

# Evolving **Social Funding Landscape** in India

A Perspective on Funding Sources  
for Developmental Organizations



## ABOUT CHARITIES AID FOUNDATION (CAF) INDIA

We are a not-for-profit organization working to make giving more effective and NGOs more successful. Established in 1998, we have been operating in the NGO sector for over two decades. We promote and support all social development causes that positions us uniquely to address a wide spectrum of issues for our donors. Our dedicated team of experts bring development sector knowledge and experience to create a better ecosystem for giving in India. We provide strategic management support to companies, foundations, individuals, and institutions with an aim to ensure greater impact of the philanthropic and CSR investments. With over 5,200 not-for-profit partners across India, CAF India envisages a society committed to transform lives and communities. Every year, CAF India manages over 750 grants and supports 600 NGOs on multi-sectoral projects across 27 states of India.

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Disclaimer: CAF India Centre for Research and Knowledge serves the developmental sector on independent, policy-relevant research and analysis on the opportunities and challenges of philanthropic sector. This publication has been prepared by Charities Aid Foundation (CAF) India for collating outcomes of survey conducted with 82 organizations. The publication is an outcome of survey results and the contents are in reference to the information shared by respective organizations.

CAF India does not hold an institutional view on any subject.

## ACKNOWLEDGEMENT

CAF India would like to thank all the 82 organizations who participated in the survey whose valuable insights have formed the core of this report. The scope of this study required comprehensive inputs from not-for-profit organisations working across the range of issues, geographies, and sizes. We hope that this research is able to help them augment the good work they have done in the development sector. We thank our research team, Dr. Bhawna Anjaly and Zishan Shah for accomplishing this report. Furthermore, we are particularly grateful to Anindita Datta Choudhury for editing this report and Manish Rawat for the work on designing the report.

## FOREWORD

Since the inclusion of Corporate Social Responsibility (CSR) section mentioned in the Companies Act of India in 2014, the landscape of the developmental funding has drastically evolved. Funding in the development sector was earlier dominated by multilateral agencies. The space is now being taken over by corporate funding. Corporations, through their CSR projects are driving the social development in every corner of the country.

The evolving CSR regulations, government's priorities, coupled with the aspirations of new generation of philanthropists, who are committed to address grassroots challenges has led to a shift in the ways of working among not-for-profit organizations.

Not-for-profits are now relying heavily on CSR funds from corporations. Over the past five years companies have invested more than ₹50,000 crore in the development sector. Building basic infrastructure and conducive policies for philanthropy in a country with over 3 million registered not-for-profits is a challenging and daunting task, but is much needed. The foremost challenge is to accept the role of not-for-profits in building the social fabric of the country and addressing some of the most pressing social issues and achieving SDGs by 2030. The other challenge is to create a thriving environment for not-for-profits and support philanthropic infrastructure to increase its reach and impact. Finally, it is important to ensure a consistent flow of resources to not-for-profits.

CAF India is committed to address these challenges and the crucial aspect is to understand and build deeper knowledge on the landscape of the funding. This is what we aim to achieve through this research. In our research, we looked at 82 not-for-profit organisations of all sizes, both Indian and international to understand how diversified their revenue sources were. Through this study we are looking at the variations in funding sources over the course of the past three years. Furthermore, we should be able to identify areas of structural, infrastructural and policy changes needed in the country to create a more thriving ecosystem for not-for-profits in India.

**Meenakshi Batra**  
CEO, CAF India

## EXECUTIVE SUMMARY

There has been strong focus on financial sustainability of the not-for-profits as evident from the number of requests on resource mobilization, CAF India received on a regular basis. We have been building capacities of not-for-profits and mobilising resources for the past two decades. It is our continuous endeavour to serve our not-for-profit partners and nurture the culture of giving in India.

Keeping this in mind, CAF India commissioned this research study. The study aims to build a deeper understanding of the funding landscape in the data deprived development sector. It also aspires to facilitate data driven resource mobilization decision making by the organisations operating in the sector. The research identifies the volume, composition and trends of the financial resources available to not-for-profits in India.

Overall, the development funding landscape is growing at a steady rate, but the funding received by the surveyed organisation has been volatile. The survey covered 82 organisations, with 18 organisations with a revenue less than ₹1 crore; 38 organisations with revenues between ₹1 crore to ₹10 crores; and 26 organisations with revenue of more than ₹10 crores. These organisations received significant funding in the financial year 2018-2019, which stands at staggering ₹1,162 crores or \$166 million. Interestingly, 40 percent of the reported revenue is generated from CSR fund. Furthermore, the surveyed organisations employ over 17,000 people, indicative of the kind of employment not-for-profits can generate when they have access to a consistent source of funding.

There is a strong focus on financial diversification to mitigate the financial risk of depending on a few sources of revenue as 65 percent of the organisations have more the three sources of funding. Over 90 percent of the surveyed organisations received CSR funding, closely followed by individual donors at 76 percent and government funding at 53 percent. Additionally, these organizations are also exploring non-traditional sources of funding such as, workplace giving and crowdfunding. However, only 32 percent of the surveyed organisations are registered with employee giving platforms. There is a further need to explore contributions from diaspora and high-net-worth-individuals (HNI). Only 11 percent of NGOs received contributions from the Indian diaspora and 22 percent NGOs received donations from HNIs.

There has been a significant increase in funding received from multilateral agencies to the surveyed organizations. It rose more than 400 percent in the financial year 2018-2019 within one year. At the same time, government grants have been plunging in the development sector from ₹132 crore in 2016-2017 to ₹59 crore in 2018-2019. Furthermore, public sector undertakings contribution to the surveyed agencies is growing significantly from over ₹7 crore in 2016-2017 to ₹23 crore in 2018-2019.

The development sector continues to evolve in India through CSR, individuals giving, multilateral agencies, institutional funding, and government grants -- all at a different pace and scale. There is a dire need to build capacity of organizations' to cater to the growing need of corporates, design a conducive policies and regulations, provide infrastructural support specially incorporating technological solutions, and bring more transparency and accountability to the sector.

We at CAF India continue to nurture the culture of giving in India through our capacity building initiatives, technological solutions to individual and corporate giving, and assisting government in designing policies and regulations for a thriving ecosystem. This study is an attempt with the same intent to provide data for improved decision-making by the relevant stakeholders. We hope this report provides encouragement and support for the overall betterment of the sector.

**Research Team**

CAF India

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## INTRODUCTION

For long, the development sector had an image, of a typical ideology, lifestyle and work environment. It supposedly comprised 'self-sacrificing people with low aspirations'. Their work lacked planning, documentation and quantifiable impact. This image had made the sector low on attracting talent as well as funding. Apart from few business houses who were pursuing philanthropy with their limited resources and vision, there were no other organisations working in this space. Consequentially, most of the interventions were short-term, one-time solutions which did not aim to eradicate the root cause.

However, in the past few years, there has been a paradigm shift in the way the philanthropic sector is perceived. With the introduction of Corporate Social Responsibility (CSR) regulations in 2014, advent of social enterprises, and increased impact driven investment, the sector is growing significantly. The changes under section 135 of the Companies Act, 2013 ensured that the inflow of funds in the development sector becomes steady, predictable and structured. The involvement of corporate and impact investors called for better accountability and quantification of the impact. These changes resulted in increased accountability, efficiency, and impact of the philanthropic investments.

The new wave of social enterprises also brought various business and operational models along with much needed innovations in offerings and practices to the development sector. They also helped in improving the structures and processes of delivery, thus bringing in the market dynamics and internal competition to improve the situation.

Today, the investment in the sector has increased significantly. NGOs are experimenting with their fundraising strategies. Some of them are developing a portfolio of various funding sources, a move towards financial sustainability and increase the inflow of funds. However, large number of such organization are struggling with the capacity to raise resources. They are still trying to figure out reliable sources of funding for long-term financial sustainability. In such scenarios, information becomes critical for deciding where one should invest their limited time and resources for sustainable funding.



To fulfil this need for information, 'Charities Aid Foundation' (CAF) India decided to conduct a research on the funding landscape of the development sector. This report is a culmination of this research. It explores various funding sources used by developmental organizations along with the trend of inflow of funds in the past three financial years. The objective of the endeavor is to support NGOs in identifying sources of funding that can match their needs. It also aspires to provide recommendations to the policy makers for increasing the stability, sustainability and long-term change in the sector's funding narrative.

## CURRENT LANDSCAPE

The philanthropic sector in India is thriving. Both, domestic and individual philanthropy; CSR funding; evolving CSR laws, have given the sector a boost that has accelerated the investment. The development sector funding has grown steadily at 11 percent in the past five years<sup>1</sup>, between 2014 and 2018. Individual philanthropy has grown at the rate of 21 percent over the past five years<sup>2</sup>. At the end of last year (2018), funding in India was ₹2.8 lakh crore<sup>3</sup>.

This funding surge is transforming the sector and bringing certain amount of stability and maturity in the systems, processes and growth pattern. The advent of social enterprises has also contributed the innovations such as, new products and services, business models, operational efficiency, delivery mechanism, and

scalable solutions. Along with newer avenues of impact creation, the sector is recognising several other sources of funding. Some of these sources are utilising technology to make

**Expenditure Deficit**  
Companies That Did Haven't Spent as Per CSR Mandate

	Company	Amount to be spent	Amount Unspent	% Unspent
FY2018-19	TCS	542.00	108.00	19.93
	Hindustan Zinc	203.93	73.75	36.16
	Kotak Mahindra Bank	96.27	59.72	62.03
	Yes Bank	95.58	41.80	43.73
	Zee Entertainment	39.71	17.02	42.86
FY2017-18	Bharti Airtel	214.62	190.09	88.57
	REC	161.95	112.50	69.47
	Hindustan Zinc	189.64	97.46	51.39
	TCS	497.00	97.00	19.52
	Kotak Mahindra Bank	73.97	47.57	64.31

(Figures in ₹ crore) Source: nseinfobase.com

<sup>1</sup> Bain & Company's 'India Philanthropy Report 2019 - Embracing the field approach to achieve India's Sustainable Development Goals', Bain & Company's 'India Philanthropy Report 2019 - Embracing the field approach to achieve India's Sustainable Development Goals', retrieved on 25<sup>th</sup> Nov.'19 from [https://www.business-standard.com/article/pti-stories/social-sector-funding-has-grown-11-over-the-past-5-years-between-2014-and-2018-funding-by-individual-philanthropists-grew-by-21-in-the-same-period-119031100383\\_1.html](https://www.business-standard.com/article/pti-stories/social-sector-funding-has-grown-11-over-the-past-5-years-between-2014-and-2018-funding-by-individual-philanthropists-grew-by-21-in-the-same-period-119031100383_1.html)

<sup>2</sup> ibid

<sup>3</sup> SIDBI (2019). SOCIAL SECTOR FUNDING – AN EYE ON IMPACT, retrieved on 25<sup>th</sup> Nov.'19 from <https://sidbi.in/en/articles/optimism-article-page/132>

the existing sources more efficient or increase their outreach. While others are creating newer opportunities of funds.

At present a handful of NGOs are exploring new sources of funding. Most of the NGOs are relying on the traditional sources, even though they may not be that effective or sustainable. However, before propagating new funding sources to the NGOs, they need to be investigated for their effectiveness and future potential for creating positive impact. It is also important to examine their viability and consistency. This examination will provide evidences for NGOs to strategically plan their limited resources for fundraising. Additionally, this study also provides recommendations to the donors in identifying convenient and effective ways to support NGOs for long term sustainable impact.

However, receiving funds for projects is not enough for creating or scaling impact. Most of the NGOs do not have the capacity to absorb such funds. As an evidence of the fact the adjacent figure shows that in last two financial years' high percentage of CSR money remain unspent. The companies mentioned partner NGOs 'inability to spend the funds' as one of the reasons. This data brings our attention to the fact that to improve the funding landscape, just fundraising is not enough, there is a need to have provisions to make organizations fund-ready. This requires examining the potential of each funding source, their current contribution along with some indication of their consistency in future.

This report aims to substantiate that organisations have to be future-ready as the funding is growing on a year-on-year basis. Also, the recent changes to the Companies Act, have ensured consistency in funding and investment in innovation and sustainability of the developmental sector.

## PURPOSE AND SCOPE OF THE SURVEY

The purpose of the study is to identify diversification of funding sources of not-for-profits to improve our stakeholders' strategies for resource mobilisation.

Through this study we analysed variations in developmental funding over the course of the past three financial years. This was a quantitative enquiry on the funding landscape of the developmental organisations in the country. The study gathered data through a



structured questionnaire with a combination of open and close-ended questions on different funding sources. A detailed questionnaire was shared with 200 NGOs. Due to paucity of time and detailed nature of the questionnaire, we could gather 82 acceptable responses. These responses were from organisations of various sizes. We surveyed 18 organizations with revenue less than ₹1 crore; 38 organisations with revenue between ₹1 crore to ₹10 crore; and 26 organisations with revenue more than ₹10 crore.

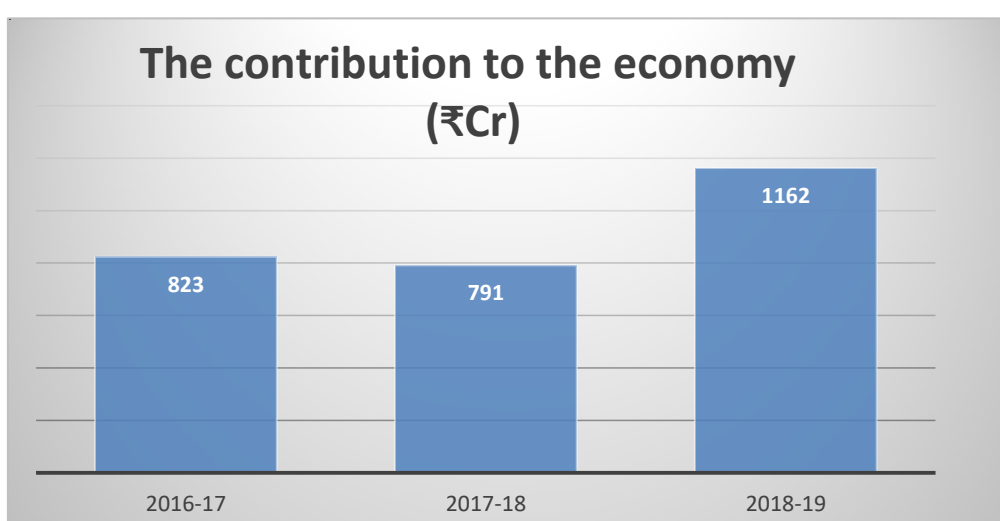
This report provides the trends in the availability of funds for the NGOs and various sources of funds at their disposal. It also explores the potential influencers of the funding decisions made by the organization.

## ANALYSIS

The report presents the analysis of the data retrieved from the respondent NGOs.

### Contribution to the economy

As per government data<sup>4</sup>, a total of 23,176 NGOs received ₹15,329.16 crore during 2016-17. The data in this report, comprises 82 not-for-profits, whose contribution is close to ₹1,162 crore or US\$166 million to the Indian economy in the financial year 2018-19. This exhibits the alignment of the data-trend from both sources.



In addition to above, these organisations provided employment to nearly 17,000 people directly in the financial year 2018-2019. As evident from the numbers above, the contribution of a meagre 82 NGOs to the Indian economy is rather significant. Therefore, there is a strong case for inclusion of the monetary contribution made by the development sector while calculating the GDP. It will not only increase the acceptability of the development sector as legitimate organized contributor with accurate measurement of the contribution.

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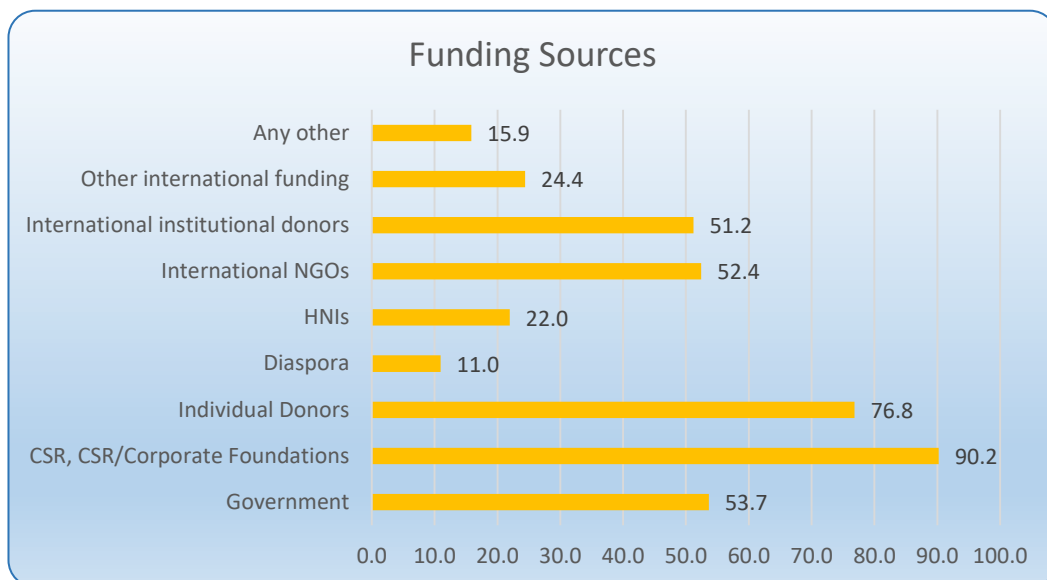
<sup>4</sup> Retrieved on 19<sup>th</sup> Nov.'19 from [//economictimes.indiatimes.com/articleshow/67574922.cms?from=mdr&utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](http://economictimes.indiatimes.com/articleshow/67574922.cms?from=mdr&utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)

## Sources of funding

The study had nine sources of potential funding listed in the questionnaire. As the table below indicates that majority (65 percent) of the NGOs have raised funds from three to five sources. The research highlighted that the organisations are continuously striving to diversify their revenue sources to mitigate financial risk. Additionally, organisations are opting for new funding tools, which include payroll giving and crowdfunding.

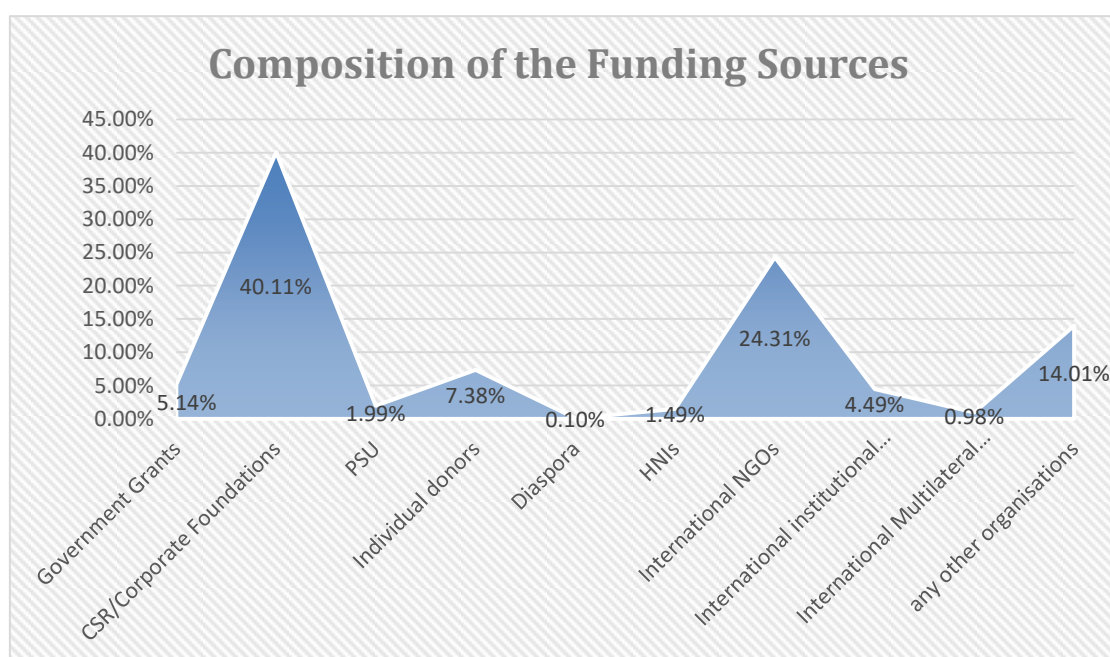
Sources of funding	Percent of NGOs
2 and less	18
3 to 5	65
more than 5	17

In the research we found that there were very few organizations which are successful in raising funds from eight or nine funding sources. A study of their strategy, to engage with various stakeholders, may yield some insights on their engagement strategy.



Majority of the organizations (90 percent) received funding through CSR, closely followed by individual donors (77 percent). Interestingly, diaspora funding is at the bottom-end of the revenue sources, only eight organizations (9.8 percent) out of 82 surveyed received funding from diaspora. There is further need to develop infrastructure and policies to support diaspora giving in India as there are nearly 17.5 million Indians living abroad (United Nation).

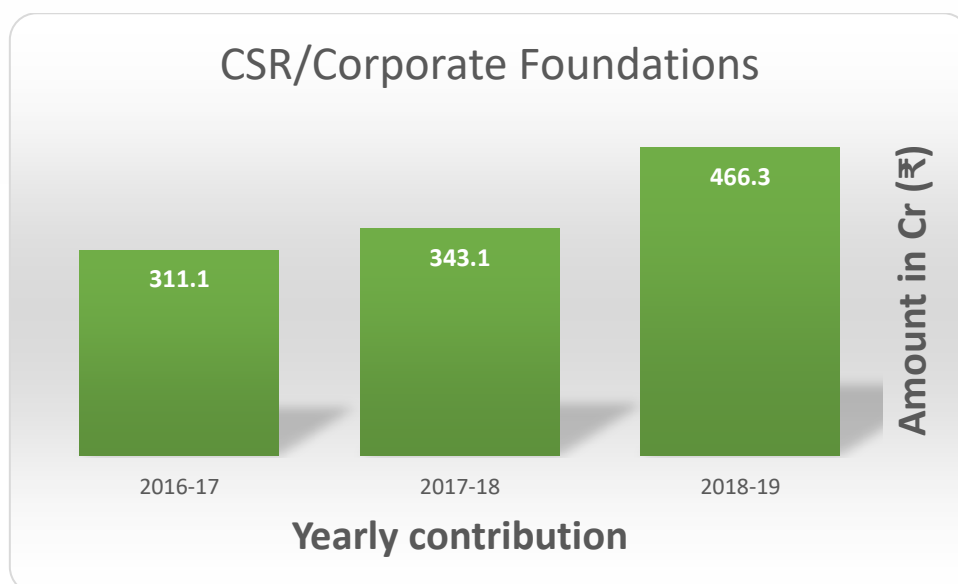
The chart below displays the sector-wide revenue-wise contributions of different sources. Out of total revenue generated by the sector 40% was contributed by CSR.



Though, the number NGOs receiving funding from Government and international NGOs is similar but the amount differs significantly. International NGOs contribute 24% of the total revenue pool, whereas Government grants is only 5% which is less than 7% by the individual giving.

### **CSR/ Corporate Foundation**

With the amendment in the Companies Act, 2013 the flow of CSR funds is increasing every year. The graph below depicts the year-on-year increase in the CSR funds received by the surveyed organization.



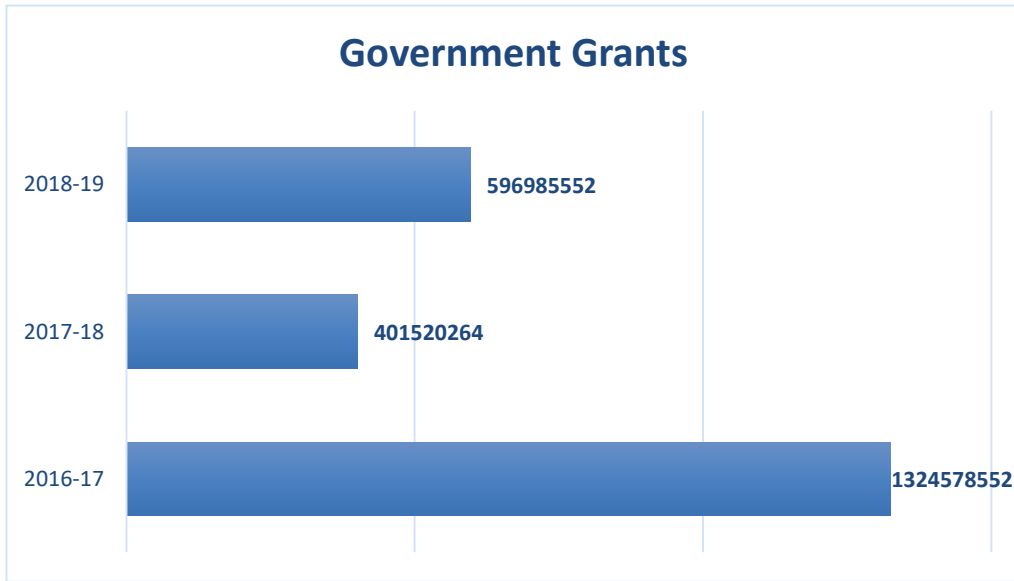
CSR funding to the development sector has grown by 50 percent. But even though, CSR is contributing 40percent of the total revenue, it has the potential to contribute more. As per The Economic Times, in the last financial year, 1,913 companies met the criteria for mandatory CSR spending, out of which 510 companies<sup>5</sup> did not spend their CSR funds completely. The reasons included non-availability of suitable CSR projects, the inability of partner NGOs to spend the fund amongst others. This presents an opportunity for NGOs to increase their scale and design impactful projects.

### **Government Grants**

Government grants have been plummeting for the past few years. The surveyed organisations received nearly ₹132 crore in 2016-2017 and ₹59 crore in 2018-2019. The grants have nearly halved over a period of three years.

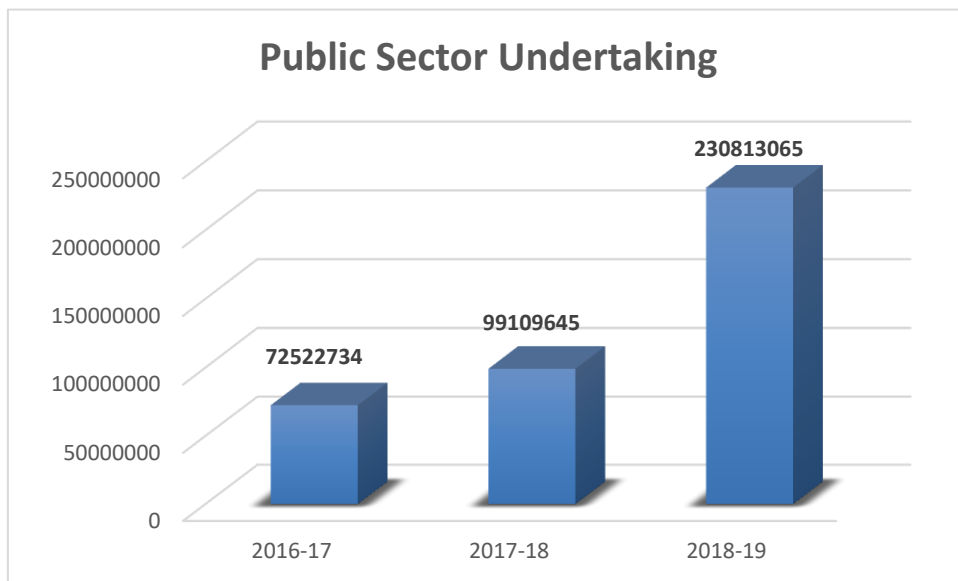
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<sup>5</sup> Retrieved on 20<sup>th</sup> Nov.'19 from [//economictimes.indiatimes.com/articleshow/70563119.cms?from=mdr&utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](http://economictimes.indiatimes.com/articleshow/70563119.cms?from=mdr&utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)



### Public Sector Undertakings (PSUs)

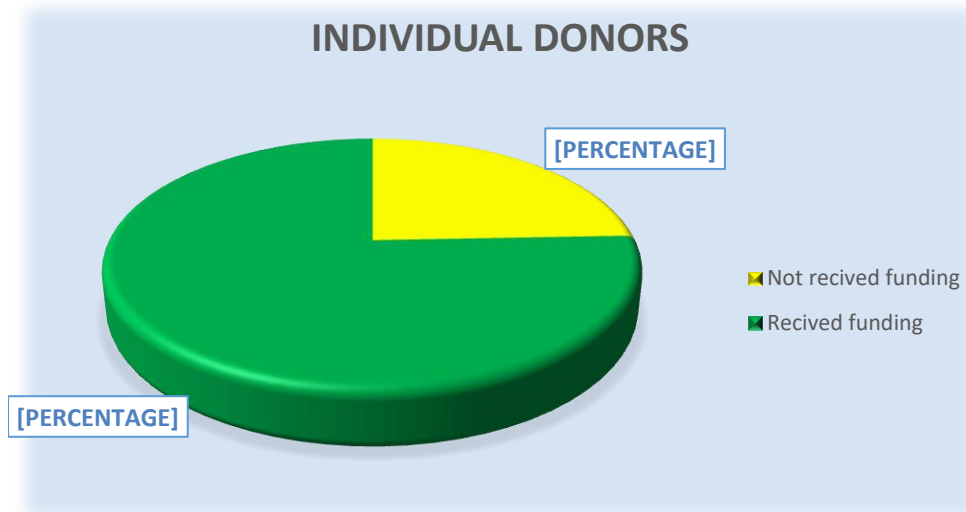
PSUs contribute nearly 30 percent of the total CSR spent in India. However, the contribution to the surveyed organizations has been only 2% as PSUs tend to spend in tandem with government bodies. PSUs contribution to the developmental sector has been growing steadily which is also evident from the survey respondents, who received over ₹23 crores in FY 2018-2019, with a growth rate of 135% over FY2017-2018.





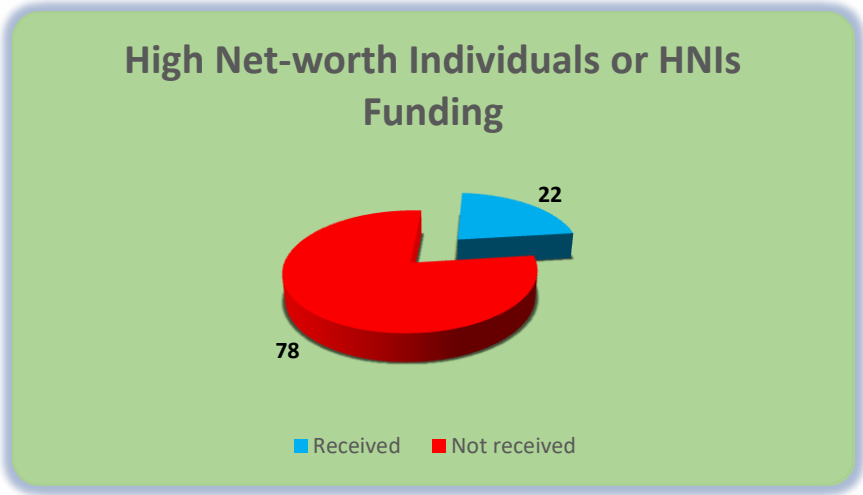
## Individual Funding

The report further finds that the donations by individual donors within in India have ensured that the role of private funding continues to grow. The chart below illustrates majority (75 percent) of the organisations have received individual donations. A total of 1,44,516 individual donors have been report by the surveyed organizations.



We also found that the maximum amount contributed by individual donors stood at ₹1 crore and minimum amount was ₹10. Average of the average amounts is ₹2,75,339 and its median is ₹6,312.5 which highlights the fact that the data is skewed, as 81 percent of the funds come from just 10 organisations. It would be insightful to explore the strategies employed by these organisations for encouraging individual giving in the country.

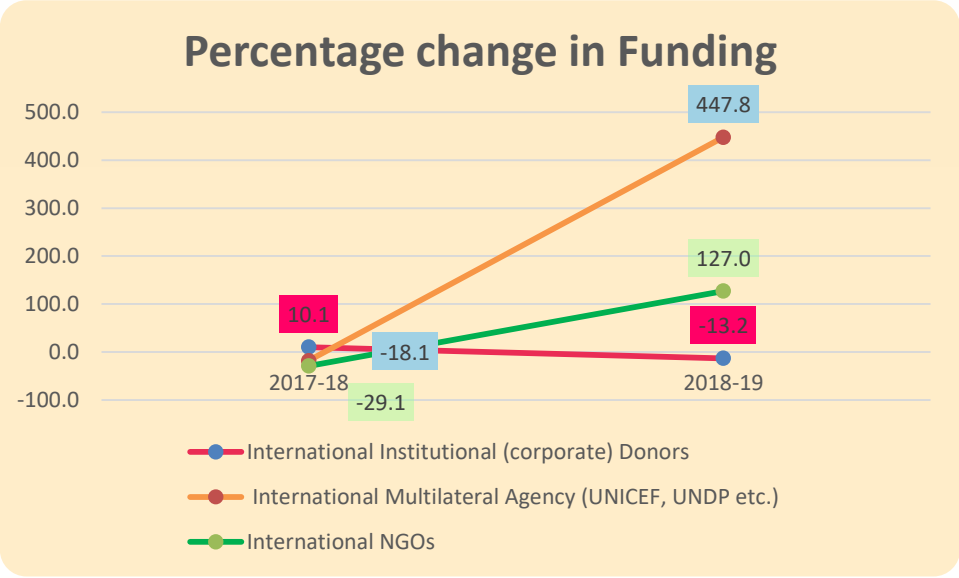
The funding from High Net-worth Individuals (HNIs) has seen fluctuations in the past three financial years. In last financial year, it has increased at the rate of 30 percent, after showing a decline of 16 percent in the previous year.



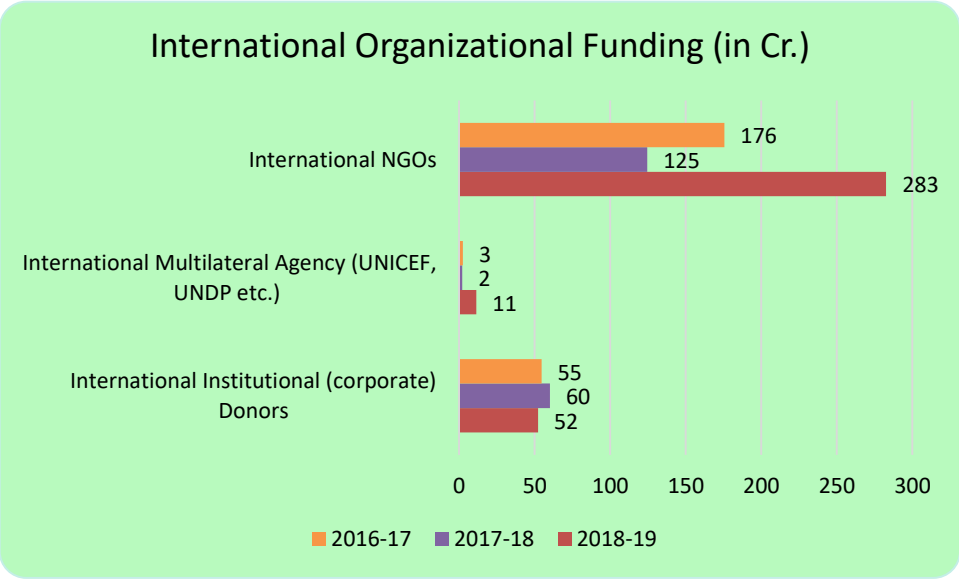
Overall only 22 percent of the respondent organizations have received funding from HNIs. Bain India’s Philanthropy 2019 report also highlighted that there is high potential for the growth of HNI funding in India.

**International funding**

We delineated international funding under three heads: international institutional (corporate) donors, international NGOs, and international multilateral funding. The funding received from the International institutional (corporate) donors is exhibiting a decline. It is the only funding source showing negative growth in the contribution in the financial year 2018-2019. Furthermore, the growth in the FY 2017-2018, was also a meager 10 percent. It accounts for only 4.5 percent of the total revenue generated.



At the same time, the international multilateral agencies have seen more than 400 percent increase in the funds in the year 2018-2019. However, the amount is at only 11crores in comparison to the 52 crores of the international corporates.

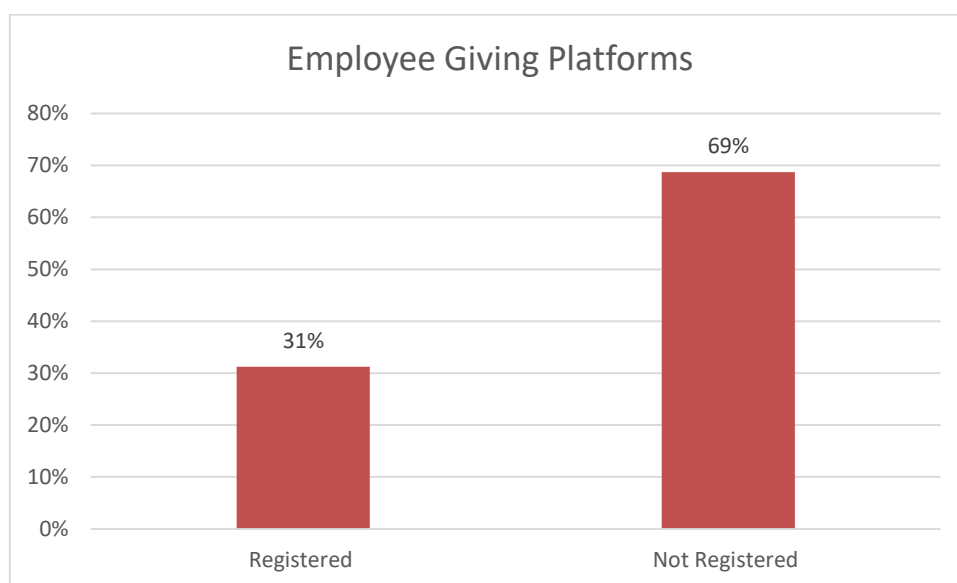


According to the amount the international NGOs have been disbursing the highest amount.

These data points convey that international institutional donors maybe opting for a more hassle-free form of giving through multilateral agencies. The recent change in the FCRA norms could also be responsible for such occurrences.

## **Employee Giving Programme**

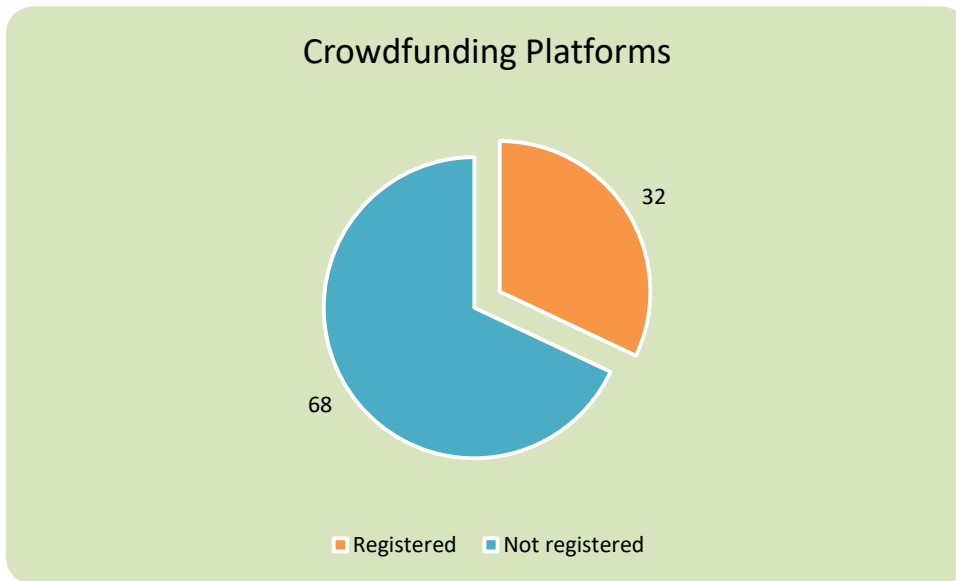
The employee giving programme involves a corporate-level crowdfunding. Here, employees and their respective companies make contributions to a non-profit. Now, with technological intervention, this type is shifting to the online platforms. This has increased the ease of giving for corporates. Yet, 69 percent of the respondents are not registered on any of the payroll giving platform. The most popular platforms, amongst the respondents, are Benevity, Give4Good (CAF India) and Yourcause.



The respondents shared that a total of ₹1.68cr. has been raised through employee giving programmes. But with the increase in disposable income of the young population, this source is bound to grow significantly.

## **Crowdfunding**

Crowdfunding is not a recent phenomenon, however the online crowdfunding platforms are a recent innovation. Digitisation has made it cost effective for NGOs and convenient for donors. Not-for-profit are exploring this new mode of funding. The surveyed organisations raised over ₹2.5crore from crowdfunding platforms like Global Giving and Bit Giving.



Only 32% are registered. This points towards not only lack of awareness but also perceived usefulness of the source. As many who are registered, are either new or have reported less or no income, signifying the fact that a different strategy is required for leveraging this source.

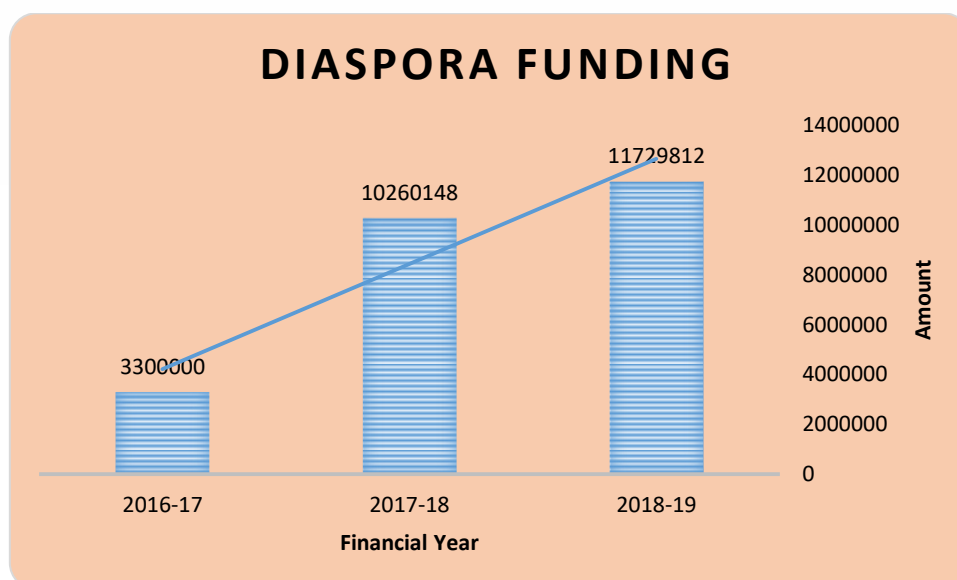
### **Diaspora**

According to the United Nations, India is leading country of origin of international migrants with a 17.5 million strong diaspora<sup>6</sup>. This diaspora remitted nearly US\$80 billion<sup>7</sup> in 2018. Diaspora giving is still at a nascent stage but the scope is immense. India still need to formulate conducive policies to encourage diaspora to invest in the development sector in India. Only 11 percent of our respondents have received funding through diaspora.

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<sup>6</sup> Retrieved on 22<sup>nd</sup> Nov.'19 from <https://economictimes.indiatimes.com/nri/nris-in-news/at-17-5-million-indian-diaspora-largest-in-the-world-un-report/articleshow/71179163.cms>

<sup>7</sup> The World Bank (2018), Accelerated remittances growth to low- and middle-income countries in 2018, Retrieved on 22<sup>nd</sup> Nov.'19 from <https://www.worldbank.org/en/news/press-release/2018/12/08/accelerated-remittances-growth-to-low-and-middle-income-countries-in-2018>



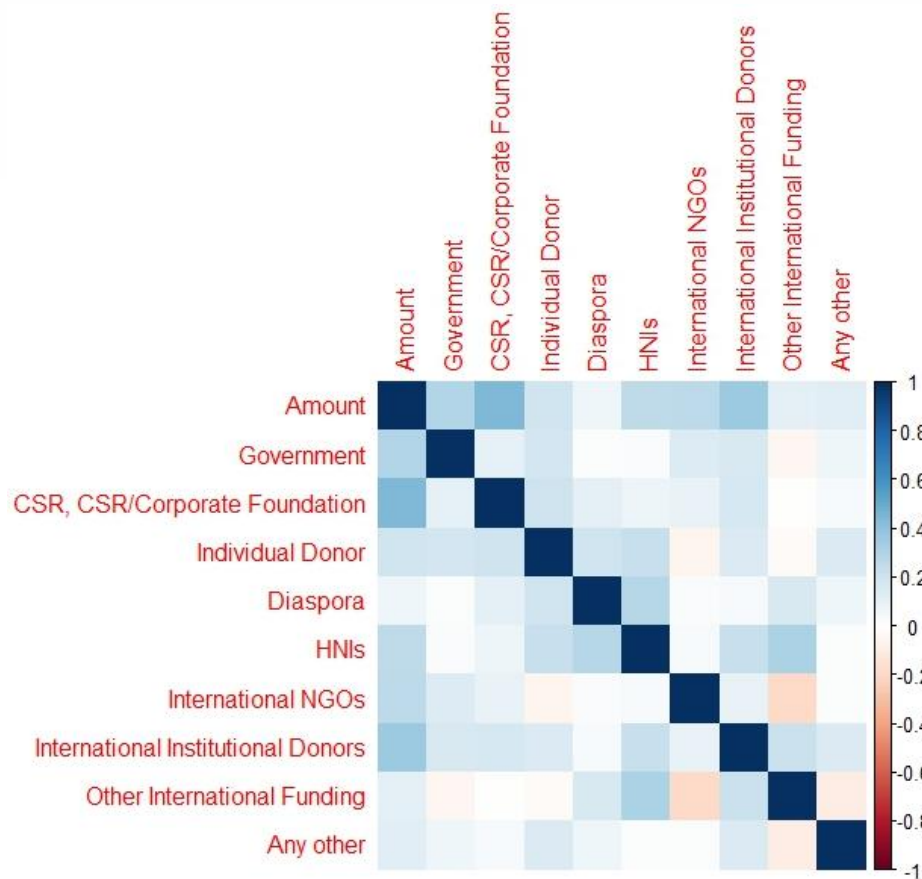
The silver lining is that the diaspora funding has seen year-on-year increase. Further research on strategies to increase the engagement with them would be rewarding.

## INSIGHTS

### Long-term financial planning

There is a dire need for long-term financial planning among not-for-profit of all sizes as the sector is evolving and organizations are expected to have financial accountability.

The graph below shows the visual representation of the correlation between various source of funding and the total amount raised by the NGOs. Through this correlation matrix the strength of the relationships between the identified variables have been presented through a colour code.



According to the colour code, most of the correlations are moderate to weak and positively related. The correlation between amount raised and contribution from CSR are moderately correlated. This means that the amount raised through CSR positively influences the total amount category. Similarly, international Institutional donors (corporates) also exhibit positive influence on the total funding. So, NGOs with bigger revenue get more international corporate funding.

Interestingly, there is a negative correlation between international NGOs and other International funding through multilateral agencies. This means that if the funding through multilateral agencies like UNDP, UNICEF increases, the funds received from International NGOs reduces or vice versa. Similarly, organizations receiving funds from multilateral agencies also doesn't receive much funding from individual donor. The explanation for this could be that generally multilateral agencies provide big projects, which require NGOs to employ most of their resources. Thus, they don't focus on funding from local sources. However, multilateral agencies don't have much influence on the amount raised by the organisations. They work with NGOs, irrespective of their size.

Multilateral agencies do positively correlate with the funding from HNIs and International Corporate. In other words, organizations receiving funding from the multilateral agencies have high chances of receiving fund from the HNIs and International Corporates. Also, the International Corporate have a positive influence the total amount raised.

According to the findings of the report, currently HNI and Diaspora were amongst the least contributors. However, there is a potential to increase their contributes through focused efforts.

## CONCLUSION

This report captures the current trend in the fund-raising, significant funding sources and its impact on the sector. With the increase in the contributions, the development sector is growing and also anticipated to grow faster in the future. The 'close to 50 percent of the growth' in the last financial year could be an indicator of such a beginning. Based on the directives of the Company Act, more and more companies are choosing to contribute their money to CSR.

Data from the report indicates that CSR plays a critical role in the growth story of the social sector. It is an important source of funding used by most of the NGOs. The CSR fund works like a certificate of validity and authenticity of NGOs' work. It opens the door for other type of funding as well. In a nutshell, CSR is and will have a significant impact on the entire funding landscape of the development sector. However, the unspent CSR funds should be seen as lost opportunities. A more realistic and properly planned projects needs to be designed to efficiently utilize this. NGOs, who can manage their budget without much variation, will be viewed by the corporates as preferred partner.

Another major contributor to the sector is International funding. It includes international NGOs, International corporate, multilateral agencies, and the Indian diaspora, which influence each other. Together and individually also, these funding sources have potential to grow and should be included in the funding portfolio. International NGOs are the biggest source amongst these. Therefore, partnering, collaborating and learning from such NGOs could be a strategy to grow.



Further, the research found that some NGOs are more successful in raising funds from the individuals sources like diaspora and HNI. Thus, delving deeper into the practices of these NGOs may yield better strategy to engage with these individual sources. This could be an interesting and useful future research.

Another important trend observed was the advent of newer sources enabled by technological transformation. Be it Crowd Funding platforms or payroll giving programmes, these sources have proved the role of technology and ease of giving can have a substantial impact on the funding. These sectors are emerging as reliable sources of continuous income. However, the technology may take time to mature, affordable, and provide more user-friendly interface. Policy makers would may like to incentivize use of such technology to increase the systematic and formal contributions to the sector.

These growth trends and increased contributions have put the onus on the organizations in the sector to increase transparency and accountability. The support organizations may build capacity of the NGOs to be prepared them for managing bigger projects with standardize processes. They may also design workshops around project planning, outcome-oriented intervention design for scalable or replicate projects with tangible and quantifiable impact.

We expect that that all stakeholders would work together to bring more discipline, efficacy, efficiency, and impact to the sectors. More attempts to be made to bridge the gap between knowledge residing in data and change implemented on ground.

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