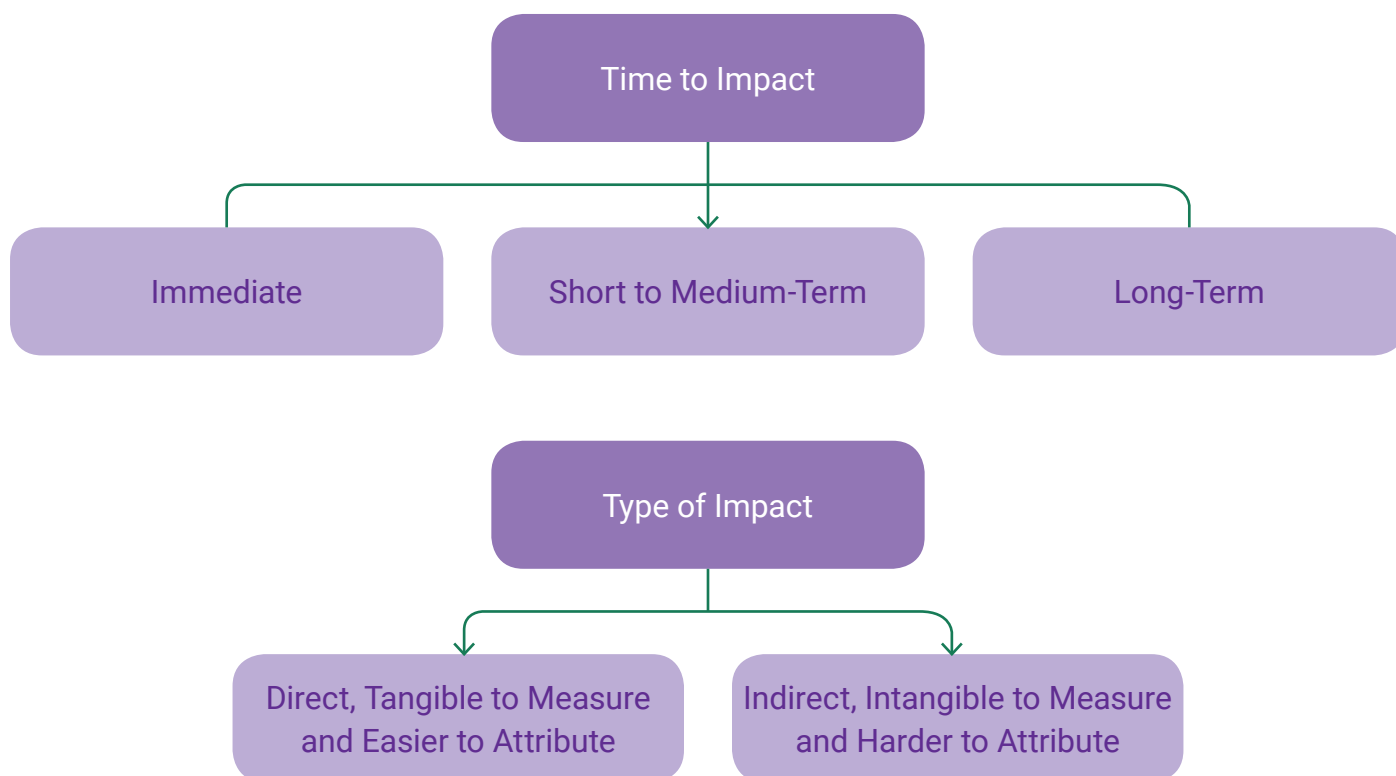
Interrelated to the above philosophy is the choice of the nature of intervention or the type of solution funded by the giver. Our study shows some philanthropists believe it is best to fund solutions with a proven track record of impact. This may translate into givers supporting existing or known solutions, such as midday meal schemes, school infrastructure and scholarships, among others. Funding existing solutions can also entail consolidating these solutions to enable similar players in the ecosystem and leverage their collective expertise.

Some other respondents, however, believe that philanthropic capital should have a larger appetite for risk, and hence find new, better and more innovative solutions. Those who believe in this philosophy of innovation view it as a key that can unlock the potential of sectors that have seen limited progress so far and take the lead in piloting risky, unproven approaches to tackling difficult social problems. They invest in ground-breaking technologies, support social enterprises with non-traditional business models and fund research and development in areas that lack financial support.

For instance, Mukti Gupta, Managing Director, Mukti Group, and Founder, Help Us Help Them (HUHT), set up HUHT in 2005 to provide underprivileged children in rural communities with quality

education, but decided to do it through innovations in the rural education system. *“At Help Us Help Them, our vision is to reconstruct rural India by redefining the local education system and making the villagers self-reliant. We encourage the village children to consider the occupations commonly available in rural areas such as farming and artisanal work, thereby boosting employment opportunities within the local communities. Unlike most people who consider urban migration the only option, we have chosen to explore the potential for rural entrepreneurship by providing children with an education that’s connected to their roots and their environment,” she says.*

A.5 Time to Impact & Type of Impact



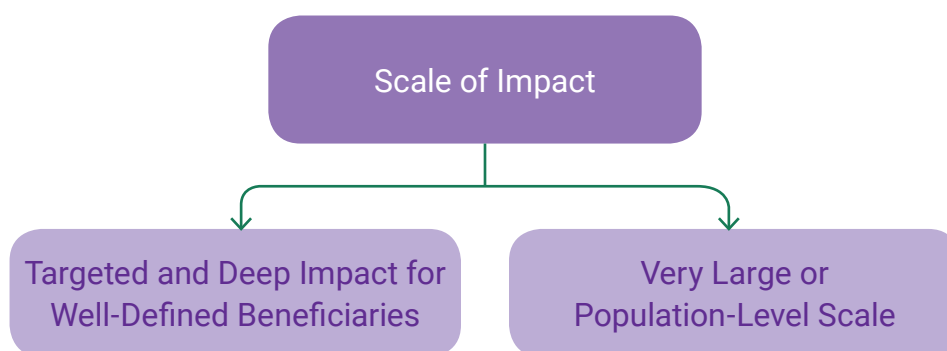
How comfortable a philanthropist is with the time horizon of seeing the ‘results’ of their giving is reflected in this philosophy. Those who believe that the impact that matters is ‘here and now’ largely choose to engage with solutions where they are in control of the output and outcome. This can be witnessed either on an immediate or a short- to medium-term basis. The evaluation of such solutions is also often more straightforward and tangible. Thus, the philosophy of ‘time’ of impact is interconnected to the ‘type’ of impact that a philanthropist prefers. Givers who prefer to see immediate or short-to-medium term impact of their giving are usually more comfortable with those outcomes that are direct and tangible to measure, and thus relatively easier to attribute to philanthropic inputs and efforts.

A long-term perspective of impact usually makes the giver more comfortable with a non-traditional measurement of impact, which may often be intangible. Philanthropists with this philosophy may set out to fix the socio-economic issues that beset systems and look for long-term improvement. They believe in collaboratively reworking underlying structures in large and interconnected systems. Given the complexity of such work, outcomes are usually only achieved in the very long run and may not be easily attributable to certain defined philanthropic inputs and efforts. Instead, philanthropic efforts contribute, along with other variables, to the outcome achieved. This philosophy is aligned with philanthropy that funds systemic change.

For instance, Karishma Shanghvi, Director, Sun Petrochemicals, works with the Shantilal Shanghvi Foundation in education and healthcare. She is one of the Founders of AIP as well as the founder and director of an innovative, low-cost school in Mumbai called Shikha Academy, which serves high-potential, low-income children.

Shanghvi is cognisant of the fact that many of the problems we face today are part of a larger system with misaligned goals. Philanthropists have the chance to think strategically about this system, analyse it and figure out what it takes to change the goal or realign its parts. She says, “When I started in education, I took a step back to understand the larger context of the problem, what was already being worked on, where the bottlenecks lay and how, with the lever of strategy and capital, the system could start to reshape. For instance, the nature and quality of the assessments is a high leverage point in the education system. If figured out, it can have a cascading effect on multiple other parts of the system.”

A.6 Scale of Impact



The understanding of ‘scale’ of impact can be multifold, but our respondents mostly perceive it as the number of lives impacted. Many respondents say what resonates with them the most is supporting programmes or grassroots organisations that are embedded in a local context or community. They, therefore, don’t focus on a broad-based population-level scale but direct their efforts at a targeted transformation of limited beneficiaries.

For instance, Prabhat Agarwal, Co-Founder, Parsec Technologies, Parsec Interact and Whowhere, is a serial entrepreneur and philanthropist and Founder-Trustee and Mentor at The Dhruv Foundation. Project Dhruv is a programme of Mensa India that identifies and nurtures gifted children from underprivileged backgrounds. Agarwal says, “I find it extremely stimulating to mentor gifted underprivileged kids through the Mensa Project, where I can directly witness the impact we have on the lives of 200-300 kids.”

There are also some philanthropists who believe in funding programmes, interventions or NPOs that can achieve broad-based and population-level scale. In fact, 35 per cent of our respondents subscribe to the philosophy that impact is best achieved at scale. Achieving population-level scale is still, however, an emerging trend. Many givers say leveraging technological tools, such as artificial intelligence, is vital for replicating successful models and enhancing the scale of impact. Additionally, working with the government to enhance service delivery and public spending is also emerging as a key pillar for achieving impact at a population-level scale.

According to our research study, 60 per cent of those who subscribe to scale giving are major philanthropists, including Rainmakers and Core Givers

Of our six archetypes, we find that Inspiration Seekers and Emerging Givers, who are typically new to philanthropy and less engaged, prefer supporting a variety of small causes with more immediate and tangible outputs. More established and engaged philanthropists prefer to create and support a portfolio of initiatives, many of which may be long-term and have less-defined impact measures. They tend to be more experimental and aim for larger and, in some cases, even population-level impact. Most such philanthropists tend to be Rainmakers or, if the focus is very sharp, Cause Champions.

Over one-third of respondents who work with long-term horizons and intangible impact are Rainmakers

It is important to note that no philosophy is rigid or cast in stone; instead, it evolves over time and adapts to situations as they arise. Also, some givers may have a single dominant philosophy that guides their giving, while others may adopt a combination of philosophies to guide 'what' and 'how' they choose to fund.

At its core, the philosophy of giving influences the 'what' and 'how' of giving across different causes. Beyond that, the philosophy also impacts more concrete considerations such as the quantum and duration of giving. Discussions on the quantum, timing and approach of giving are detailed in the rest of this report. But first, we delve deeper into 'what' philanthropists choose to give to, i.e., the giving causes.

B. The Giving Causes

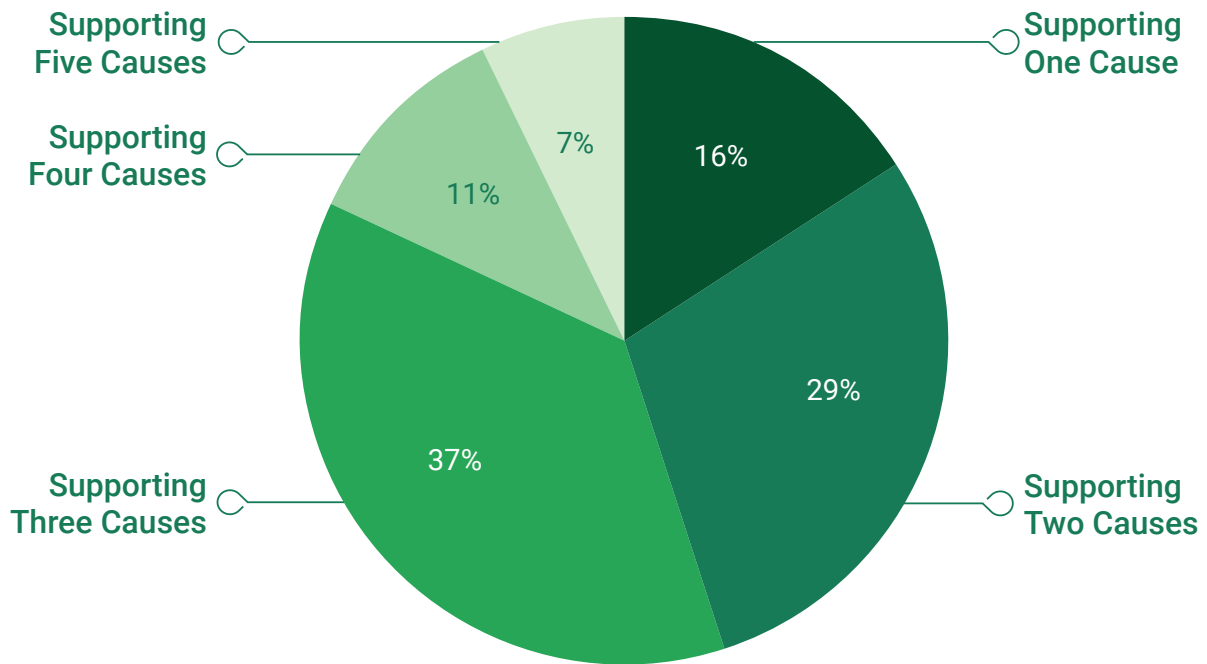


"Pick something you're genuinely passionate about. It should be enjoyable and bring positive energy into your life. That's a significant part of this journey."

Anupa Sahney
Founder and Director, Origami Consultants;
AIP Founder

Giving causes are the foundation upon which philanthropic action is built. Our study reveals that philanthropists often choose multiple causes or sectors to allocate their Treasure to and get personally involved with. About 84 per cent of our respondents allocate their philanthropic resources to more than one cause, and more than 50 per cent contribute to three or more causes.

Figure 6.1 | Number of Causes Picked by Givers



Another aspect of the causes selected by givers is the question of why they choose to support what they do. This decision is usually the outcome of a variety of thought processes. Our respondents cite the following reasons as the biggest influencing factors in their cause selection:

1. Personal Connect

Close connection to a cause owing to personal experiences, such as formative exposure to problems in certain sectors, family history with specific illnesses, predisposing them to an interest in healthcare, identity-based struggles.

2. Professional Connect

Deep understanding of a sector, such as technology, having worked in the field for many years.

3. Family Legacy

Contribution to a cause because of a long family history of philanthropic activities in the sector. For instance, if the family has been supporting higher education institutions for decades, then carrying forward that legacy in the education sector.

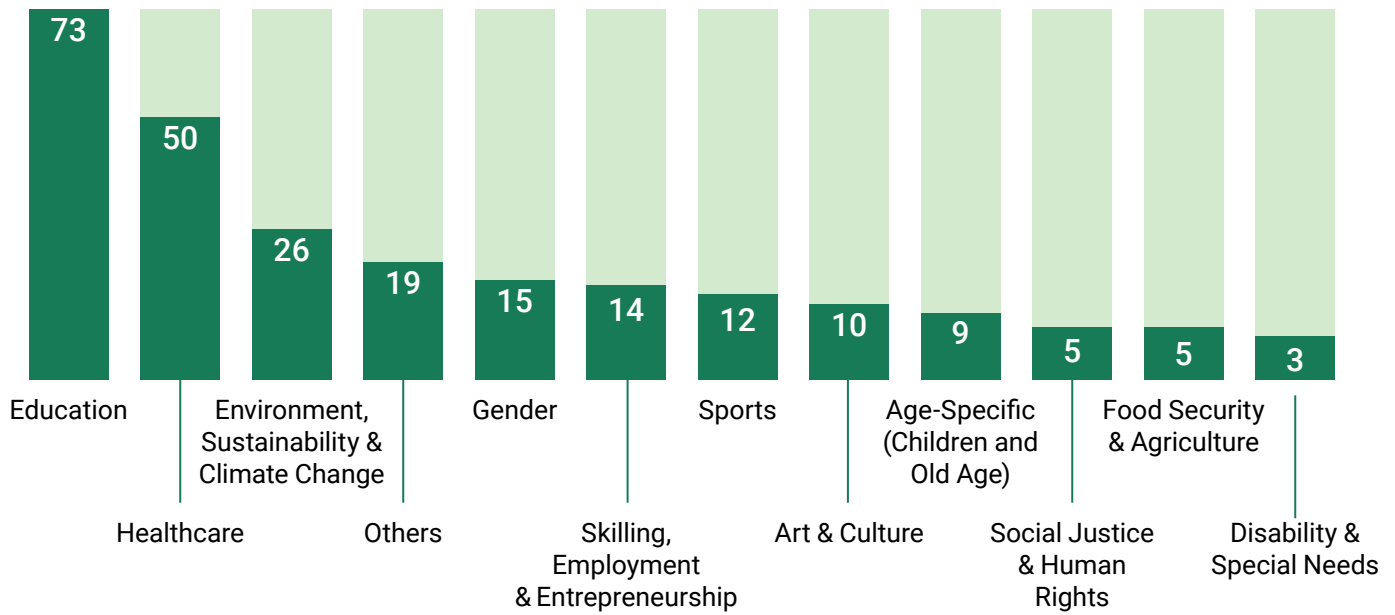
4. Spontaneous Connect

Contributions based on spontaneous decisions regarding causes that one may have come across accidentally in a social setting, such as being approached by an NPO in the mental health sector and spontaneously feeling connected to the cause.

5. Personal Theory of Change / Philosophy

An understanding of the causal relationship between certain inputs / interventions and expected outputs/outcomes based either on data or exposure to sectors, leading to the pursuit of a particular problem statement relevant to a specific cause

Figure 6.2 | Giving Causes



Note: Each cause is indicated by the number of respondents who highlighted it; some chose more than one cause.

The diversity of causes has increased tremendously in recent years with the emergence of environment and sustainability, skilling, sports, social justice and human rights causes in many philanthropic portfolios.

However, education and healthcare remain the top philanthropic choices of our respondents. This corroborates findings from other recent reports, which indicate that these two sectors receive the most private philanthropic capital in India. The EdelGive Hurun India Philanthropy List 2023, for instance, reveals that education and healthcare remain the most preferred causes for the biggest philanthropists in India, with 16 per cent and 15 per cent of funds going towards them, respectively³⁰. Additionally, 46 per cent of the top 100 philanthropic foundations contribute to education³¹.

Most of the people we interviewed call these ‘universal needs’ and see them as a means of ensuring access to opportunity and a better quality of life, thus contributing to overall social and economic progress and equality.



“We thought about this deeply: What is the one charitable intervention that can work, which is sustainable and does not create dependency? After some research, we decided to focus our philanthropic giving on education.”

Sanjay Subhedar
Founder and Managing Director, Storm Ventures

Many philanthropists also profess a deep connection with these two fields, having personally benefited from them or witnessed their transformative qualities within the community. Kumari Shibulal, Founder

and Chairperson, Shibulal Family Philanthropic Initiatives, says, “Since the inception of The Shibulal Family Philanthropic Initiatives (SFPI) in the year 1998, we have been working in the education and health sectors to create a more equitable society. We work towards making education accessible to children who are from under-served communities, as equity in education has the potential to bring a substantial change in society. Also, both Shibu and I have witnessed a lot of lives getting impacted due to lack of resources that has led us to thinking about the role of quality healthcare.”

After education and healthcare, the environment, climate change and sustainability are the causes that most attract Indian philanthropists. Those passionate about the environment say they feel the need to ‘give back’ to this area, given our existential dependence on it. Additionally, they recognise that climate change is a fundamental and borderless challenge that all members of society have to grapple with, and they wish to become a part of the solution.



“The poor are the most vulnerable victims of environmental pollution and climate change. They bear the brunt of constant exposure to microplastics, the consequences of which could be catastrophic if timely action is not taken. While climate change impacts us all, we must recognise that it disproportionately affects the poor.”

Pankaj Gupta
Co-Founder and Co-CEO, GII, Dubai

Niche causes such as sports, gender, arts and culture as well as mental health are also being increasingly championed by philanthropists. Many givers choose to focus on these niche causes not only to make a positive impact on society but to further the development of the cause itself.

Sanjiv Saraf, Founder, Rekhta Foundation, serves as a prime example of this. After leading Polyplex Corporation successfully for over three decades, he decided to “step back from the business and pursue something more meaningful”. In 2013, he launched rekhta.org with the goal of democratising Urdu literature and poetry. Today, rekhta.org is the world’s largest repository of Urdu literature and poetry.



“I agree it may not be life-saving like alleviating hunger or poverty, but culture is a critical component of one’s identity. The funding of such projects needs to be institutionalised. After all, culture has always required patrons.”³²

Sanjiv Saraf
Founder, Rekhta Foundation

It’s a similar story with many women philanthropists who are passionately committed to enhancing gender equality and education, focusing on creating employment and livelihood opportunities for girls. They indicate that their dedication stems from their personal experiences as women who have successfully shattered the glass ceiling.

Some givers also focus on causes associated with their professional profile. Entrepreneurs, for instance, often choose to nurture the entrepreneurship ecosystem in the country through mentorship and supporting ventures that involve risk-taking, while tech pioneers choose to promote technological innovation and use that as a means to augment other cause-specific solutions.



“Our aim is to establish India as a leader in applying AI technologies for the benefit of underserved communities. This is why Romesh and I founded Wadhvani AI in 2018 to transform healthcare, agriculture and education systems in low-income communities by leveraging innovation and technology.”

Sunil Wadhvani

**Founder, WISH Foundation, Co-founder, Wadhvani AI Institute;
Founder / Former CEO, iGate Corporation**

Rainmakers Continue to Fund Fundamental Sectors

Interestingly, we found that while Rainmakers are willing to venture into new and innovative areas, they mainly channel their efforts and resources towards education and health, and invest less frequently in niche areas such as gender, arts and culture and sports. Given their commitment to systemic change, they continue to be open to risks and exploring new territories but also maintain focus on the more fundamental sectors of education, health and livelihoods.

A nuance to be noted here is that none of these causes is monolithic. Our research shows that there are numerous sub-sectors and intersectional relationships within each cause supported by a philanthropist. So while education and healthcare may be the top choices for the majority of philanthropists, the interventions within each sector that they choose to support may differ significantly.

For instance, education sector projects could range from improving primary schooling to offering scholarships in secondary schooling or setting up higher education institutions. Philanthropists may also fund projects in the healthcare sector that address particular medical issues such as palliative or maternal care, bolster public health infrastructure or aim to improve the access of underprivileged groups to medical treatment.

A key finding of our study is that much work remains to be done in terms of perspective building of Indian philanthropists on the causes that they can support. Most respondents state that they have not enlisted the help of any external agency or experts to gain exposure to the full range of causes they can support, as well as the opportunities available within each sector for catalytic funding to move the needle.

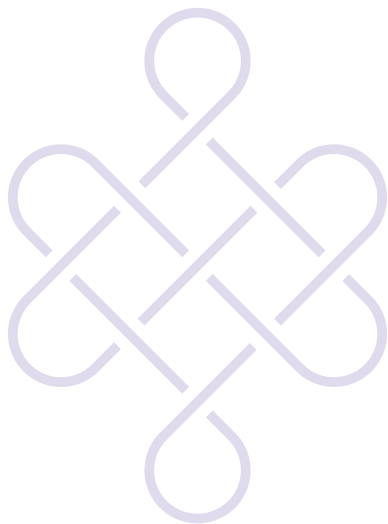
Bridging this gap between givers and their understanding of causes / NPOs is a call to action for the entire philanthropic ecosystem. What is evident is that cause selection is an iterative process. Established givers take years to find the sub-sectoral focus that aligns best with their philosophy of giving.

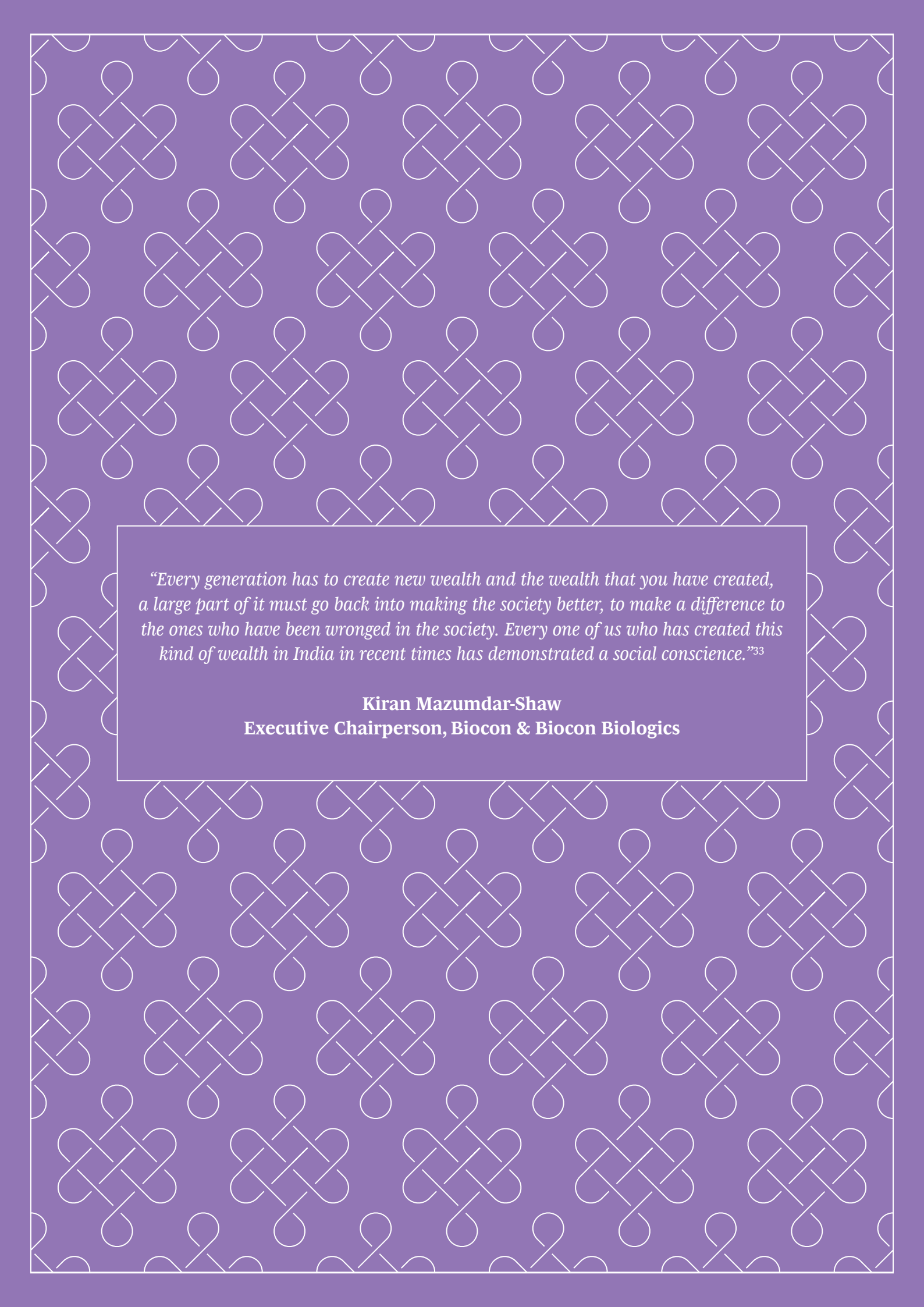
Recommendations

Make philanthropy more fulfilling by aligning cause selection with personal values and aspirations.

Engage with experts and experienced peers to help bridge the knowledge gap for a more informed and strategic philanthropy.

Explore systemic change approaches to achieve impact at scale as understanding and experiences of socio-economic problems deepen.





“Every generation has to create new wealth and the wealth that you have created, a large part of it must go back into making the society better, to make a difference to the ones who have been wronged in the society. Every one of us who has created this kind of wealth in India in recent times has demonstrated a social conscience.”³³

Kiran Mazumdar-Shaw
Executive Chairperson, Biocon & Biocon Biologics



CHAPTER 7

Knowing What to Give & When

Key Takeaways

Indian Philanthropists Are Engaging in Collaborative Decision-Making for their Giving

Over 80 per cent of respondents involve their spouse or family in deciding how much to give. However, seeking expert guidance beyond immediate family members is still limited.

Choosing Framework for Determining Quantum of Giving is Not Common Practice for Many Philanthropists

More than half of the respondents lack a formal method or strategy for determining the extent of their annual giving. Common approaches used by some givers to decide how much to give include: annual philanthropy budget or allocating a portion of annual income / cashflow / investment returns / total wealth.

Early Engagement in Philanthropy Is a Growing Trend

Majority of our study respondents started their philanthropy in their 40s or 50s. Of respondents who emphasise the importance of starting philanthropy early, 80 per cent belong to the new generation (first-generation founders, self-made professionals and the wealthy next generation).



A. Decision-Making in Philanthropy



“To unlock philanthropic capital in the country, educating wealth creators on how to think about their wealth is even more important than finding the right opportunity to give to. Figuring out how to place limits on what they need to pass on versus what they can give to philanthropy will help to move their perspective from accumulating wealth to giving wealth.”

GV Prasad

Co-Chairman and Managing Director, Dr Reddy's Laboratories; AIP Founder

Two of the most critical questions philanthropists face are: ‘What to give?’ and ‘When to give?’ There’s no universal answer to either of these questions since philanthropy is deeply personal and context-dependent. But there are multiple factors to consider in both cases.

B. What to Give?



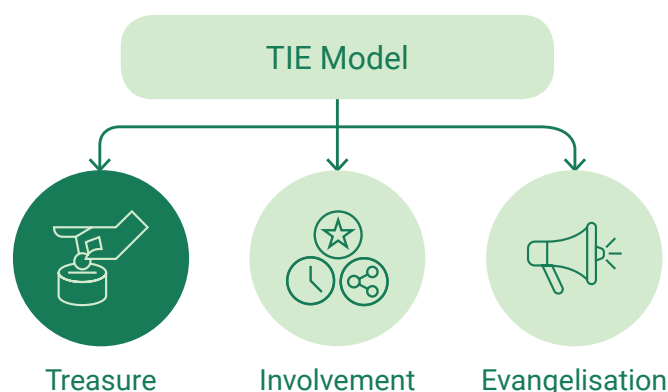
“I believe that giving consists of wealth, work and wisdom. It is important to give time; otherwise, it is just passive giving.”

Ramesh Mangaleswaran

Senior Partner Emeritus, McKinsey & Company

Philanthropy is evolving beyond sporadic cheque-writing into a long-term, systematic, proactive and collaborative endeavour. You will recall the TIE (Treasure, Involvement and Evangelisation) framework introduced in **Chapter 2**, where we discussed how philanthropists can leverage multiple financial and non-financial resources for giving. The combination of allocating financial resources (Treasure) while getting personally involved through Time, Talent and Ties is the key to strategic giving. **Through our research, we have discovered frameworks and insights that philanthropists leverage to decide how to give all four. A detailed exploration of this follows:**

B.1 Giving Treasure

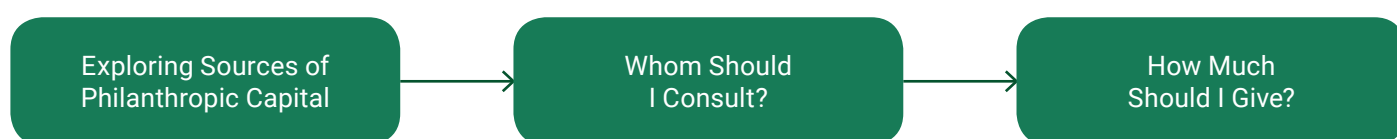




“I assess the increase in my personal wealth as well as that of the Foundation and make a decision on my annual philanthropic budget. I monitor it through the year and, finally, in March, I take the final call on the quantum. This ensures that instead of just accumulating wealth, I give to worthy causes because there is plenty of need and lots that can be done.”

Vikram Lal
Former Chairman & CEO, Eicher Group

Philanthropy is built upon the foundation of sharing wealth. So, it's imperative to understand how givers decide to distribute it. Based on our research, we have identified three fundamental aspects that play a pivotal role in shaping the decision-making process.



Exploring Sources of Philanthropic Capital

Most respondents say they prefer to use their liquid assets for philanthropy — such as inflows from salaries, dividends, interest, other annual earnings from assets and, in some cases, liquidity generated through sale of assets. But that's not always easy as most UHNI wealth tends to be tied up in shares or equity of their businesses. In cases where liquidity can be achieved, complex issues arise concerning the release of stock into the market and the implications for control.

Then there are those whose firms are not publicly traded or lack liquidity. Their assets are not readily accessible for philanthropic endeavours either. Therefore, the funds available for philanthropic activities can greatly fluctuate. We've observed that significant philanthropic engagement typically follows a major liquidity event for business owners, such as an Initial Public Offering (IPO), outright sale of the company / business or a stake sale to a private equity firm or other such entities.

Withdrawing money from liquid wealth is a straightforward process for most donors. But when liquidity is constrained, some of our respondents have to go to great lengths to ensure they honour their philanthropic commitments. Some sell their equity holdings to meet their commitments, particularly when they face a shortfall in their pledged amount, or if they encounter an urgent and impactful need that requires immediate action.

“While our philanthropic corpus is primarily funded through dividends and other investment income, fulfilling our philanthropic commitments at times requires liquidation of company shares,” says a first-generation entrepreneurial wealth creator.

The case of Fabindia Chairman William Bissell, who has made the unconventional decision to gift stocks to the artisans working with his organisation, is noteworthy. *“Fabindia has always endeavoured*

to be a force for positive and inclusive change. Our Artisan Gifting Scheme seeks to honour the ambition with which the company was founded, where we envisage the transfer of ownership into the hands of the artisan communities through an authentic, generous and mindful share-gifting initiative. While this entails a complex process requiring the creation of demat accounts for over 25,000 artisans to begin with, we believe this is important both for their financial sustainability and to create a model for other businesses to follow once it is implemented over time,” he says.

Whom to Consult?

More than 80 per cent of our respondents involve their spouse or family members in the decision-making process

This collaborative approach is particularly relevant when the givers are part of a family with a complex wealth structure. Determining how much to give necessitates shared discussions and joint decision-making. Our interviews reveal that philanthropy frequently evolves into a family effort, with members coming together to decide where, to whom and how much to give.

A first-generation entrepreneur says, *“My company shares are divided among my immediate family. For philanthropy, we come together to collectively decide how to allocate our budget for charitable giving.”* Our research also indicates that the next generation of philanthropists are actively involved in these discussions. Many UHNIs, in fact, say their children strongly support their intent to give a substantial portion of their inheritance to philanthropic causes.

The involvement of philanthropy advisors is an emerging trend. A number of respondents say their philanthropy advisors bring a wealth of expertise and insight into the giving process. They don't just suggest potential recipients; their role has a much broader scope and focuses on the strategic allocation of the giver's resources over an extended period. They offer tailored advice on how to balance and diversify the portfolio to ensure sustained impact.

This involves identifying a mix of short-term and long-term initiatives, balancing grants between local and global causes, providing insights on how to optimise tax benefits, engaging with beneficiary organisations and measuring the impact of grants.

Of course, these advisors come at a cost, which could be a fixed fee or a variable fee of 2-5 per cent of the grant. Some philanthropists see this as money well spent while others choose not to use advisors as their fee cuts into the corpus of the grant.

Many givers we've spoken to use Donor-Advised Funds (DAFs), such as Fidelity and Vanguard, particularly when giving from outside India. They donate their equities and other long-term appreciated assets to these funds to channel funds to non-profit organisations (NPOs), thus using DAFs as an intermediary to take philanthropic decisions. While this practice may not be very common in India, it is quite popular in the global context.

A detailed discussion on DAFs follows in **Chapter 8**.

How Much to Give?



“If I generate more, I give more. And now that I have taken on the added responsibility of philanthropy, I earn more.”

Mukul Agrawal

Founder and Director, Param Capital Group; AIP Founder

More than half the givers we spoke to lack a formal method or strategy for determining the extent of their annual giving. Instead, they give spontaneously, when opportunities arise or if they feel particularly compelled by an event or a cause.

That being said, several respondents say they use a specific framework to decide on and manage their financial allocation to philanthropy.



Ranodeb Roy, Founder and CEO, RV Capital Management, uses a unique framework to calculate his giving quantum. *“I benefited from subsidised education at IIT. I did the maths to see how much I paid and how much my batch earns. I believe that unless every person who has enjoyed subsidised education gives away that money, we are stealing from the pockets of hard-working taxpayers. As per my calculations, if one has a net worth of \$10 million by age 54, assuming that this wealth will multiply at least at 5 per cent per annum, you can give away \$8.75 million over the next 25 years, after taking care of expenses and leaving an inheritance of 50 per cent for the next generation.”³⁴*

Other givers typically adopt one or more of the following approaches:

- **Have a Yearly Budget for Philanthropy**

Some philanthropists say an annual giving budget helps them make consistent and planned contributions to philanthropic causes and ensures a steady flow of support through the year. This framework allows the philanthropists to balance giving across their portfolio at the start of the year itself. Interestingly, some of these respondents earmark a portion of the annual budget for spontaneous philanthropy.



“I have an annual budget in mind and set that aside for philanthropy. About 30-50 per cent of that is allocated to identified organisations, and the rest evolves throughout the year.”

Vikram Bhalla

Senior Partner and Managing Director, Boston Consulting Group



“We maintain an annual budget for our philanthropic efforts, and it grows as new wealth accumulates, investments mature and additional capital is returned.”

Dr Venkat Srinivasan

Managing Director, Innospark Ventures

- **Give a Portion of Annual Income or Available Cash Flow**

Using this framework, philanthropists donate a fixed percentage or portion of their income or cash flow to their chosen endeavours. This approach ties giving directly to the individual's ongoing annual financial earnings / cash flow, creating a predictable plan that can expand each year based on the increase in annual cash flows.



“Some 15-20 years ago, I had a thumb rule of giving x per cent of my free cash flow. I stuck to that discipline for a while, until it became more need-based.”

Puneet Bhatia
AIP Founder



“In the early days of my philanthropic journey, the allocation for giving was small. But as wealth increased, our allocation has gone up. Now, it is around 15 per cent of my annual income.”

Bhargav Dasgupta
Former MD & CEO, ICICI Lombard General Insurance

- **Use a Portion of Investment Returns for Philanthropy**

Philanthropists employing this framework base their giving on the returns generated by their wealth. By dedicating a percentage of their earnings on wealth to philanthropy, these individuals ensure that their overall contribution grows in tandem with their financial investments.



“As a practice, I use the variable incomes generated from the capital I’ve deployed to manage my philanthropic funds. This way, the capital is maintained and effectively managed, while allowing me to make philanthropic commitments.”

Ajit Isaac
Founder and Chairman, Quess Corp

- **Give a Portion of Their Total Wealth / Assets**

This framework sees givers allocating a specific portion or percentage of their total wealth to philanthropy. Focusing on total wealth rather than income or earnings, this approach emphasises the long-term impact of philanthropy and underscores a commitment to leveraging accumulated assets for social good. A great example of this are the signatories of the Giving Pledge and #LivingMyPromise movements who have publicly made a lifetime commitment to philanthropy by giving away a portion of their total wealth.



“Initially, I had allocated 40 per cent of my assets to my foundation, keeping 30 per cent for personal use and the remaining 30 per cent for my children. However, upon reflection, I realised that the foundation required a more substantial corpus. Consequently, I’ve made a decisive choice to dedicate 70 per cent of wealth (current and future wealth including investments) to the foundation.”

Dr K Ravindranath, Founder, Global Hospitals Group



“All surplus beyond personal needs should be allocated to philanthropic giving, typically amounting to 25-50 per cent of one’s wealth. As one advances in their philanthropic journey, the focus should shift away from annual income, with wealth becoming the primary determinant of meaningful giving.”

Sanjeev Aggarwal

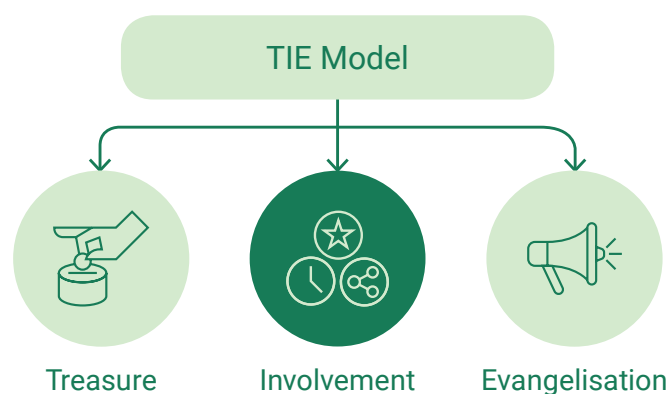
Co-Founder, Fundamentum Partnership and Helion Ventures

Many variations of the above four frameworks are possible, and there is no correct system or method to determine the right quantum of giving. Every philanthropist needs to think about this and arrive at a system that works for them. Regardless of the chosen method, it is important to note that these methods are not static and evolve over time as philanthropists get more comfortable in their role and start finding joy in the act of giving.

Most seasoned givers recommend starting small. They say that’s how they began, and their giving quantum grew over a period of time. *“Begin your philanthropic journey on a small scale. You don’t need substantial sums to make a meaningful contribution. Every little bit helps in making a positive impact,”* says Renuka Ramnath, Founder MD and CEO, Multiples Alternate Asset Management.

They also recommend that philanthropists start early and be consistent in their giving. Ajit Isaac, Founder and Chairman, Quess Corp, says, *“Kickstart your philanthropy by giving consistently from your first liquidity or bonus event in your life. This early start helps in building a culture of giving and allows you to learn how to effectively utilise resources for philanthropy, which is a valuable skill.”*

B.2 Giving Time, Talent & Ties



Financial contributions are essential to keep the wheels of philanthropy turning. Without that, most grassroots organisations would cease to exist. That being said, philanthropists can enhance the effectiveness of their giving and enhance the overall capacity of grassroots NPOs by also being generous with their Time, Talent and Ties.

This is corroborated by many of our respondents, who say they are content with the scale of their financial contributions but desire to elevate their level of Involvement.



“To have a gratifying philanthropic journey, it is very important that my financial contributions are accompanied by my personal time and effort. If they can also align with some of the experience and expertise that I have built as a professional, it would be even more exciting for me.”

Rizwan Koita

Co-Founder, CitiusTech; Director, Koita Foundation and AIP Founder

Our research shows that when givers start engaging in earnest with their preferred causes and organisations, they magnify their impact multifold. This is due to the fact that numerous grassroots organisations are limited by their scale and their capacity to assimilate substantial grants, which hinders their ability to fully leverage the advantages of philanthropy. Enhancing their organisational capabilities is essential for them to fully benefit from philanthropic contributions. That happens when wealth creators bring their vast entrepreneurial and organisational skill sets into full play and give more of themselves to the ecosystem by offering strategic insights, gauging performance and contributing in many other ways.

Figure 7.1 | Different Ways in Which Givers Increase their Involvement



Wealth creators not only have access to their own Talent through which they can make a significant difference to the effectiveness of their philanthropy, they also have access to a vast pool of Talent in their business and professional networks that they can leverage. Indeed, there have been many instances of philanthropists pulling in senior members of their team to help in their philanthropic effort as well as encouraging staff members to volunteer.

Many philanthropists start getting involved personally with their Time and Talent after a few years of writing cheques and supporting grassroots organisations financially. They usually start small with volunteering or pro bono work. This approach provides them with insights into the social sector's inner workings and challenges and helps them identify the exact role they wish to play as they prepare to make a larger commitment. Some philanthropists also choose to get involved in a more meaningful manner after hitting a personal or professional milestone.



“When I transitioned out of Indigo, I was 42 years old. I started thinking about how I could contribute to having a sustainable social impact, and making that a part of my life at this stage itself, instead of waiting until retirement. I decided to dedicate 25 per cent of my life, on a day-to-day basis, to philanthropic activities, and the five years since then have been extremely fulfilling.”

Aditya Ghosh
Co-Founder, Akasa Air

The network Ties of philanthropists also play a critical role in spreading the word, raising funds, accessing new pools of Talent and opening up collaboration avenues. Many philanthropists realise that their individual efforts as well as those of the NPOs can only go so far. For population-level impact, collaborating with an extended network and the government is essential.

For philanthropy to realise its true potential, for great institutions to be built and for delivering systemic change, all three elements of involvement — Time, Talent and Ties — must come together.

Dr GN Rao's founding of the LV Prasad Eye Institute (LVPEI) is a perfect case in point. Leaving behind a successful academic medical career in the United States at the zenith of his career, Dr Rao dedicated his life to developing LVPEI as a premier eyecare institute in India. He was driven by a deep desire to enable quality affordable care in remote rural areas. His extensive ophthalmologic experience was essential in establishing the institute's high standards of service delivery with a strong focus on research and innovation. Crucial to LVPEI's founding was Dr Rao's credibility in inspiring confidence among core supporters, notably a significant seed grant from the LV Prasad family.

C. When to Give?



“In the finite time that we have here, while we might not be big enough to make a significant dent, if we encourage and inculcate habits of giving back to society very early, the next generation will grow up with those habits, start younger and do more in their older years. The basic idea is to just encourage people to start giving earlier in life.”³⁵

Nikhil Kamath
Co-Founder, Zerodha

The majority of our study respondents started their philanthropy in their late 40s or early 50s. This aligns with shifts in people's priorities and the achievement of significant financial and personal milestones, as discussed in **Chapter 4**. But now, many wish that they had started philanthropy earlier.

Starting philanthropy 'early' need not be limited to starting at a younger age. It could also mean early into financial success (through early success of venture) or early stage of initiation into the family business, at an early stage of life or after arriving at a professional or financial milestone. Many people wait for all of these to be aligned to embark on their philanthropic journey, but they needn't really as there is no 'wrong time'. The trend of starting early is increasing. Today's startup founders, entrepreneurs and the next generation of givers are all embracing early giving and early involvement.

Benefits of Starting Early, as Cited by Our Respondents

- Early involvement helps the individual become familiar with the philanthropic landscape by the time active giving begins.
- Early involvement allows givers to explore and test various philanthropic philosophies and vehicles, facilitating a clear understanding of what is effective and what is not.
- Given that meaningful change occurs incrementally, initiating philanthropy early ensures more substantial transformations over a lifetime.
- Commencing the philanthropic journey at an earlier stage gives givers more time to cultivate a network and establish themselves as persons of influence within the community.



"Younger people should start getting involved in philanthropy and social causes from an early stage. Much like financial investments where compounding helps early investors, the earlier you contribute, the more productive it is."

Aakash Chaudhry

Co-Founder, Aakash Educational Services; AIP Founder

Figuring out 'What to give?' and 'When to give?' are central to any philanthropic action. The answers to these questions are rarely straightforward, and will look different for different philanthropists. Thus, experimenting with different approaches is also critical to the process. Indeed, the best way is to make the plunge early, and figure out what works best for each giver.


Early engagement in philanthropy allows wealth creators plenty of opportunity for development, exploration and evolution within the philanthropic field. People can move from early conceptual frameworks that were exclusively concerned with monetary donations to more sophisticated strategies that involve cooperation and active community involvement. Our findings highlight the dynamic character of the philanthropic journey and emphasise the importance of early involvement.

Recommendations

Embrace collaboration by not only involving family members, but also seeking expert guidance from advisors for impactful philanthropic decision-making.

Start giving early, even with smaller amounts, to build experience, experiment and maximise your lifetime impact.

Get involved through Time, Talent and Ties with the preferred causes and organisations to meaningfully magnify impact.



“Like a mid-cap company or a small company, a non-profit organisation needs something for a quantum leap. It needs money, organisation, processes, system and people. That’s why for one NGO, I spaced out the funding over 10 years instead of giving it all in one year. This will ensure that the organisation grows.”³⁶

Rakesh Jhunjhunwala
Founder, RaRe Enterprises



CHAPTER 8

Identifying the Right Giving Vehicles

Key Takeaways

Direct Grant-Making is Preferred Vehicle for Philanthropy

Its uncomplicated nature makes 56 per cent of respondents pick Direct Grant-Making.

There Is a Growing Commitment to Scale and Active Involvement by Philanthropists

Of the respondents setting up and running an Operating Foundation, 70 per cent are Cause Champions and Rainmakers.

Many Givers Are Leveraging Power of Collective Giving

Of respondents engaging in collective philanthropy, 63 per cent are Emerging Givers and Core Givers. Collaboratives and Collectives (co-creating institutions) offer the benefits of collective decision-making, shared resources and opportunities for learning and networking.



A. The Evolution of Philanthropy



“Philanthropists have the freedom to experiment with a variety of strategies to figure out what works best for them. Even if the initial scale of engagement is small, each act of giving is also a learning opportunity to understand how one can move towards a more systematic approach to philanthropy.”

Manisha Dhawan

Founding Trustee and Advisory Board Member, The Convergence Foundation

In the initial stages of philanthropy, most people only give small amounts of money to causes within their immediate and known circles or do spontaneous acts of generosity to help out during an emergency or a disaster. The giving is unstructured — an approach that’s both natural and advisable since the givers are just testing the waters to discover what resonates with them and where they find the most joy in giving.

It is beneficial, however, to introduce a structured approach as early as possible, applying portfolio thinking to philanthropy. Even if the scale of giving (Involvement or Treasure) is small, it should serve as an experimental portfolio that can be refined and expanded over time. This way, givers can strategically navigate their philanthropic path right from the start.

When philanthropists evolve into engaged and impactful givers, their approach to giving undergoes a transformation. Four key factors drive this transformation:

a. Increased Financial Commitment

They begin to allocate significantly more wealth to philanthropy.

b. Long-Term Commitment

They realise that they are committed to philanthropy and to specific causes for the long term, perhaps in perpetuity.

c. Active Engagement

They feel a strong desire to actively shape the impact of their philanthropic efforts.

d. Quest for Greater Impact

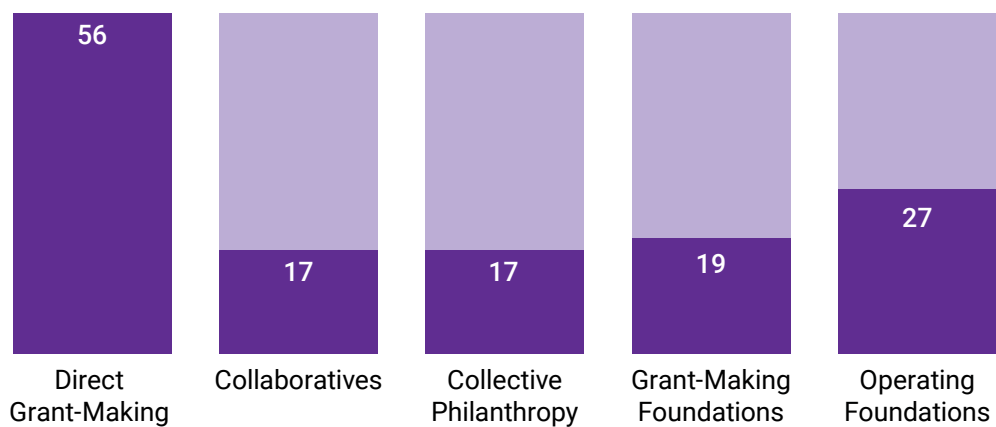
They want to see a greater scale of impact and more systemic change.

Through our in-depth conversations during the study, we’ve identified several giving vehicles that philanthropists adopt as they evolve. In the initial stages, direct contributions to causes tend to eliminate the need for a formal vehicle. But, with time, givers recognise the need to structure and organise their giving more methodically.

This progression may include establishing distinct structures or entities through which to channel their philanthropy, allowing for a more strategic and clear-cut approach to their philanthropic efforts. The choice of vehicles is not static, and many philanthropists leverage multiple vehicles for their interventions.

B. What Are the Different Giving Vehicles?

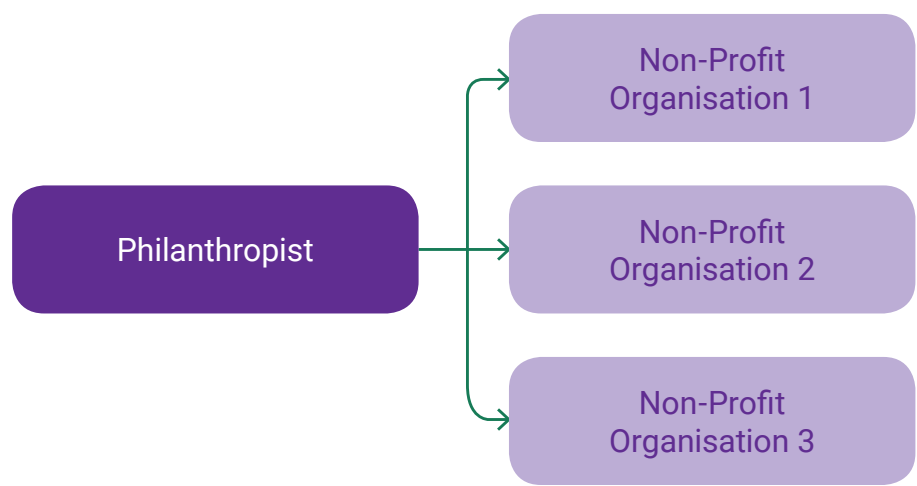
Figure 8.1 | Types of Giving Vehicles



Note: Each giving vehicle is indicated by the count of givers who highlighted it during the interviews.

B.1 Direct Grant-Making

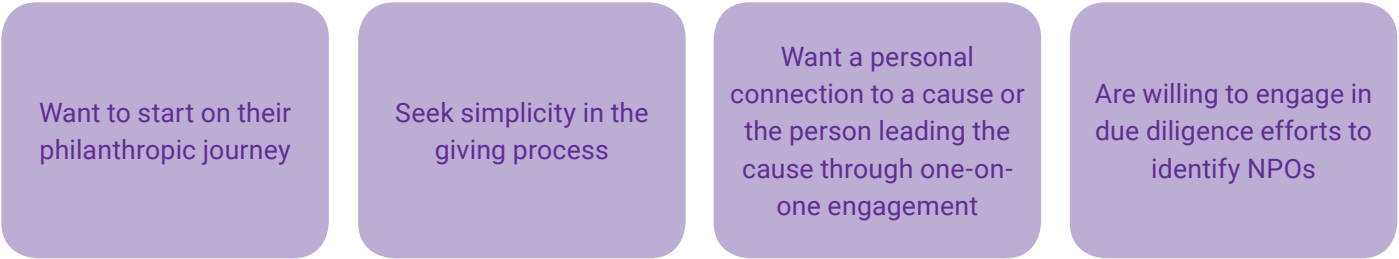
Givers engage directly with grantees, providing financial support either as a one-time contribution or over a specified period. Almost all non-profit organisations (NPOs) in the social impact landscape take direct grants.



Our research study shows that most Indian philanthropists prefer Direct Grant-Making, because of its uncomplicated nature. This method is used almost equally by respondents across demographics. However, it is especially popular among both Emerging Givers as well as Core Givers, since Direct Grant-Making aligns well with funding core programmes of NPOs.

Of the respondents who mention Grant-Making as a method of giving, 42 per cent are Core Givers and 24 per cent are Emerging Givers

Direct Grant-Making Suits Those Who:

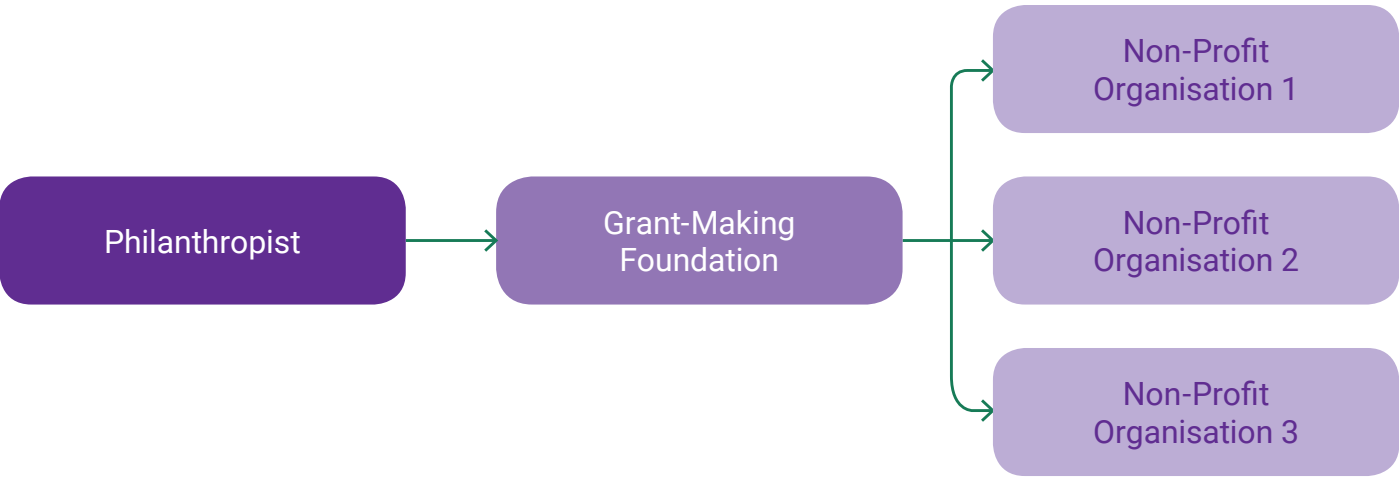


“We have been making direct grants to several organisations over the past few years. Since the ticket size of these donations is not in the hundreds of crores, Direct Grant-Making has proven to be a hassle-free way for us to give.”

Luis Miranda
Chairperson and Co-Founder, Indian School of Public Policy

B.2 Grant-Making Foundation

They are legal entities funded by givers or their families, and their main role is to make grants to NPOs and other implementing organisations. Examples include the Azim Premji Foundation, Harish & Bina Shah Foundation, Mariwala Health Initiative, Rainmatter Foundation, Rohini Nilekani Philanthropies and Veddis Foundation.



Grant-Making Foundations are a popular vehicle among both Core Givers as well as Rainmakers, given that the ticket size of their giving is quite large.

Of the respondents who mention establishing a Grant-Making Foundation, 60 per cent are Core Givers and Rainmakers

Grant-Making Foundations Suit Those Who:

Plan to give a large quantum of money to a large number of organisations

Adopt a long-term time horizon of allocating Treasure as well as getting involved through Time, Talent and Ties

Want to build a family legacy beyond a single generation

Are prepared to design and create operating teams

Are prepared for significant costs associated with entity-level operations and compliances

Want the flexibility to either give anonymously or name the foundation in a manner that suits them best (in the family name or next generation)



“Establishing a Grant-Making Foundation can be highly beneficial when managing substantial volumes of philanthropic activity and funding support. At the same time, it requires budgeting adequate resources and instituting robust systems / processes to ensure requisite regulatory compliances for the legal entity.”

Dr Janhavi Nilekani
Founder and Chairperson, Aastrika Foundation

B.3 Operating Foundations

These are legal entities funded by givers or their families and are also known as Executing Foundations. They predominantly run and manage programmes and initiatives that align with their philanthropic mission. Some Operating Foundations may also engage in grant-making and operate in a hybrid manner. Examples include Deshpande Foundation, Shiv Nadar Foundation, WISH Foundation, Swades Foundation and Piramal Foundation.



Operating Foundations are a popular choice for Cause Champions as well as Rainmakers as they allow philanthropists more control over implementing their theory of change in their cause

/ causes of choice. They necessitate direct involvement on the ground, which is aligned with their philanthropic persona.

Of the respondents who mention setting up and running an Operating Foundation, 70 per cent are Cause Champions and Rainmakers



“Starting an Operating Foundation has been more about dedicating Time rather than money. I wanted to learn, get my hands dirty and dive deep; so we decided to set up our own foundation. One of the most significant challenges is assembling the right team. It took me a decade at Swades to build the right team. You have to find people you can genuinely trust – not just with money but with people’s lives.”

Zarina Screwvala
Co-Founder, Swades Foundation

Operating Foundations Suit Those Who:

Plan to give a large quantum of money

Are passionate about solving a problem themselves and develop their own strategic Theory of Change

Adopt a long-term time horizon allocating Treasure as well as Time, Talent and Ties

Are prepared to hire and maintain operating Talent that can be directly assigned to the field or institutions being established

Are prepared for significant costs associated with the foundation and handle entity-level compliances

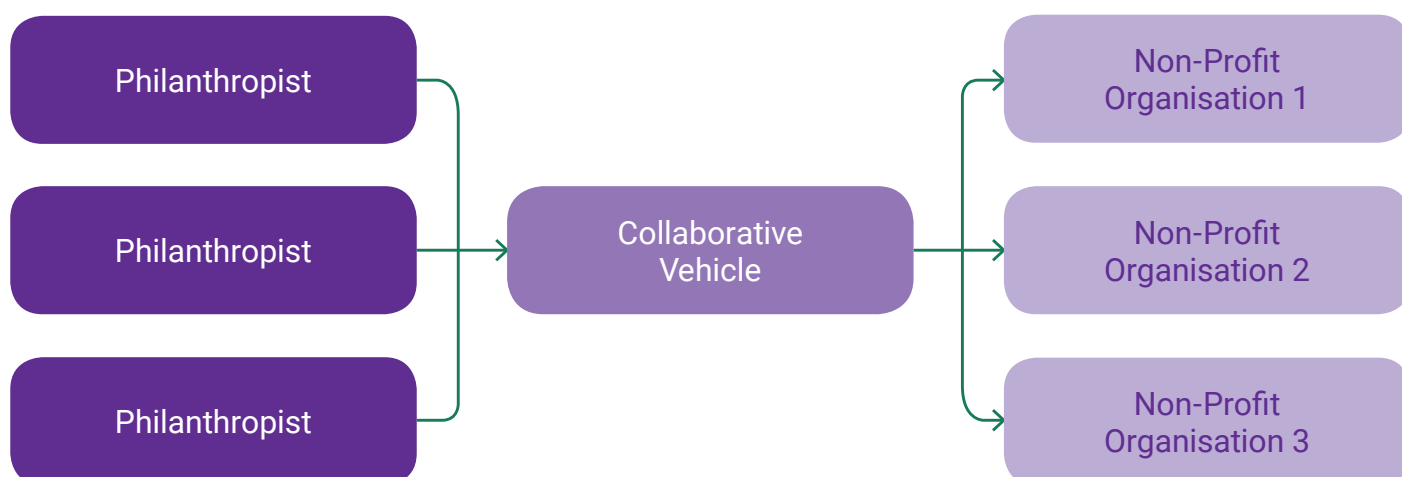
Plan to do impact evaluation and reporting

The Costs of Running a Philanthropic Foundation

Our data indicates that both Operating and Grant-Making Foundations tend to attract individuals whose total wealth exceeds ₹500 crore. This preference arises from the fact that foundations have heavy operating and administrative expenses, and carry the added responsibility of reporting and compliance requirements. The costs involved in building the organisation with the right people, talent and skill sets is also significant. This becomes more justifiable and manageable when the scale of philanthropic giving is substantive.

B.4 Giving via Collaboratives

Multiple givers pool their contributions to create a larger grant fund. Within these networks, decisions about which organisations to support and what priorities to focus on are made together, with members actively participating in the decision-making process. Collaboratives also foster connections between philanthropists and enhance discussions on giving. This model can also be referred to as a Giving Circle. Examples include Social Venture Partners, ACT Grants, EdelGive GROW Fund and India Climate Collaborative.



Collaboratives are particularly appealing to Emerging Givers and Strategic Enablers. These collaborative efforts offer partners and contributors the opportunity to play diverse roles during the journey. These roles may include participation in compliance committees, grant committees, fund-raising activities, providing advisory support to NPOs, aiding in the capacity-building of non-profits and contributing to monitoring and evaluation efforts. Collaboratives provide a valuable entry point for givers to engage directly with the process and to ease into philanthropy gradually.

The preference for collaboratives diminishes among Rainmakers who manage their own foundations and grant-making. They prefer to maintain full control over the giving, which is substantial in every way.



“We have a platform where non-profits share stories with a target audience running into hundreds, enabling them to raise crores of funds in under an hour. Once this connection is made, we’ve witnessed givers remaining engaged with these organisations and continuing to support them in a sustained way.”

Sunil Bhandari
Chairperson, SVP India Kolkata Chapter;
Executive Director, RP-Sanjiv Goenka Group

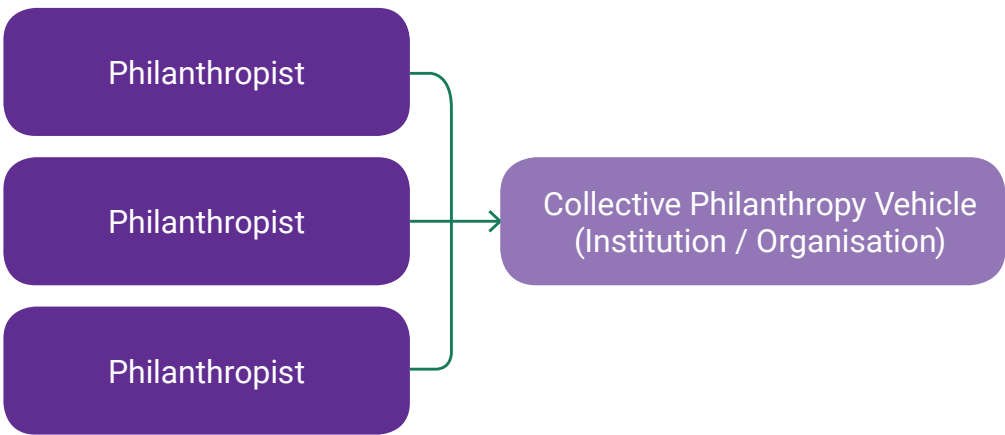
Collaboratives Suit Those Who:



B.5 Collective Philanthropy

Instead of supporting multiple organisations through a formal common fund, givers come together to co-create a specific organisation or institution. Their collective contributions aid in the establishment and growth of an institution or a cause, and they end up becoming the founders of the initiative. Thus, what defines collective philanthropy is the active engagement between multiple founders towards the common objective of the growth of the institution's mission. Founders can either contribute their funds as 'earmarked' for a particular outcome (such as building a girls' hostel, building an AI lab or building and supporting a library) or contribute to the general pool of the institution.

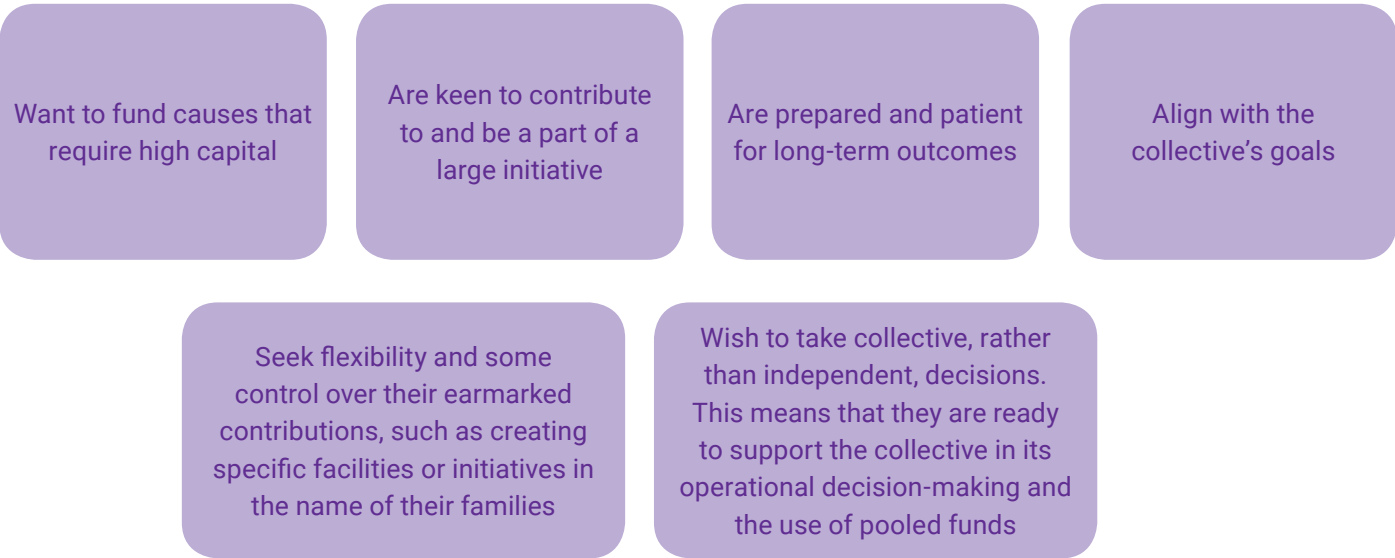
Their giving could also lead to the creation of an endowment / corpus fund, which provides enduring financial independence for institutions through strategic investments that produce sustainable income over time. Examples include Ashoka University, Indian School of Business, Plaksha University, Giving Pi and Accelerate Indian Philanthropy.



While there exists a correlation between philanthropic vehicles and archetypes, our research shows that collectives have a wide appeal for all philanthropists. Both Core Givers and Emerging Givers say collective giving appeals to them. Since Emerging Givers are just starting out, Collective Philanthropy offers them the opportunity to be a part of institution-building activities at early stages of their journey. Core Givers, who have an established track record of supporting programmes of NPOs, see Collective Philanthropy as a way to route significant financial resources into the singular vision of an institution while working with other philanthropists.

Of the respondents who engage in Collective Philanthropy, 63 per cent are Emerging Givers and Core Givers

Collective Philanthropy Suits Those Who:



“Firstly, collective philanthropy institutionalises organisations, by its very nature. Second, it has the unique ability to attract and retain top talent. Also, based on my experience, many philanthropists do not have the time or inclination to be actively involved in governance but still desire a platform where they can express their views and have confidence that these views will be taken into account.”

Rahul Mookerjee
Managing Director, YoNao Capital

Another giving vehicle mentioned by our respondents from the diaspora is Donor-Advised Funds (DAFs), which are individual accounts that enable givers to make grants to NPOs. These funds are especially popular as a charitable vehicle in the US. They allow donors to advise organisations on how to use their donations as well as help them get tax deductions on their contribution.³⁷ Once philanthropists make their contribution – in cash, securities or any other asset – to a DAF Sponsor organisation such as Fidelity or Vanguard, they can also advise them on how to use the fund to make grants to other charities.³⁸



“Channelling our giving efforts through Fidelity is an effective mechanism. We can donate cash or stocks. They handle all the paperwork. Plus, I have the benefit of easily tracking my giving history.”

Sanjay Subhedar

Founder and Managing Director, Storm Ventures

The DAFs are like private Grant-Making Foundations, except that fund distribution in the former takes place through a pre-existing private charity which holds a separate account in the donor’s name from which grants are administered. Donor-Advised Funds are not commonly used by Indian givers. But a few of our study respondents, especially from the larger Indian diaspora, say they use DAFs such as Fidelity and Vanguard for some of their philanthropic activities. *(For a more detailed discussion on difference between DAFs, direct grant-making and grant making foundation, please refer to the endnotes.³⁹⁾*

The most common legal structuring for giving vehicles in India, such as Grant-Making Foundations and Operating Foundations, is either in the form of a Trust, Society or Section 8 Company.⁴⁰

	Trust	Society	Section 8 Company
Governing Body	The Indian Trust Act 1882	The Societies Registration Act 1860	The Companies Act 2013
Description	An agreement between parties whereby one party, or a settlor, holds ownership over a property and appoints trustees. The trustees then apply to the property to carry out the objectives of the trust deed	A collection of at least seven individuals come together for a common purpose, and follow the objectives dictated by the memorandum of association. Societies are generally managed by an elected governing council	An established company that is governed by the Companies Act 2013, constituting a minimum of two directors and shareholders. The company is set up with a specific purpose such as promoting education, the arts or social welfare
Annual Compliances under the Governing Legislation	Under the Trust Act, there are no mandatory yearly compliances	Society to file list of names, occupations and address of managing committee to the Registrar annually	The company must file annual returns and accounts with the ROC
Legal Right over Property	Held by trustee	Held in the name of the society	Held in the name of the company
Time Frame for Set Up (Excluding Time for Tax Exemption Registration)	1–1.5 months	1–1.5 months	2 months
Minimum Number of Members for Set Up	Can be set up by a single settlor and trustee	At least seven members required	At least two members / directors required
Applicable Tax Rate if Exemption is Not Available	Charged at slab rates with a maximum effective tax rate (ETR) of 42.48 per cent	Charged at slab rates with a maximum ETR of 42.48 per cent	If exemption is not available, ETR of 25.17 per cent can be opted by the company

It is important to note that philanthropists often use multiple giving vehicles and methods. As givers evolve, they can move away from Direct Grant-Making and start using a more blended approach. This could mean that they either set up their own Grant-Making or Operating Foundation or create a hybrid foundation that adopts a blended approach and participates in both grant-making and direct operational activities.

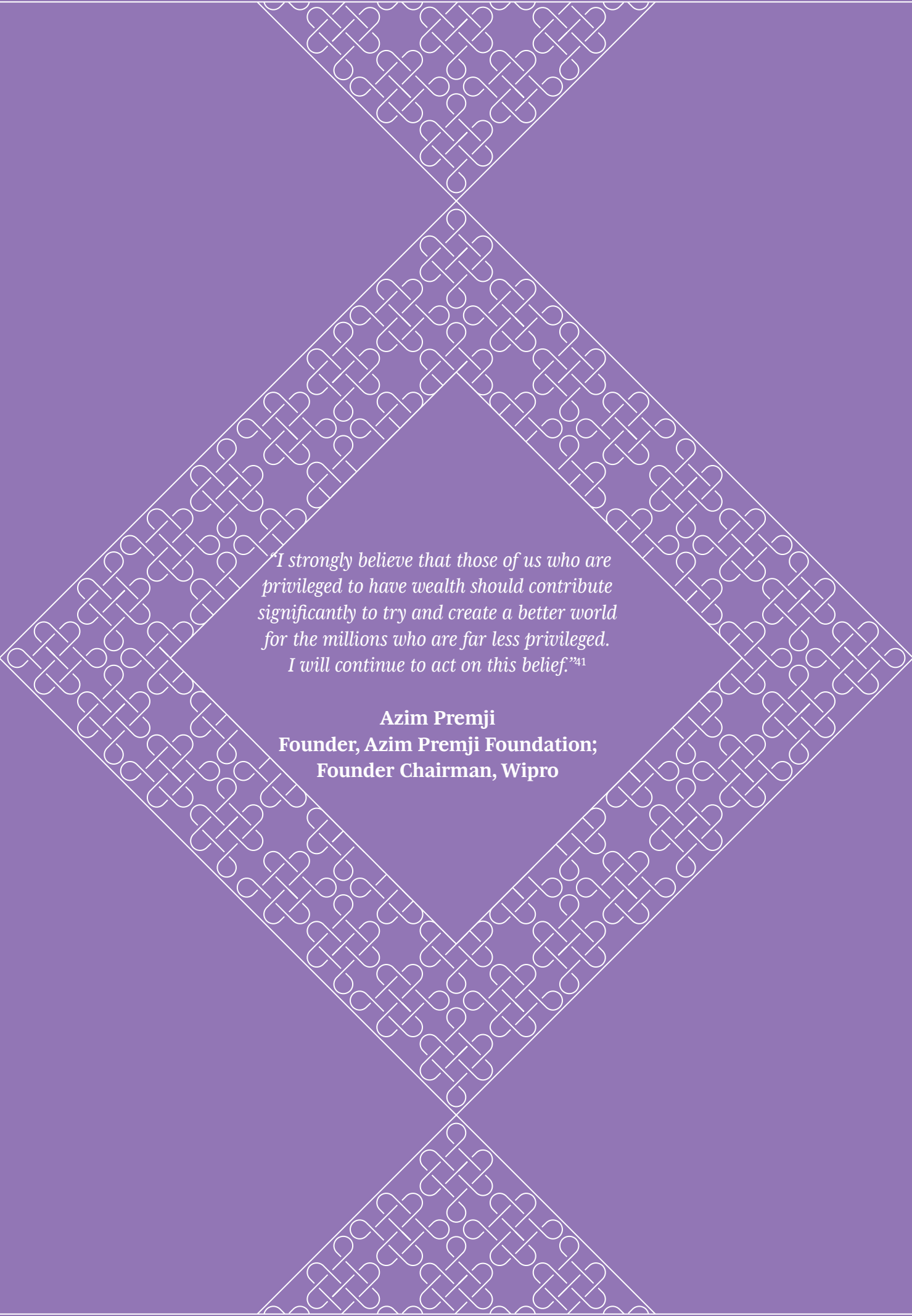
Key factors like increased financial commitment, long-term dedication, active involvement and a pursuit of greater impact propel this transformation. Leveraging the right vehicles for philanthropy is an iterative process. It is contingent upon the philanthropist's aspirations and the efficacy of each vehicle in realising their objectives.

Recommendations

While a relatively unstructured experimental portfolio in the initial stages of giving could offer flexibility, it is advisable to introduce a structured approach as early as possible to serve strategic philanthropic objectives.

To evolve their giving, philanthropists can move from Direct Grant-Making to a more blended approach — by either setting up their own Grant-Making or Operating Foundation or getting more involved with collectives and collaboratives.

Leveraging the right vehicles for philanthropy is an iterative process. It is contingent upon the philanthropist's aspirations and the efficacy of each vehicle in realising their objectives.



"I strongly believe that those of us who are privileged to have wealth should contribute significantly to try and create a better world for the millions who are far less privileged. I will continue to act on this belief."⁴¹

Azim Premji
Founder, Azim Premji Foundation;
Founder Chairman, Wipro



CHAPTER 9

Mapping the Future of Indian Philanthropy



Indian Philanthropy on the Cusp of Change

The Indian philanthropy landscape is becoming more sophisticated. Not only are people giving back more, they are also looking to give in a smarter and more strategic fashion.

Startup founders and next-generation givers, in particular, are using philanthropy to drive positive change in the sectors of their choice. They recognise that purposeful giving doesn't just help society; it also suffuses them with personal fulfilment and self-actualisation. This realisation is helping the philanthropic movement gain visibility and moulding the future of giving. The availability of larger pools of philanthropic capital and hands-on support furthers this trajectory, enabling key ecosystem developments.

As a result, the future of philanthropy is shaping up to be more collaborative, diverse and systemic, with philanthropists starting out early and becoming more engaged.

A. Philanthropy Becoming More Collaborative



“In the last decade, the philanthropic ecosystem has matured so much that it makes perfect sense to collaborate with existing players. That way you don’t end up duplicating effort.”

Sumitra Aswani
Founding Director, Ishk Tolaram Foundation;
Head of Purpose and Sustainability, Tolaram

Collaboration is emerging as a cornerstone of contemporary philanthropy. By forging synergistic partnerships across various sectors and stakeholders — including non-profits, government bodies, the private sector and local communities — philanthropy is breaking down traditional barriers. This collaborative ethos ensures a more unified and effective response to societal challenges and harnesses collective insights and resources.

Philanthropic capital too is increasingly blending with other financial sources, such as CSR funds and government grants, and enhancing their efficiency and reach. This integration acts as a catalyst, driving partnerships across different types of social sector capital.

Interestingly, our research suggests that many philanthropists are ready to take on the initial risks, enabling both private and public funding to sustain and scale development efforts, leading to larger and more potent financial pools.

B. Givers Are Starting Out Younger

With many more young people spearheading wealth generation, their inclination and capacity to engage in philanthropy is also manifesting at a much earlier stage.

The results of our research study underscore the trend of early engagement in philanthropy among the new generation

- Every third respondent in our study is under the age of 50
- Eight out of 10 respondents who emphasise the importance of starting philanthropy in one’s early 40s belong to the new generation (first-generation founders, self-made professionals and the wealthy next generation)
- 40 per cent of our respondents who are working at a systemic level, akin to the Rainmaker archetype, are under the age of 40

This leads us to believe that younger people are predisposed to target problems at the root and are not satisfied with merely funding existing programmes.

The new generation of wealth creators and inheritors are increasingly integrating philanthropy into their wealth planning and looking to create social impact during their lifetime. This is in contrast to the older generations, who mostly began their philanthropy at a later stage in life or held on to their wealth fearing future uncertainties. Interestingly, many UHNIs say their children are comfortable with more modest inheritances and want large portions of the family wealth to be devoted to philanthropy.



“The next generation doesn’t feel financially insecure. They’re financially savvy and don’t prioritise ownership of assets like houses and cars. They look at wealth very differently.”

Dr Om Manchanda
Managing Director, Dr Lal PathLabs

C. Philanthropy Becoming Diverse

FIGURE 9.1 | PERCENTAGE SPLIT OF POPULAR CAUSES AND EMERGING CAUSES SUPPORTED BY PHILANTHROPISTS



With a large number of younger philanthropists entering the picture, more underserved causes, communities and geographies are now being included in giving portfolios. Though the education and healthcare sectors are still getting major philanthropic funding, they are no longer the sole focus of philanthropists. Within these fields too, people are looking into traditionally-neglected aspects, such as sports education, mental health and palliative care.

In addition, causes such as climate change, diversity and inclusion, financial literacy and arts and culture are gaining prominence, offering philanthropists a wider array of choices for engagement.

Even philanthropic vehicles are poised to diversify as innovative financial tools come into play. While Direct Grant-Making and Philanthropic Foundations (both Grant-Making and Operational) will continue to be the bedrock of UHNI giving in India, diaspora givers and evolved philanthropists are expected to experiment with blended tools such as Social Impact Bonds or Zero Coupon Zero Principal Bonds for financing. While these tools are still at a nascent stage in India, and more conducive to multilateral foundations, eventually the Indian non-profit ecosystem will need to adapt and evolve to effectively accommodate this type of funding, creating a more dynamic and flexible platform for philanthropic initiatives.

The trend has already started. In 2023, Bengaluru-based SGBS Unnati Foundation became the first NGO to be listed on India's Social Stock Exchange, through which it aims to secure ₹2 crore from retail givers and UHNIs.

D. Givers Are More Strategically Involved in the Process

The new givers see themselves as partners of the NPOs they support. They engage with them more strategically and are ready to support riskier, unconventional and specialised solutions. How do they do that?

- **By Prioritising Sustainable Solutions**

Givers are increasingly supporting initiatives / organisations that have a long-term sustainability lens while designing their solutions and the ability to function beyond the lifecycle of support.

- **By Replicating Their Entrepreneurial Ethos**

Givers encourage the NPOs to function like startups. They encourage them to think big, foster innovation, emphasise speed and execution urgency, create and support strong teams, streamline processes and carefully measure impact.

- **By Working With Systems and Policies**

Seasoned givers prefer to work with multiple stakeholders, especially governmental agencies, to bring about systemic change, while simultaneously funding grassroots programmes. This impacts significantly more lives in the long term.

E. Givers Are Embracing Systems Change

There is a notable shift on the horizon as philanthropists enhance their understanding of India's intricate social development challenges, acknowledging their complexity, persistence and far-reaching implications. They are increasingly realising that amid these challenges lies an opportunity for a shift towards systems change.

Given this awakening, philanthropy is poised to foster fundamental shifts within India's social, political, environmental and economic systems. This mindset will not just be a trend but an imperative, with momentum building as more philanthropists recognise the need to address root causes rather than symptoms. This approach will give rise to regulatory, procedural and technological underpinnings that marshal widespread collective action.

Though many philanthropists may currently view systemic change as daunting, the tide is beginning to turn. In the coming years, more and more givers will experiment with models that can achieve population-level scale and increase their collaboration with the government to embed change into the system. Much like venture capitalists funding promising startups, philanthropists will seek out reforms with the potential for exponential impact. But, amid this pursuit, they will remain attuned to the needs of the communities they serve, avoiding the pitfalls of one-size-fits-all solutions.

Conclusion

The giving landscape in India is undergoing a transformative shift. The future of Indian philanthropy is poised to be a collaborative, strategic and impactful endeavour, driven by a new generation of givers who will embrace systemic change. With the emergence of new networks and the rise of giving pledges, philanthropy is moving towards becoming more aspirational, accessible and an integral part of UHNI conversations.

Our in-depth study of philanthropists has bolstered our belief in this future. We had set out to understand the qualitative diversity of the philanthropic ecosystem, purposely focusing our efforts on exploring the rich experiences of philanthropists at different stages of their giving journeys. What has emerged from this rigorous exercise is a comprehensive understanding of not only the giving mindset, but also the choices and processes that comprise philanthropic action.

One of the most fundamental findings of our report is that philanthropic personas can vary significantly. Different archetypes of philanthropists find their joy in giving differently, and contribute distinctively to the social impact sector through their involvement. We aim for this finding to serve as a starting point for the sector to understand the scope for strengthening the ecosystem, informing conversations between stakeholders and fostering collaboration, accelerating the future of philanthropy in India.

To this end, we believe that the momentum for philanthropic action is now, and can be captured through five key takeaways from our report:

1. Building a Deeper Perspective on Philanthropists to Unlock the Potential

To create a vibrant movement of philanthropy in India, this report provides a detailed qualitative analysis of the philanthropists. Recognising the different archetypes of philanthropists and their giving journeys is only the first step in understanding the philanthropic impulses of Indian UHNIs better. There is an opportunity for the ecosystem to engage more deeply with the new generation of wealth creators and philanthropists, moving beyond the existing knowledge on 'traditional' Indian philanthropy.

2. Learning From Exemplars and Creating an Inspiring Ecosystem

Our report highlights the imperative of fostering an inspiring ecosystem by delving into transformative stories and mindsets. We've identified how shared successes and diverse approaches can significantly influence and encourage emerging wealth creators and, through the report, we hope to enable ecosystem shifts where shared knowledge, experiences and inspiration become the foundation of philanthropic engagement.

3. Collective Action for Addressing Challenges and Developing Solutions

Our key learning here revolves around the significance of collective action in philanthropy. Not only is it crucial for philanthropists to actively explore and engage on ground solutions and engage in hands-on experimentation, it is also important that the broader ecosystem collectively

enables this by fostering shared learning experiences. This collective and immersive approach allows givers to navigate personal, structural as well as cultural challenges more adeptly, thus helping unlock more philanthropic capital, and unlocking it sooner.

4. Systemic Change as an Approach to Better Giving

A new wave of 'better giving' emphasises systemic change. This means tackling the root causes of problems, not just the symptoms. Systemic change can be achieved by enabling system levers such as exploring government collaborations, addressing root causes and creating a shift in mindset and values. This generates exponential impact, facilitating population-level transformations and ensuring long-term sustainability.⁴²

5. Philanthropists and their Philanthropy are Not Static but Flexible — Continuously Responding and Evolving

The report shares key levers to understand the philanthropist's approach while also delineating tangible steps for future action. Identifying the types of causes, nature of support and intended impact create the necessary momentum for transformative action. Simultaneously, the findings indicate that this process is subject to change as philanthropists' approach evolves with more interactions and learnings from their personal experiences and the larger ecosystem.

As we move forward, we are committed to translating these insights into tangible actions, and to help others do so too. The next chapter contains a philanthropist workbook. It is designed to encourage reflection on the key elements explored in this report, guide wealth creators on their giving journey and pave the way for long-term impactful philanthropy.



“Philanthropy in India is gaining momentum. I’m surprised by the increasing number of people who are giving early and generously. It’s not just the old established families anymore; new first-generation philanthropists are stepping up in a big way and making remarkable contributions. Bold and audacious philanthropy is now a growing trend.”⁴³

Ashish Dhawan
Founder-CEO, The Convergence Foundation;
AIP Core Founder



CHAPTER 10

Calling India's UHNIs to Give More, Sooner, Better

Based on the findings of our report, AIP-BCG have created a practical toolkit that enables wealth creators to reflect on their philanthropy and provides a framework to shape their giving journey. This section is designed as a workbook with questions and self-analytical tools that can help readers generate insights about their own philanthropy and chart the next steps of their giving journey.



A. From Intention to Impact

Our research shows that even if philanthropy is not yet a mainstream topic of conversation in India's social and professional circles, it's a matter of growing interest for the country's ultra-high-net-worth individuals (UHNIs). This is a promising development for India, whose socio-economic transformation requires immediate acceleration.

The philanthropic landscape is already rich with role models to provide resources and support. Seasoned givers from diverse backgrounds have paved the way for a new generation of givers. Since every journey is intensely personal, the new givers have to embark on their own voyage of self-discovery to ascertain their philanthropic character and identify which causes they want to support, and how they want to go about it.



“Everyone has their own specific journey in life and consequently their giving path. Start doing it when you feel it from within. Do, however, talk and listen to others. You may derive some cues from that.”

Ambarish Raghuvanshi
Co-Promoter and former CFO, Info Edge (India) Ltd; AIP Founder

You may be at an inflection point in your own life journey. You may want to make a start as a philanthropist or you may already be giving but want to do more. Whatever the case, there is scope for all UHNIs to reflect on their giving to make their philanthropy more intentional, impactful and transformative. Thus, AIP-BCG have developed a workbook to help wealth creators reflect more deeply on their philanthropy and plan the next steps in their giving journey.

B. Guide to Filling the Workbook

The following workbook is divided into two sections, containing questions about your giving mindset, your philanthropic aspirations and your current philanthropic portfolio and how you wish to see it evolve. This structure aligns with the concepts discussed throughout the report, allowing you to refer to specific chapters for additional context.

The workbook is also available in a digital format and can be accessed by scanning the QR code available at the end of the report. You can fill the workbook digitally or download multiple copies and have them filled by all relevant stakeholders in your philanthropic circle, such as your family members and associates.

At the end of this exercise, if you wish to discuss your insights with us, please reach out to us at info@indianphilanthropy.org

Section I: Understand Your Giving Mindset

1. Exploring Your Giving Inspirations

Philanthropy has the power to champion long-term social change by investing in the welfare of people. Jamsetji Nusserwanji Tata, the father of India’s institutional philanthropy, Azim Premji, a stalwart philanthropist who has contributed significantly to India’s education, as well as Bill Gates, whose foundation has positively transformed global health, have proven that with their open-handed giving and vision for a better world. In the philanthropic world, these individuals serve as role models whose work encourages others to give more, sooner and better.

1.1 Who is the inspiration behind your philanthropy? Why has their philanthropic journey inspired you?

2. Exploring Your Philanthropic Motivations

As discussed in **Chapter 4**, some people turn to philanthropy because they value equity and inclusion and believe their privilege obliges them to help those not as lucky as them. Others are passionate about solving socio-economic problems. Whatever each giver’s motivation, it’s triggered by the values most important to them.

2.1 What are the top three motivations for you to give?

Choose/Tick all relevant options.

- ☐ Giving Back to Society
- ☐ Fulfilling a Sense of Duty
- ☐ Carrying a Legacy Forward
- ☐ Creating a Legacy
- ☐ Contributing to Nation-Building
- ☐ Experiencing the Joy of Giving
- ☐ Using Entrepreneurial Skills to Solve Social Problems
- ☐ Connecting with Like-Minded Individuals
- ☐ Other

3. Your Philosophy of Giving

In **Chapter 6**, we discussed how philanthropists are guided by different philosophies. These philosophies reflect a philanthropist's approach towards making a meaningful impact through their giving.

3.1 Which philosophies of giving resonate with you the most?

Choose/Tick the options most relevant to you, wherever applicable. You can refer to **Chapter 6** to understand how philanthropists align with different philosophies, which ultimately guide their approach to giving.

a. Focus of Giving

- ☐ I prefer to focus my giving on a single cause
- ☐ I prefer to focus my giving on multiple causes (Diffused approach)
- ☐ I prefer to focus my giving on a portfolio of causes, in a systematic manner (Portfolio approach)

b. Approach Towards Giving

- ☐ I prefer to engage in trust-based philanthropy
- ☐ I prefer to engage in outcome-based philanthropy

c. Duration of Support

- ☐ I prefer to give one-time support
- ☐ I prefer to give support for a short / defined period of time, after which I expect the NPO to sustain its operations
- ☐ I prefer to give support / fund organisations for as long as needed / in perpetuity, without setting a timeline

d. Type of Solution

- ☐ I prefer solutions which have proven impact and pre-existing evidence
- ☐ I prefer solutions that are new, experimental and innovative

e. Time to Impact

- ☐ I prefer to give to solutions that create immediate impact
- ☐ I prefer to give to solutions that create impact in the short to medium term
- ☐ I prefer to give to solutions that create long-term impact

f. Type of Impact

- ☐ I prefer to give to solutions that can create tangible and measurable impact
- ☐ I prefer to give to solutions that create long-term impact, which may be indirect and not always measurable

g. Scale of Impact

- ☐ I prefer to see targeted and deep impact for a well-defined set of beneficiaries
- ☐ I prefer to see large and population-level scale of impact

4. Family Support for Business

Family support is a major factor for Indian philanthropists, as their loved ones give them encouragement as well as a shared sense of purpose. Engaging the whole family in one’s philanthropic pursuits can foster a culture of giving and compassion that transcends generations and aids crucial decision-making around wealth allocation.

4.1 How does your family feel about philanthropy?

Choose/Tick all relevant options.

Family Members	They are supportive of my decision to give	They are neutral about my decision to give	They are against my decision to give
Spouse / Partner			
Parents			
Child			
Child			
Other Family Member			

5. Challenges to Your Philanthropic Giving

The desire to do philanthropy does not always translate into action owing to challenges faced by givers at different stages of their philanthropic journey.

5.1 What, according to you, are the key barriers to your structured and sustained giving?

Choose/Tick all relevant options for each challenge listed below. You can refer to **Chapter 5** to understand how other givers view these challenges and navigate them.

a. Personal reasons that may prevent greater giving					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
CSR is my way of engaging with philanthropy					
I am already paying taxes. The government is responsible for socio-economic development					
I do not have the time to engage in philanthropy					
I am awaiting liquidity; hence I cannot engage in philanthropy					

b. Structural reasons that may prevent greater giving					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have not found the right organisations to commit to / partner with					
I have not found giving opportunities of scale					
There is no structured knowledge for informed decision-making					
Non-profits do not think strategically enough. Their work doesn't inspire confidence					

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Non-profits do not report credible outcomes well					
I cannot support an organisation forever, and exiting will cause disruptions for them					
The regulatory regime surrounding philanthropy is not conducive to giving					

c. Cultural challenges that may prevent greater giving					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The conversation around philanthropy is limited in India, unlike in the US where philanthropy is the expected norm					
In India, there is a culture to preserve wealth for future generations					
India does not celebrate givers					

Please mention any other challenges (not mentioned above) which, according to you, prevent your greater personal giving

6. Articulation of Your Philanthropic Identity

A key insight from our report is that givers can be categorised into distinct philanthropic archetypes (as discussed in Chapter 2). While givers may personify different archetypes at different stages of their giving journey, they often have one dominant persona. Identifying your philanthropic archetype is essential to shaping the future direction of your giving.

6.1 Which archetype do you identify with today?

Choose/Tick all relevant options. You can choose more than one, if you like.

Inspiration Seekers

These are individuals on the verge of starting their philanthropic journey. They are most likely engaged in Corporate Social Responsibility (CSR) activities and/or dedicate some resources to donate for spontaneous philanthropy or to respond to calamities. They are currently not personally involved in philanthropy in a sustained manner.

Emerging Givers

These are individuals who have already embarked on their philanthropic journey and regularly allocate at least a small percentage of their financial resources / Treasure to philanthropy but are yet to evolve their giving philosophy or get personally involved.

Strategic Enablers

These are individuals who give generously of their time, talent and ties to philanthropy, which is their main mode of engagement. They are passionate givers who get personally involved and work to stimulate the broader philanthropic ecosystem.

Cause Champions

These are individuals who are deeply committed to one or more select causes or communities. They get personally involved and give their Time, Talent, Ties as well as financial resources / Treasure generously, but in a very concentrated manner to their focus area / organisation. They are evangelisers for their chosen cause, but may or may not choose to evangelise for the cause of philanthropy in general.

Core Givers

These are individuals who are committed, long-term funders of NPOs and form the backbone of the funding for the social sector. They give substantial financial resources / Treasure and also try to help in other ways for the causes and organisations that align with their philanthropic vision. They are most likely to fund a variety of NPOs.

Rainmakers

These individuals work to change sub-optimal systems holistically rather than fix solitary problems. They experiment with multiple models, methods and solutions and then try and scale what works. They give freely of their Treasure / monetary contributions as well as their Time, Talent and Ties. They evangelise passionately for philanthropy to the extent that their philanthropic identity is often their most cherished identity.

If you feel that your philanthropic persona does not match with any of the archetypes mentioned above, please articulate your current persona below:

Section II: Aligning Your Giving Portfolio With Your Philanthropic Vision

1. Your Philanthropic Vision

No matter where you are in your philanthropic journey, there is scope to broaden the vision and impact of your giving. Articulating the kind of change that you aspire to see in your philanthropic journey will help you move from inspiration to impact in your giving. Before mapping your current and future portfolio, it is important to set a North Star for your philanthropy, as you can be an architect of change only once you've understood exactly what sort of change you're looking for.

1.1 What is your vision for your philanthropy in the coming future?

Please use the space below to articulate how you wish to see your philanthropic legacy evolve.

Once you know what drives your giving and what your vision is, it is essential to take stock of your current philanthropic portfolio. Identifying the causes and organisations you give to or support, the vehicles you leverage and the depth of your involvement is the first step in broadening the scope of your philanthropy. The following exercise will give you vital insights into the current state of your giving, while also prompting you to think about how you would like to see this portfolio evolve in the future so that it aligns with your vision.

2. Your Giving Causes

The causes or sectors that a philanthropist chooses to support form the building blocks of their giving portfolio.

2.1 Which causes do you currently support? How would you like these choices to evolve in the near future (next 3-5 years)?

Fill in your current preferred causes and future causes below. You can refer to **Chapter 6** for this, or use this indicative list to choose.

Indicative List of Causes	Current Portfolio of Causes	Future Portfolio of Causes (next 3-5 yrs)
Animal Rights		
Arts & Culture		
Age-specific Causes (Children, Youth, Elderly)		
Disability & Special Needs		
Economy & Infrastructure		
Education		
Environment, Sustainability & Climate Change		
Food Security & Agriculture		
Gender-related Causes		
Governance & Public Service Delivery		
Healthcare		
Legal / Judicial Reform		
Poverty Alleviation		
Rural Development & Livelihood		
Science & Technology		
Skilling, Employment & Entrepreneurship		
Social Justice & Human Rights		
Sports		
Urban Development & Livelihood		
Water, Sanitation & Hygiene (WASH)		
Others		

3. Your Giving Vehicles

As discussed in **Chapter 8**, various vehicles of giving exist in the Indian philanthropic ecosystem. Philanthropists can experiment with multiple vehicles to diversify their giving portfolios.

3.1 Which giving vehicles do you currently use? Which giving vehicles would you like to expand to in the near future (next 3-5 years)?

For details on each vehicle, please refer to **Chapter 8**.

Giving Vehicles	Current Portfolio	Future Portfolio (next 3-5 yrs)
Direct Grant-Making		
Grant-Making Foundation		
Operating Foundation		
Collaboratives		
Collective Philanthropy		
Other Vehicles		

4. Your Quantum of Giving

Any philanthropic action requires decision-making around the quantum of giving. Some philanthropists give a percentage of their annual income, a fixed quantum of money annually or a percentage of the income earned on assets. Others give a percentage of their wealth to charitable causes, either during their lifetime or in their will.

4.1 What is your current annual quantum of giving for philanthropy? How do you see your quantum of giving evolving in the near future (next 3-5 years)?

Please fill below.

Current Annual Quantum (in INR/USD)	Future Annual Quantum (in INR/USD) (next 3-5 yrs)



4.2 How do you currently benchmark your annual quantum of giving for philanthropy? How would you like to benchmark this in the near future (next 3-5 years)?

Choose/Tick more than one option, if you like.

Benchmarks of Giving	Current Quantum	Future Quantum (next 3-5 yrs)
As a w of total wealth and assets		
As a percentage of annual income / cash flow		
As a fixed annual budget		
As a portion of investment returns earmarked for philanthropy		
Any other benchmark (Please fill)		

5. Current Sector-Wise Resource Allocation

Mapping your sector-wise allocation is important to see whether your current resource allocation aligns with your vision for creating impact in a certain sector. It is also the first step towards thinking about whether you wish to re-balance this allocation in the near future.

5.1 What is your current annual sector / cause-wise contribution in terms of Treasure (financial contribution)? How would you like this sector-wise allocation to evolve in the near future (next 3-5 years)?

Please use the table below to fill your current and future sector / cause-wise annual philanthropic financial contribution.

Sector / Cause	Current Annual Treasure (Financial) Contribution (in INR/USD)	Future (next 3-5 yrs) Annual Treasure (Financial) Contribution (in INR/USD)
Animal Rights		
Arts & Culture		

Sector / Cause	Current Annual Treasure (Financial) Contribution (in INR/USD)	Future (next 3-5 yrs) Annual Treasure (Financial) Contribution (in INR/USD)
Age-specific Causes		
(Children, Youth, Elderly)		
Disability & Special Needs		
Economy & Infrastructure		
Education		
Environment, Sustainability &		
Climate Change		
Food Security & Agriculture		
Gender-related Causes		
Governance & Public		
Service Delivery		
Healthcare		
Legal / Judicial Reform		
Poverty Alleviation		
Rural Development & Livelihood		
Science & Technology		
Skilling, Employment &		
Entrepreneurship		
Social Justice & Human Rights		
Sports		
Urban Development & Livelihood		
Water, Sanitation & Hygiene (WASH)		
Others		

If you would like to discuss your responses and explore ways to enhance the impact of your philanthropy or access a more detailed version of this workbook, please contact us at info@indianphilanthropy.org. You can also consider revisiting this workbook periodically to track your progress and refine your goals. We look forward to collaborating with you to catalyse strategic philanthropy in India.



Please use the space below to capture any additional reflections or thoughts:

Area for additional reflections or thoughts, consisting of multiple horizontal dashed lines.

Call to Action

India's socio-economic transformation requires immediate acceleration. The time is ripe for Indian wealth creators to use their funds, skills, expertise and networks to create lasting positive outcomes for all by giving more, sooner and better. To build an equitable, sustainable and forward-looking India, philanthropists need to not only increase and broaden their current giving, but also to adopt newer, more systematic and systemic approaches to their giving.

Based on the insights gleaned from our study, we recommend three actionable steps to advance effective giving at an individual level, while also playing a significant role in transforming the larger philanthropic ecosystem.

1. Step It Up

For their own personal philanthropy, givers need to increase the overall quantum of their contributions, be it financial or non-financial. Giving more of their Time, Talent and Ties can be as transformative as financial contributions, creating a richer and more engaged philanthropic experience.

2. Scale It Up

Philanthropists must be bolder and think bigger about the impact of their giving, broadening the scope and diversifying their approach as well as portfolio. Givers can choose to explore a systems-change lens for their own giving, finding and funding ways to address root causes. They must also leverage the ecosystem players to build scale and impact more communities. Scaling up philanthropy is not just about giving more money; it's about acting with greater ambition and intentionality, aligning actions with a strategic understanding of impact and societal needs.

3. Show Up

For evolved philanthropists, now is the time to go beyond their personal journey, assume wider responsibility and evangelise for philanthropy. By sharing their narrative with openness and passion, givers can attract other wealth creators to join India's philanthropic movement. It's no longer about their personal philanthropy; it's about encouraging philanthropy in others and fostering a culture of giving that transcends individual efforts.

It's time for India's wealth creators to collaborate and contribute to nation-building through meaningful and compassionate giving. It's a call to action that goes beyond individual efforts. Philanthropists need to unite in a shared commitment to elevate the landscape of giving in India.

Come, join the movement.

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34. If you find this intriguing and would like to know more, get in touch with us at info@indianphilanthropy.org
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39. Some of the pros and cons of DAFs as compared to direct grant-making and grant-making foundation are:

	Direct Grant-Making	Private Foundation	Donor-Advised Funds
PROS	<ul style="list-style-type: none"> • Easiest and fastest with direct control over fund distribution, giving unrestricted flexibility to the giving process • Has immediate impact by directly contributing, sans intermediary, to beneficiaries • Incurs no setup costs and legal requirements with marginal administrative costs compared to an entity such as a foundation or DAF 	<ul style="list-style-type: none"> • Allows control and flexibility on defining philanthropy goals and strategies, including fund use and cause selection • Able to build a team of professionals, practitioners and subject matter experts for competent management of operations such as fund allocation and legal and ethical compliance • Establishes perpetuity in philanthropic mission carrying a lasting impact, beyond one's lifetime 	<ul style="list-style-type: none"> • Low setup and administrative costs make it easy and inexpensive to establish • Provide a streamlined giving process – variety of assets contributed with flexibility in funding chosen charities over time • Freedom from administrative tasks, investment management and due diligence on charities • Allows discretion – maintain anonymity, involve family members

	Direct Grant-Making	Private Foundation	Donor-Advised Funds
CONS	<ul style="list-style-type: none"> • Lack of a structured approach or long-term strategy to philanthropy • Limited capacity to manage with the diligence on solicitations and requests for donations • Limited control over effective use of funds granted to causes and due diligence on recipients 	<ul style="list-style-type: none"> • Setting up and running a foundation can be expensive and exacting, requiring legal and administrative expertise in compliance, operations and management 	<ul style="list-style-type: none"> • Finite control over investments and grant-making decisions • Limited ability to build a philanthropy team, infrastructure or legacy

40. AIP secondary research

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