INDIA SOCIAL MOBILITY STUDY
2020-21

Enabling India's youth to drive the country's socio-economic turnaround

RTI INTERNATIONAL

CII
Confederation of Indian Industry

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— ─ Foreword

The future of individuals, families and countries depends on its youth and the extent to which young people are equipped for dealing what lies ahead. Progress occurs when majority of the population is able to have better livelihoods and lives as compared to the generations before them. With the youth forming a large part of our population, India has a strong demographic advantage only if we are able to tackle the root causes of inequality in opportunities and help the youth build successful economic trajectories.

As the world changes, new highways have to be built for new futures. Investments made and seeds sown in early years of childhood and through adolescence come to bear fruit as young people make their way through the world of work. In countries like India, inequalities begin early in life. The challenge is to ensure that opportunities for development are available to all through institutions like school and college so that there is a chance to level the playing field and enable all players to build the capability to play a high-quality game. Interventions that address the barriers faced as a result of caste, gender, differences in income, special needs and others are an urgent need of the hour. In all likelihood, the Covid-19 pandemic has further deepened the disparities in learning and employment for those that were more vulnerable to begin with.

In the work that we do in Pratham, both in education and in youth skilling, we get a first- hand view not only of the problems but also of the difficulties faced in moving ahead even when solutions have been developed, tried and tested. Individual methods or organizational mechanisms for promoting better access, greater equity, improved quality of education and other initiatives that help increase employability of millions of people in India have to be located in ecosystems that are also enabling these structural changes.

This report by CII and RTI is a timely effort in drawing attention towards the crucial issues related to low social mobility in the country and the larger landscape in which education and employment sectors have to operate. Today there is an urgent need for development sector stakeholders – non-profit leaders, funders and eco-system enablers to challenge the status quo and bring about long-term systemic changes in the ways organizations are run and the investments they make for institution building. The findings of this report reinforce these facts – it stresses on the need for greater collective investment to improve the landscape of development sector organizations. It reveals certain weaknesses in the system and calls for an increase in awareness, availability and accessibility of support services that can strengthen these organizations. This report lays the ground for funders, social sector leaders and other intermediaries to understand various ecosystem related challenges and offers actionable suggestions for improvement – all driven by the ultimate goal of maximizing social impact in the country.

I sincerely hope this research will help facilitate greater dialogues on the topic of: (i) reducing the learning deficit and inequalities that exist, (ii) improving social mobility in the country and (iii) the critical role that the social sector organizations can play in doing so. I hope it provides a push to both enabling organizations like the funders/CSR departments and to the non-profits and social sector organizations to re-look at how they can build strong organizations for long run influence, how they can develop mechanisms for greater positive impact on the communities they serve and what they can do to develop effective approaches that can be adapted and scaled up by others.

Rukmini Banerji
Trustee, CII Foundation and CEO, Pratham

Preface

Our country's youth are its backbone. While most countries are ageing, we have about 65% of the population under the age of 35, giving India an envious edge over others in theory.[i] However, in practice, this is only an advantage if the youth are properly equipped and given access to skilled employment opportunities. Whether working in farms or in industries, whether as employees or as entrepreneurs, youth across the country need access to education, skill-development and livelihood opportunities to achieve their aspirations and lead satisfying lives. Yet, in India, youth hailing from disadvantaged socio-economic background face inequity of opportunities at every point in their lives from birth to adulthood. The underprivileged youth face constraints on opportunity due to the backgrounds they are born into - income, gender, place, religion, caste / tribe and special needs - all pose significant barriers to achieving one's true potential.

Many of the youth in the country remain unemployed or underemployed. The absence of gainful employment for a large segment of the population means there would be months to feed but no (skilled) hands to work, or nor (dignified) work for the hands. This has several economic and as well as social repercussions like the unemployed youth taking to a life of crime causing a social explosion of poverty-led crime. Therefore, it becomes imperative that we as a nation take and support all actions to salvage the situation by creating new pathways to upward social mobility for all fellow-Indians and ensure that our demographic dividend does not become a demographic liability.

In this context, this study has been undertaken to gather insights on the status and drivers of social mobility in India. The India Social Mobility Study – 2020-21 ("Study") provides a fresh perspective by studying social mobility and its drivers through inputs from development sector organizations actually working on promoting it at the grass-root level.

It includes perspectives of 172 organizations - NGOs, Social Enterprises, corporate donors, individual philanthropists, funding agencies and other functionaries in the Indian development sector (collectively "Development Sector Stakeholders"), who are especially focused on the development of India's underprivileged and vulnerable sections of the society. These organizations, through their various interventions, have been playing a crucial role in ensuring the upliftment of millions of people during these difficult times. This is an independent initiative, not funded by any NGO, donor or Government body. The findings and recommendations are objectively stated, with no conflict of interest.

At a time when our nation was also dealing with the additional challenge of COVID-19 pandemic that has exposed as well as amplified socio-economic inequality & inequity in our society. From exacerbating the education and health crisis, to massive loss of livelihood, to delays in achievement of Sustainable Development Goals - the impact on India's underprivileged youth will continue to manifest in many ways for years to come.

This Study reveals that the organizations working for the upliftment of the underprivileged face multiple barriers in their work and need a strong supportive ecosystem to maximize their impact. Findings of the Study identify the need for -

(i) Greater collective investment to improve the landscape of organizations working on promoting social mobility,

(ii) Concerted efforts that complement the Government's development initiatives in creating new pathways to social mobility, ensuring that everyone across the country gets fair opportunities for success.

The future roadmap would include building a new social mobility agenda for an inclusive economy that provides equal opportunities to all Indians. This agenda should be shaped by Social Purpose Organisations (NGOs, Social Enterprises), Policy-makers, Corporate Leaders and other development sector stakeholders, all of whom must sharpen their efforts in providing new socioeconomic pathways for the youth of the nation. The challenge of promoting upward social can only be met if all stakeholders - the social sector leaders, policy makers, business leaders, the citizens together create a collaborative ecosystem to build a new social-mobility agenda for an inclusive economy. May be they should join hands and come together on a common platform to organize this joint effort. Equalizing opportunity will help unleash the true potential of the India's entire talent pool – including that underprivileged part of our population, and help our country truly realize a massive dividend from having a young demographic.

Seema Arora
Deputy Director General,
Confederation of Indian Industry

Shalabh Srivastava
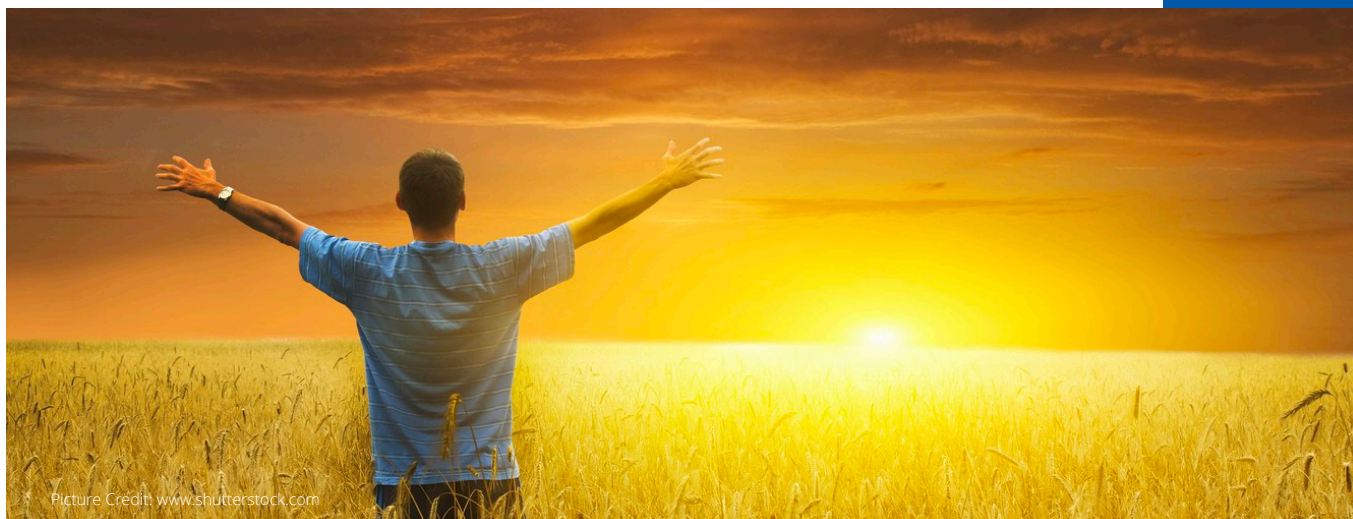Country Director,
RTI International India

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— ⁻ Acknowledgements

— – Executive Summary

Picture Credit: www.shutterstock.com

Social mobility is the extent to which people are able to move between socio-economic strata during their lifetime and between generations. In countries with low social mobility like in India – as per World Economic Forum's report ranking us 76th out of 82 countries globally[ii] - an individual's beginning point in life determines his/her chances of success in future and thus indicates that talent is not rewarded equally with opportunity. With youth in India representing over a quarter of its total population, India could potentially harvest a huge demographic dividend, but whether and how this demography becomes an advantage for a nation depends on the nation's ability in building new pathways to social mobility for all its citizens irrespective of their socio-economic backgrounds.

This "India Social Mobility Study – 2020" (the "Study") provides an assessment of the status, inhibitors and facilitators of social mobility in the country. The Study takes a unique approach of examining the state of social mobility by capturing the views of organizations working on promoting it at the grass-root level for millions of youth from vulnerable backgrounds. It uses a mixed-method approach studying evidence from the literature on social mobility, gathering insights from conversations with several Development Sector Stakeholders, and most importantly, primary data collected through surveys which received a hundred and seventy-two responses from a diverse mix of organizations. This Study is based on surveys and interviews that include quantitative and qualitative information on the efforts and initiatives to promote upward social mobility by

(i) NGOs and Social Enterprises (collectively "Social Purpose Organisations" of SPOs), and

(ii) "Enabling Organizations" (EOs) like CSR leaders, academicians, philanthropists, foundations and development sector think-tanks (SPOs and EOs collectively referred to as Social Sector Organisations or "SSOs").

Our insights from the Study have emerged from our pursuit of answering four key questions on social mobility in India in 2020-21:

Question 1: What does the literature and existing data say about the current state of social mobility in India?

Key Findings:

Literature review and examination of data on dimensions like education, learning outcomes, job-market outcomes for the vulnerable groups in our country indicate that social mobility is low in India.

For the vulnerable groups, the inequalities in opportunities start right from birth / early childhood (in education, health & nutrition) and translate right through adulthood (in occupations and income levels).

Data on comprehensive and continuous analysis of social mobility with accurate diagnosis of challenges and prescription for solution is rather missing or limited/partial.

Question 2: What are the views of Social Sector Organizations on the current state, inhibitors and facilitators of social mobility?

Key Findings:

Social Sector Organizations – **NGOs and Social Enterprises - play a crucial role in the upliftment of people from disadvantaged backgrounds in general and in promoting social mobility** in particular, through their interventions specifically targeted at talent development for the vulnerable population.

From amongst our sample of 172 SSOs, a miniscule **12% of the respondents believe that everyone has a fair chance of success** despite their backgrounds.

12%

85%

Education has emerged as one of the two most important driver of social mobility for youth with **85% respondents indicating that education access, quality and equity should be given a high/top priority to enhance social mobility** in the immediate horizon.

More specifically, greater investment is desired in early childhood education, skill-building / upgrading, and youth-centric interventions to support transition from schooling to employment/livelihood.

The other most important driver has been identified as the labour market factors, wherein **85% respondents indicated that work opportunities and working conditions should be given high/top priority**.

Question 3: Does the support ecosystem in the country sufficiently enable organizations to be effective in implementing their social-mobility promoting work?

Key Findings:

Not really. Not by far. The Study identifies an urgent need for building a stronger support-ecosystem that enables SSOs to tackle the challenges in effective implementation of their social work

Social Purpose Organisations (NGOs, Social Enterprises) cited "Insufficient Funding" followed by "Changing mindsets and behaviors of the target beneficiaries" and "Attraction and retention of professional talent" as the three most pressing challenges faced.

The Study finds that roughly half of the SPOs in our sample claim to use modern technology to a great extent in their work. 52% respondents of these indicated that their approach/practice is sustainable, while 55% said that their intervention offers a scalable approach to maximize impact to a great extent.

The Study revealed that 65% of SPOs are not taking any professional assistance from any Enabling Organisations who offer help to SPOs in building their operational, governance and structural competencies.

65%

76% of SPOs indicated that they would find fund-raising services most useful, followed by capacity building (53%) and technology solutions (47%).

Question 4: What is the way forward for the ecosystem to support the work of various development sector stakeholders?

Key Findings:

Based on our Study, we believe that the power of collaboration is yet to be realized – collaboration between the Government, civil society and the corporate world in combining forces to address key challenges causing deep-rooted inequity in the country. India needs a systems-approach to promote upward social mobility through various channels rather than ad hoc approaches that often fall short of addressing the underlying root causes.

For all Social Sector Organisations:
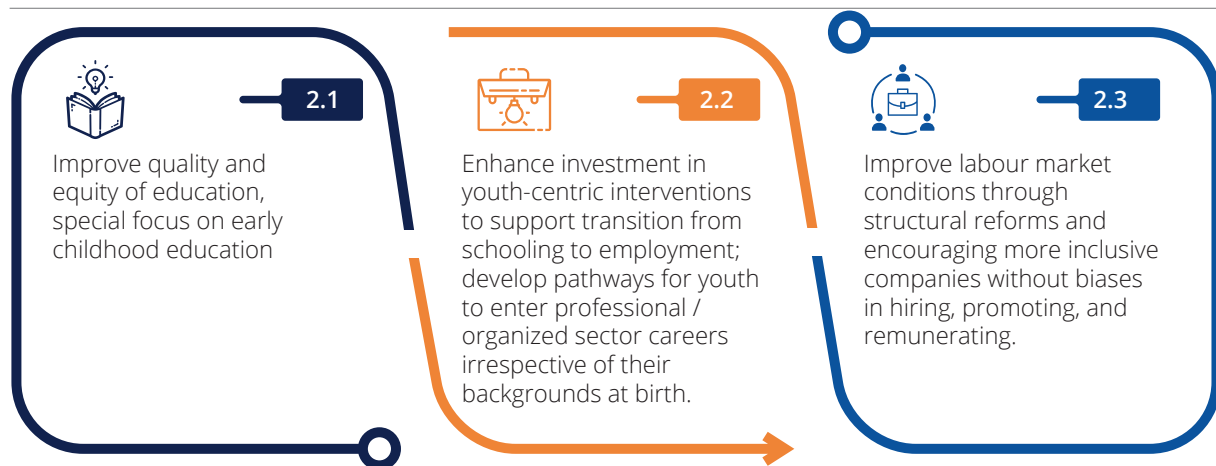
Insight 1

Strengthen data on social mobility in India by pooling together social impact data by the government, NGOs, Social Enterprises, Corporates and enabling organizations working in the Development Sector for creating targeted initiatives for promoting upward mobility for specific sub-segments of vulnerable youth.

In 2020, the World Economic Forum (WEF) launched the Global Social Mobility Index which ranked the current state of the paths to social mobility for 82 countries, based on five key drivers of social mobility - Health, Education (access, quality and equity, lifelong learning), Technology, Work (opportunities, wages, conditions) and Protection and Institutions (social protection and inclusive institutions). India ranks 76th, behind other BRIC economies (Brazil – 60th, Russia - 39th, China - 45th). Our key areas of improvement include social protection (76th) and fair wage distribution (79th), besides female labour participate rate which is very low.

Seen in this light and after examining other relevant studies and data, our first and foremost learning is that we need to build a scientific, evidence-based and data-driven approach to address these gaps, starting from analysing what's working and what's not across our current and historical attempts at social upliftment.

-☉- Insight 2

Improve the key drivers of social mobility as identified in the Study:

2.1 Improve quality and equity of education, special focus on early childhood education

2.2 Enhance investment in youth-centric interventions to support transition from schooling to employment; develop pathways for youth to enter professional / organized sector careers irrespective of their backgrounds at birth.

2.3 Improve labour market conditions through structural reforms and encouraging more inclusive companies without biases in hiring, promoting, and remunerating.

-☉- Insight 3

Create conditions for maximizing impact by Social Mobility Promoting Organizations:

For Social Purpose Organisations (NGOs & Social Enterprises):

3.1 Increase knowledge-sharing amongst organizations working on promoting social mobility.

3.2 Invest in collecting and using social impact data for evidence-based decision making.

3.3 Invest in institution-building for driving organizational excellence.

For Donors/ Funders:

3.4 Funders can help strengthen Social Purpose Organizations (SPOs) by investing in building an effective ecosystem that addresses their core organizational needs. They can build diverse pool of funds to support SPOs in areas like good governance, talent management, capacity building, accreditation, monitoring and evaluation and others.

For Enabling Organizations:

3.5 Increase awareness, access and availability of enabling services that can help SPOs deliver their best.

3.6 Understand the evolving needs of the sector and generate timely knowledge and responses to strengthen the thought-leadership that shapes the sectoral strategy.

3.7 Create a network of all kinds of Development Sector Stakeholders pan India who work for promoting social mobility or enabling it indirectly, i.e. - a national level federation that provides a common platform for all social mobility promoting organizations to share knowledge, raise the profile of the issue and elevate their collective voice on policy advocacy. Further, such a platform could provide independent monitoring & evaluation service leading to rating and accreditation that may in turn help in fund-raising for its members.

> Even 70 years after envisioning a Constitution which emphasized social justice, we see a low probability of a Dalit leather worker's son becoming a software engineer or an MBA. Let's not even talk of his daughter. This study on Social mobility in India has captured the contours and the causes of this morass, and more importantly, identified clear solutions - access to education, skills and capital for entrepreneurship. It highlights the role of numerous NGOs in promoting social mobility, and rightly proposes enhancing their capacity, ideally through establishing a new generation association for the NGO sector.

Vijay Mahajan

CEO, Rajiv Gandhi Foundation and Director, Rajiv Gandhi Institute for Contemporary Studies. Founder- Pradan and Basix Social Enterprise Group.

Picture Credit: Google Images

Introduction

Half of India's population of 1.3 billion is below the age of 25. This constitutes almost a fifth of the entire world's youth, who live in India alone! Further, while most other countries are ageing, India has around 361 million young people between the crucial working ages of 15 and 29, giving our country an envious edge over others in theory.[iii] However, in practice, this is only an advantage if the youth are properly equipped and given access to skilled employment opportunities. To truly reap the advantages of this demographic dividend, the nation needs to realize the aspirations of the youth and help them participate productively in the economy by providing access to equal opportunities of success to all, including those who are born with the potential for success but lack the background and resources for success.

India remains far from this vision of equal opportunities for all with many of India's youth facing constraints on opportunity due to the background they are born into, their parents' occupation and income, gender, place, religion, caste/tribe, special needs, etc. These youth that fall into the vulnerable groups face inequality of opportunities right from their birth through childhood and adulthood. And then, the cycle continues – perpetuating a vicious circle of poverty and deprivation. Social mobility which is broadly defined as the chance that an individual will rise out of a poorer household to occupy a position of relative prosperity, thus remains low in India as compared to many countries. There is a smaller chance that a child born into a disadvantaged background will grow up with the same opportunities as those given to a person from a well-off background. Promoting social mobility means providing equality of opportunity by addressing the many layers of disadvantages faced by people from the various vulnerable groups. Increasing social mobility is crucial not only for social equality but also for the nation's economic growth by optimum utilization of a country's entire talent pool.

For youth aged between 15-29 years, over 30%[iv] are not in education, employment, or training (NEET) i.e. over 100 million youth are the untapped talent potential in the country. More girls than boys in India are NEET.[v]

Social Mobility is a crucial enabler for growth and development of the nation. Given our current situation, equalizing opportunities is a collective goal that we need to work towards with utmost seriousness and urgency. With development organizations and corporates working together with government and the larger society, we hope to see substantial change in the years to come. Besides ensuring that our demographic dividend works for betterment of our society, it is also the right thing to do!

Dr Priyesh Modi

Head, Corporate Social Responsibility, CLP India.

Specifically, our insights from the study have emerged from studying the following key questions in the next sections:

Question 1: **What does the literature and existing data say about the current state of social mobility in India?**

Question 2: **What are the views of social sector organizations on the state, inhibitors and facilitators of social mobility?**

Question 3: **Does the support ecosystem in the country enable organizations to be effective in implementing their social-mobility promoting work?**

Question 4: **What is the way forward for the ecosystem to support the work of various development sector stakeholders?**

Data and Methodology

This Study is based on a mixed-method approach comprising of a combination of the following

Survey of development sector organizations

An online survey was sent to multiple non-profit leaders and development sector stakeholders from foundations, corporates, think-tanks, academia, philanthropic sector. The survey aimed at collecting quantitative and qualitative information on:

1. Steps taken by them to promote social mobility through their work/interventions

2. Views on the current state of social mobility in India and practices supporting the development of the underprivileged

3. Factors for strengthening the ecosystem that is needed to maximize social impact

Social Purpose Organizations
(NGOs, Social Enterprises)

75%

25% **Enabling Organizations**
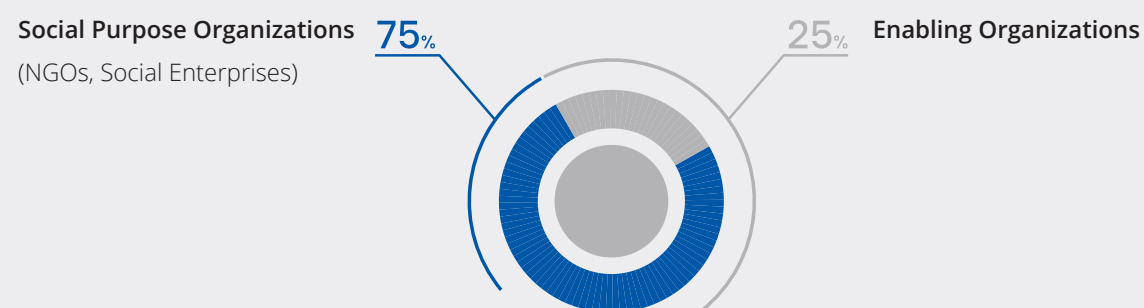
The survey received responses from 172 organizations that varied in sectoral focus, annual budgets, size, and age of the organization.

(Refer to Appendix A for details.)

Secondary Research

Literature review on social mobility in India was undertaken. Publicly available data on various socio-economic indicators measuring opportunities for the youth population were examined.

While there are a few studies on traditional methods of measuring social mobility, there is lack of data on examining social mobility in a holistic manner in the Indian context.

Consultations with leading practitioners

We conducted individual and focus-group discussions with several leading practitioners and thought-leaders of non-profit sectors, CSR leadership, Funders / Foundations, enabling organizations like think-tanks, talent intermediaries and development sector consultancies. This helped us shape the focus of our research, and partly to make up for lack of research in India on social mobility.

Picture Credit: www.shutterstock.com

Section 1: Understanding Social Mobility and its current state in India

Social mobility is the extent to which people are able to move between socio-economic strata during their lifetime and between generations.[vi] In societies with low social mobility like in India, a person's background often predetermines the upper limit of education they would attain, the type of work they would do and the level of income they would earn. In contrast to this, in societies with high social mobility, children from humble/poor background have the same opportunities and chances of achieving their goals as those from the better/prosperous backgrounds.

Social Mobility trends for the vulnerable sections of Indian youth

While there has been ample focus on studying poverty measures in the country, study of social mobility has been limited. Having said that, certain studies do indicate that India is amongst the lowest-ranking countries on social mobility.

01 According to the World Economic Forum's Social Mobility Index (2020-21) – a holistic assessment of 82 global economies on their performance on five key dimensions of social mobility – India ranks 76th.[vii]

02 A study by the World Bank measured the extent to which parents' incomes are reflected in the incomes earned by their children, and found that the children's incomes were closer to their parents' incomes in India compared to other countries.[viii]

03 Certain other studies examined the correlation between fathers' and sons' occupations found a very high rate of intergenerational persistence indicating very low social mobility in the country.[ix]

04 An extensive study based on the Indian Human Development Survey (IHDS) indicates that over 75% of sons born to skilled/white-collar fathers ended up in white-collar/skilled/semi-skilled occupations as well. And almost 60% of those born to unskilled workers/manual labourers/agricultural workers ended up in unskilled professions.[x]

05 A study in 2013 that looked at three different occupational "silos" – engineering, business management, and the higher civil services, found that on the whole children born to salaried and self-employed professionals are the ones joining higher education and higher-status occupations.[xi]

06 A study by US-based researchers found that "India has seen little change in the rate of upward mobility since Independence...Indians born in the 1980s have only about as much chance of outstripping their parents in socioeconomic rank as those born in the 1950s".[xii] This report also highlights that while scheduled castes saw considerable improvement, the forward castes and Other Backward Castes were in the same situation as in the 1950s, while upward mobility showed a significant fall for minority religion.

The vulnerable youth in school and out of school

Even though India has made significant improvements in school enrollment over the last decade, progress on learning outcomes has been slow.

Results from both the National Achievement Survey (NAS) 2017 and the Annual Status of Education Report (ASER) 2019, show severe lags in learning outcomes for youth from rural areas.[xiii] The NAS results also indicate that learning outcomes are significantly lower for the youth from SC, ST and others close to the poverty line.

On average, youth from traditionally marginalized (SC/ST) or religious minority groups as well as girls from economically weaker households, have the highest out-of-school rates.[xiv]

Unified District Information System for Education (U-DISE) data shows that while gross enrollment ratios (GERs) are high in primary school and relatively high in upper primary school, it starts dropping in secondary and higher secondary levels for both girls and boys and across social groups.[xv] Enrollments are especially lower at the secondary levels for the youth from Scheduled Tribes.

People with disabilities: For people with disabilities, available data suggests that less than 60 percent are literate[xvi]. For youth with disabilities, data indicates that about one in four children are not able to attend school.[xvii]

The vulnerable youth in the workforce

The labor force participation rate (LFPR), according to the National Statistical Office Periodic Labour Force Survey (PLFS) data for 2017-2018 shows significant variation across different social groups and gender.

Youth from Scheduled Castes constitute the highest share of casual workers, while those from Scheduled Tribes constitute the lowest share of wage or salaried workers in India.[xviii]

Far less female youth are in employment as compared to the males.[xix]

Unemployment is lower among the lower socio-economic strata, possibly indicating that these youth work out of necessity in low-paying menial jobs in the informal sector.[xx]

Certain data shows that unemployment rises for youth with higher levels of education, possibly indicating mainstream education often lacks job orientation.[xxi]

Underemployment remains a perennial challenge in India.[xxii]

Certain data suggests that per capita income decreases as one moves down the caste hierarchy and is the lowest for youth from minority religious groups.[xxiii]

Certain data suggest that only about one-third of persons with disabilities are employed.[xxiv]

Recent trends highlight how vulnerabilities were already severely impacting the career prospects and consequently incomes earned for a huge section of the population, but the situation now is only worsening due to pandemic. Education of nearly 300 million children across 1.4 million schools in the country has been impacted since the onset of the pandemic.

Picture Credit: Google Images

The hardest hit have been the youth from disadvantaged backgrounds and rural areas where there are severe constraints in switching to digital-technology enabled learning, like lack of smart-phones, computers, internet, etc. The government and the social sector organizations across the country are trying their best to come up with reforms and initiatives to mitigate the impact on education, learning disparities and job losses in this moment of crisis.

Section 2: The views of Development Sector Stakeholders on promoting social mobility

With 93% of the total labor force in India in the unorganized sector, there is a huge need to complement all efforts aimed at improving employability and livelihoods.[xxv] Apart from the Government's push on skill development, there is a need to focus on talent development as well. i.e., helping youth to follow careers matching their talent despite the background they are born into, and not just be skilled to undertake a minimum viable job. This requires initiatives that are incremental and/or different from those required only for skills development, i.e., design & execution of interventions addressing the root causes that the vulnerable youth face on their journey towards better livelihoods and upward social mobility.

There are many organizations who work on complementing the traditional ways of assistance with innovative interventions that have direct relevance to market demands, thereby making a change that is life-transforming and irreversible. This Study looks at a sample of such organizations working on promoting social mobility at the grass-root level through various channels.

Near-majority of the organizations in our sample work on causes supporting **livelihoods and employability**, followed by supporting women/girl empowerment, health and then formal education (see Figure 1).
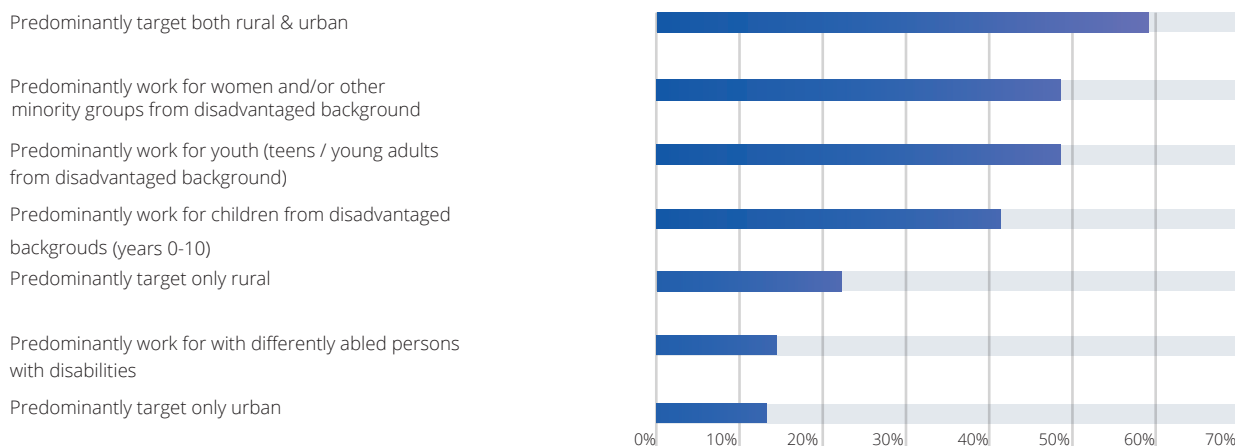
The means of support are different but these organizations are all united by the common goal of providing equal access to opportunities and improving life chances for all.

Figure 1: Causes that social sector organizations work on directly or supports indirectly
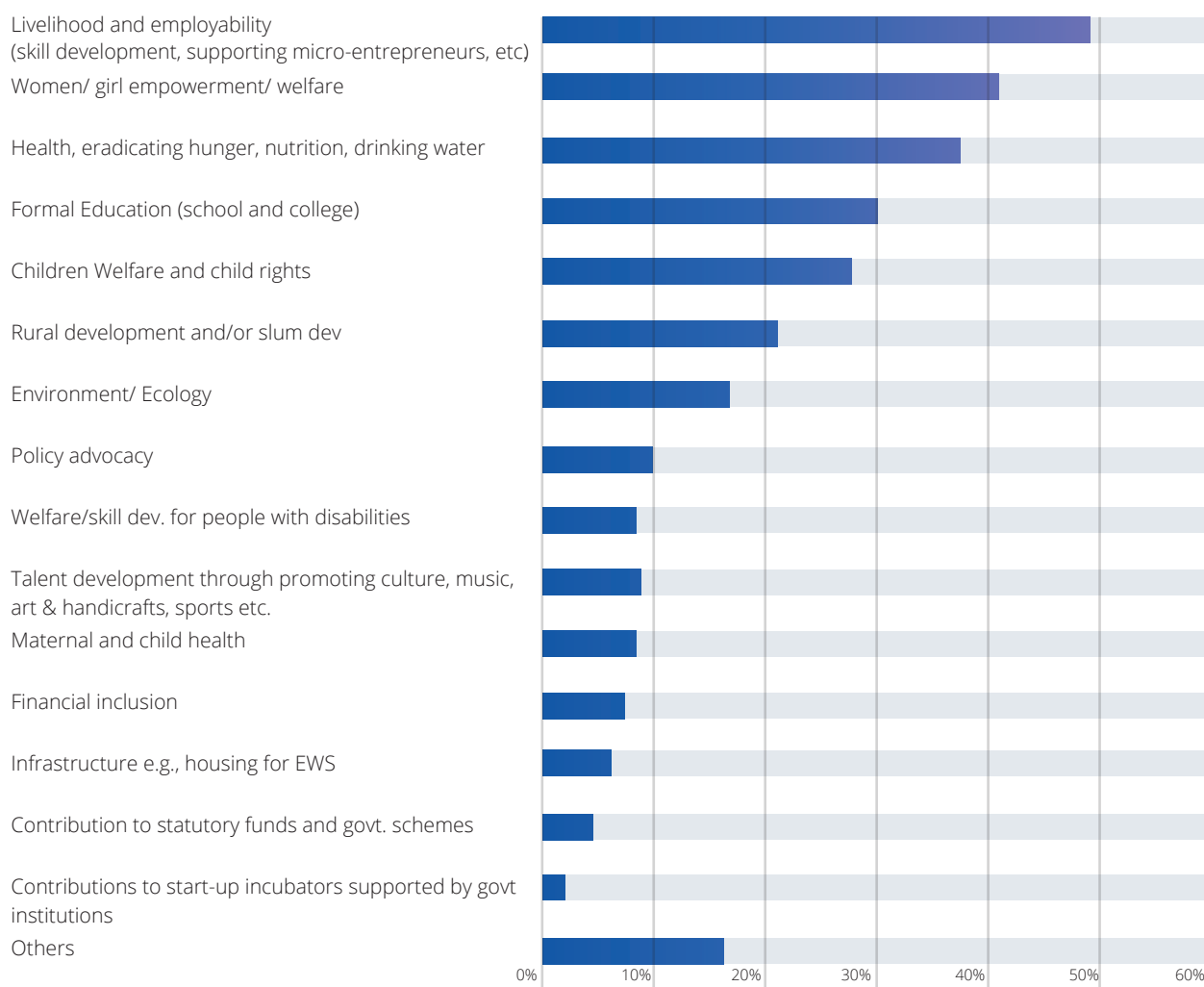
In terms of the section of the population that these organizations work with, 59% predominantly work with people from both rural and urban areas, 22% target only rural and 13% only urban. Near-majority of the respondents indicated that their interventions support youth and women and other minority groups from disadvantaged backgrounds. About 14% worked for the differently-abled.

Figure 2: Sections of the population that social sector organizations work with directly or support indirectly

Predominantly target both rural & urban

Predominantly work for women and/or other minority groups from disadvantaged background

Predominantly work for youth (teens / young adults from disadvantaged background)

Predominantly work for children from disadvantaged backgrouds (years 0-10)

Predominantly target only rural

Predominantly work for with differently abled persons with disabilities

Predominantly target only urban

0%   10%   20%   30%   40%   50%   60%   70%

When asked about the extent to which these organizations' culture and interventions/programs include different elements of increasing social mobility, over 65% indicated their organizations' include special focus on girls and women and over 60% include supporting local communities, education and equal opportunities to a great extent (see Figure 3). The organizations surveyed by us are favorably impacting many beneficiaries in India, enabling the vulnerable sections to strive for careers better than the ones that others in their socioeconomic situations have been achieving historically.

"Equal opportunity for girls in education and employment is key to achieving gender equality and women empowerment. Education enables women and men to become equal stakeholders in social, economic and political life and is the base for the development of a democratic society.

In India, the gender gap expands in secondary education compared to primary education and widens further at tertiary levels. The higher the level of education, the wider the gender gap. Girls dropping out prematurely and lagging behind boys in retention rates are issues of highest concern in our country. I believe that scholarships in addition to the establishment of safe dormitories will facilitate girls' participation in secondary education. I urge our policy-makers and people to come forward and support the cause of equal opportunity to help our girls feel valued and become contributing citizens of our great nation.

Radhika Bharat Ram

Founder KARM Fellowship, Founding member of Asia Gender Network powered by AVPN, and Joint Vice-Chairperson of The Shri Ram Schools.

Figure 3: The extent to which organizations' culture and interventions/programs include the following elements of increasing social mobility in India (Percent Respondents indicating the response as "to-a-great extent")
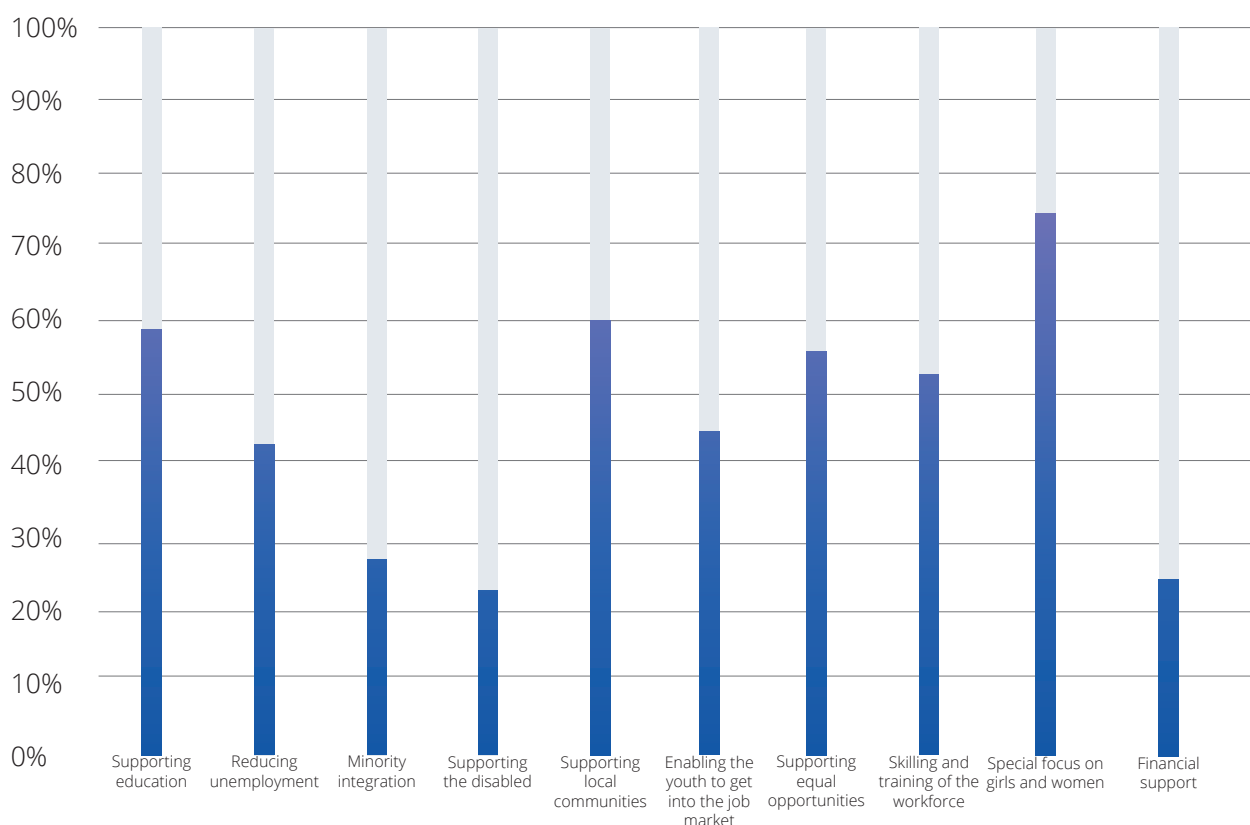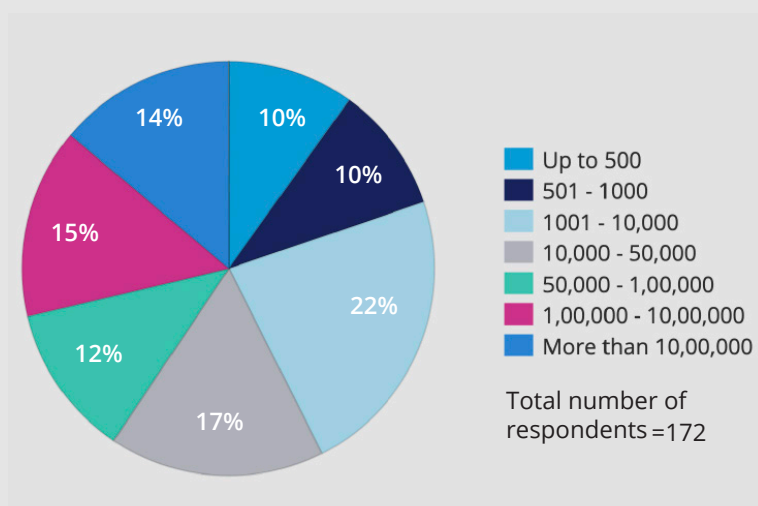

Figure 4: Beneficiaries impacted by NGOs/SEs and enabling organizations in the last 12 months

The Study reveals that almost 85% of our sample of respondents feel that the role played by Social Purpose Organisations (NGOs, Social Enterprises) in contributing to improving lives of the underprivileged, and promoting social mobility is only going to increase in the coming years.

How a person's background impacts where he/she ends up

The experiences and opinions of 172 Social Sector Organisations on the current state of social mobility in the country expose a worrying divide between opportunities available to the people from disadvantaged/vulnerable backgrounds vis-à-vis the better-off people. **Not even 12% respondents agree with the statement that everyone has a fair chance of success despite their backgrounds. 88%** respondents feel that where an individual lands up is dependent on **his/her parents income levels**, i.e., a poor child gets lesser opportunities even if he/she is talented. Such inequalities in opportunities have huge implications on the long-term economic and social health of a developing country like ours, where the "initial conditions" for many people are set to a poor level, and only deliberate interventions can break that vicious circle of poverty for a vast majority of our population.

Another **79%** respondents feel strong correlation with his/her parents occupations, i.e., certain occupations of parents specifically reduce opportunities for the children. While such strong correlations between outcomes for parents and children hold true many countries, but in India, youth from certain groups defined by gender, socioeconomic background, geographic location, etc. are already disadvantaged historically, and low social mobility further deepens and perpetuates these inequalities. In the Study, 76% of all respondents also indicate that geographical location as well as gender have a role to play in deciding the future prospects of an individual.

This poll is like a "call to action" for the Government, private sector, social sector and the society at large to do much more both at national and local levels to help promote social mobility.

Figure 5: In your engagement with the disadvantaged sections of our community, to what extent do you agree that where an individual ends up in society is largely determined by the following
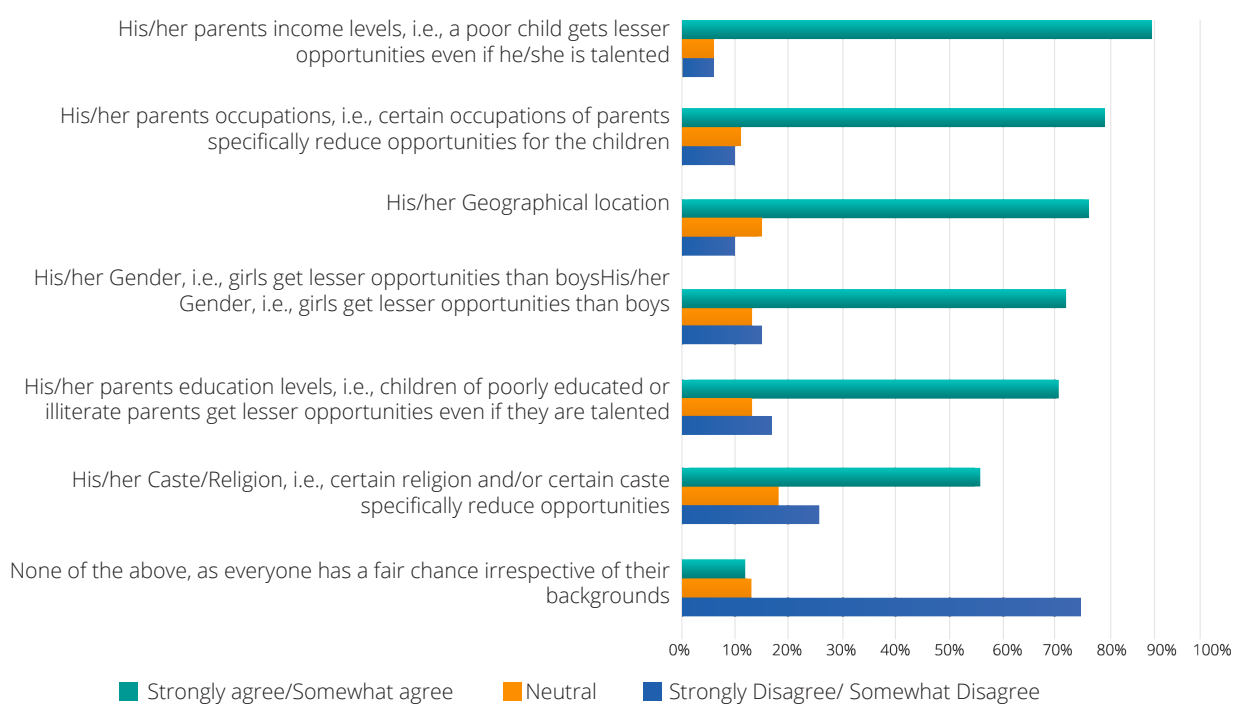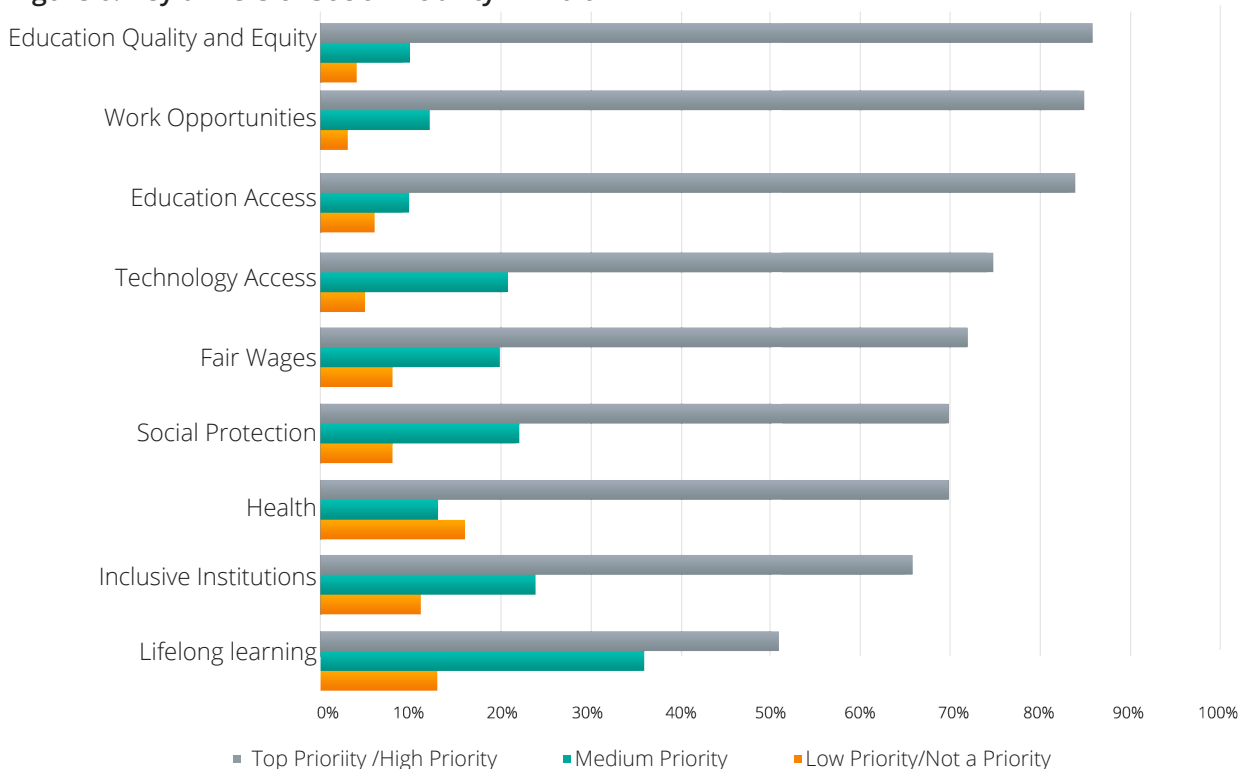
Key drivers of Social Mobility in India

In order to sharpen the focus on what drives social mobility in India and what can be done to promote it, the respondents were asked how much of a priority should be given over the next two years to the different important drivers to promote social mobility in India.

Figure 6: Key drivers of Social Mobility in India

■ Top Prioriity /High Priority ■ Medium Priority ■ Low Priority/Not a Priority

Note: These drivers are based on the World Economic Forum's 2020 Social Mobility Index. India ranks 76th out of 82 global economies, according to this index which provides a new, holistic assessment of 82 global economies according to their performance on five key dimensions of social mobility- Health, Education (access, quality and equity, lifelong learning), Technology, Work (opportunities, wages, conditions), Protection and Institutions (social protection and inclusive institutions).
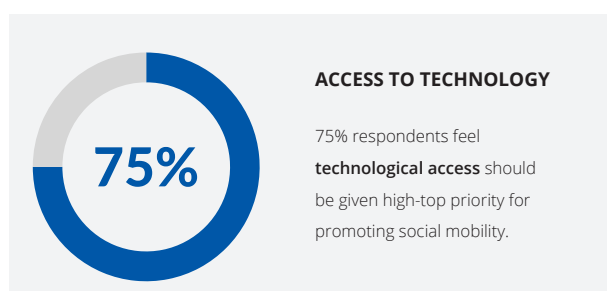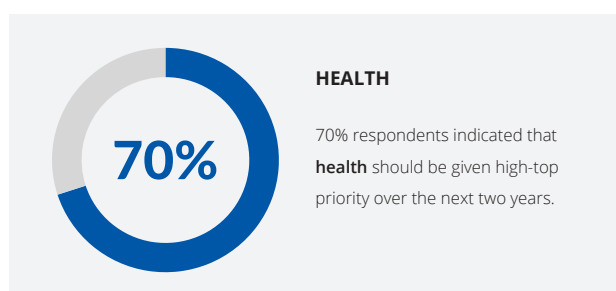
Leading drivers: Education Quality and Equity, Fair work opportunities and Education Access

Education and fair work opportunities are the most important levers of social mobility in India according to the development sector stakeholders surveyed. 85% of all the respondents in our study feel that education especially high-quality education to all the country's citizens should be given a high/top priority over the next two years to enhance social mobility.

While education and other human capital development strategies have been traditionally considered as central factors enhancing social mobility, this Study finds that labour market factors are equally important in determining social mobility outcomes. 85% respondents indicate **work opportunities and working conditions** should be given high-top priority. 72% respondents say **fair wages** should be prioritized over the next two years indicating the need for structural reform in this area. These findings emphasize that the youth population should be able to convert their skills/learnings to income earning opportunities.

Improving life outcomes for the vulnerable youth requires long term commitments towards education & skill-building/ mentoring on the one hand, and labour market reforms on the other.

Other important drivers

HEALTH

70%

70% respondents indicated that **health** should be given high-top priority over the next two years.

ACCESS TO TECHNOLOGY

75%

75% respondents feel **technological access** should be given high-top priority for promoting social mobility.

Social mobility interventions offering opportunity for prosperity can be realized best if they are based upon the individual's own efforts & also creating an environment where resources, learning & mentoring are provided at various stages. Such collaborations between organizations/CSO & beneficiary deliver sustainable & life changing outcomes. At Lotus Petal, we endeavour to provide high quality programs which are thought through in terms of the impact, subsidised and embedded with beneficiary contributions in terms of time , effort and money. For example, 90% attendance is a key criterion for continuing in the education programs in our school.

Kushal Chakravorty

Lotus Petal Foundation | Founder & Managing Truste

Social protection and Inclusive Institutions

Social protection coverage is very low in India with the overall social protection expenditure being a low 2.68% of GDP.[xxvi] With a large part of the population engaged in the informal sector in India and huge prevalence of temporary/ contractual workers, large sections remain uncovered by key social protections. About **70%** of the respondents say that **social protection and inclusive institutions** should be given high priority for promoting social mobility in the country.

To get even deeper insights, we also enquired the respondents' opinion on what offers the best opportunity for youth from disadvantaged backgrounds to progress in their careers. **Early childhood** interventions followed by **building entrepreneurial skills** for local employment opportunities emerge as the most important factors that offer the best chances for youth from disadvantaged backgrounds to progress in their careers (See figure below).

Figure 7: In your opinion, what do you think offers the best opportunity for youth from disadvantaged backgrounds to progress in their career?
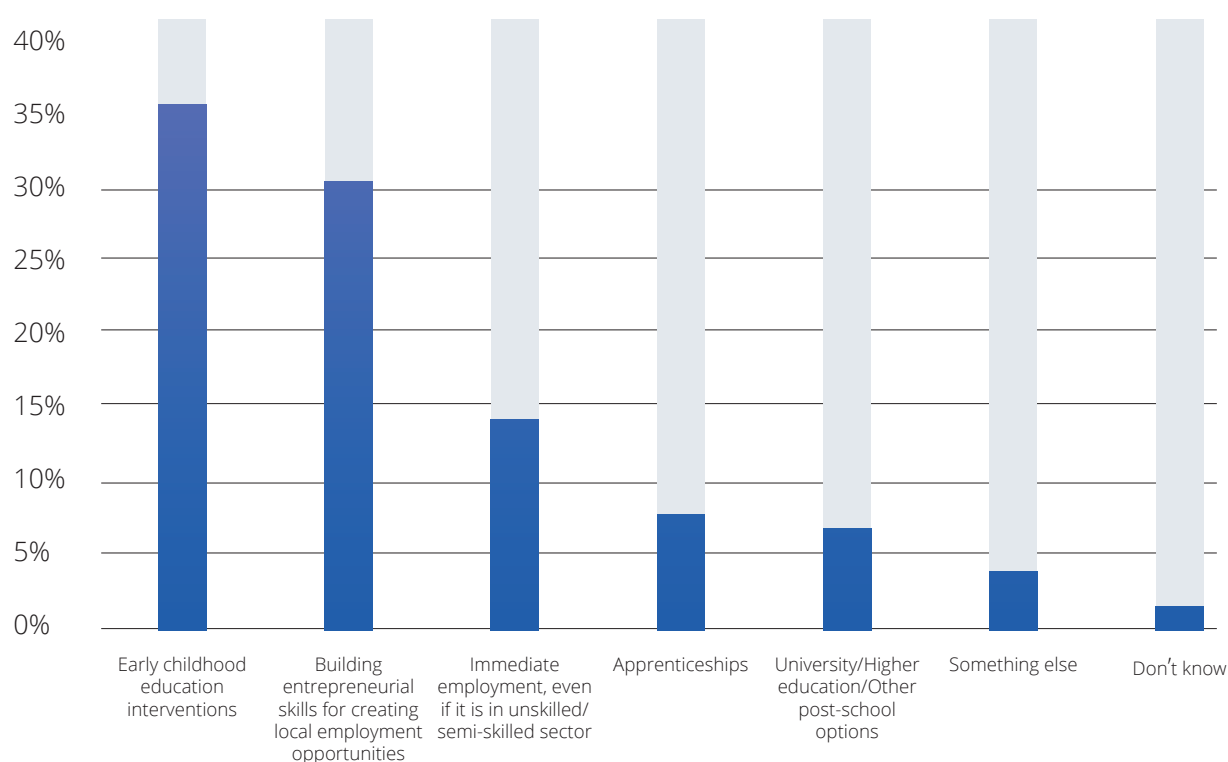
Contrary to a popular perception of focus on higher education ("degree") offering stairways to successful careers, it is insightful to note that early childhood education is prioritized over higher education by the respondents.

The most crucial change proposed in the National Education Policy (NEP 2020) is to formalize of early childhood education by including it under the purview of the Ministry of Education. This should assist in supporting children of all backgrounds acquire the cognitive, pre-literacy and numeric, physical and socio-emotional skills needed to adapt and perform better in their later years.

It is revealing to note that building entrepreneurial skills has been given higher priority than both immediate employment or apprenticeships.

These findings call for greater focus on both Early Childhood Education and Building Entrepreneurial Skills – both laying emphasis on interventions in the early/young stages of life, than later when the die is already cast.

❝❝

Primary years (age 4 to 10) are the most important and impactful in a child's education journey. During this period, parents have a major influence on their children's achievement in school and through life. But programs that work to increase children's achievement often neglect this indispensable stakeholder: parents. Parents in low-income communities understand first-hand the value of an excellent education. They make sacrifices and overcome countless obstacles in order to assure a better life for their children than the one they have. They possess the necessary determination and skills but lack the awareness and confidence to engage effectively with their child's development. We, at Saarthi, strongly believe that improving the quantity and quality of parents' involvement with their child can positively impact a child's achievement and learning outcomes. **❞❞**

Ankit Arora

Founder, Saarthi Education

❝❝

Aspiring by the mantra of holistic transformation, we believe five fingers together build a stronger hand fist rather than one. Therefore, living with the elegance of 'Power of Partnerships' through multi-stakeholders collaborative engagement towards creating 'Centre of Excellence' by transforming government schools into 'Model Schools'. Resultantly, today we celebrates the epitome of 11 like-minded supporting partners, 21 locations, 269 schools and 78,714+ students. **❞❞**

Dr. Suresh Reddy

Director, SRF Foundation

# **Section 3:** The current state of the landscape and support ecosystem for Development Sector Stakeholders

While the social impact and the philanthropy sectors are growing in size in India at a very fast pace,[xxvii] the development of a strong support ecosystem has not kept pace with this growth. A sectoral environment that is enabling, a support-ecosystem (that provides core organizational support services, functional support and other professional assistance) that is facilitative, and a policy/regulatory framework that is encouraging – all are required urgently but missing in different degrees. In fact, a well-organized ecosystem will not only help Social Purpose Organisations, but also Enabling Organizations of the Development Sector (philanthropies, corporates, development banks, think-tanks, foundations, etc.).

In this study, we collected views of the Development Sector Stakeholders on the challenges that they face in the implementation of their work on promoting social mobility and on the current state of enabling services available to them for building their organizations. Our intent is that this Study lay the foundation for charting out solutions that will enable Development Sector Stakeholders to be more effective in promoting upward social mobility for all.

This Study finds that just about a half of the NGOs/Social Enterprises in our sample indicate that they use **modern technology** to a great extent in their work. About half - 52% respondents indicated that their approach/practice is sustainable, while 55% said that their intervention offers a scalable approach to maximize impact to a great extent. These findings suggest the need and scope for improvement in areas like efficiency, impact measurement, return on capital and strategy formulation. We find that many SPOs are not even aware of the professional assistance they can receive in these areas, and they end up missing out on building capabilities vis-à-vis, say, the business organisations who routinely utilize services of external specialists. So much so that they don't know what they don't know – as many as 59% SPOs feel that lack of knowledge sharing and access to best practices is not a challenge or only a slight challenge for them!
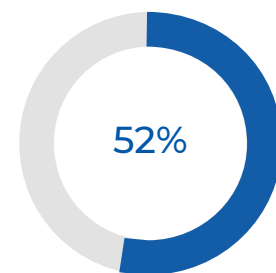
52%

52% Respondents indicated that their approach/practice is sustainable

55%
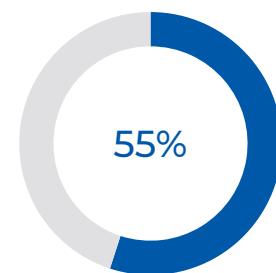
Intervention offers a scalable approach to maximize impact to a great extent

Challenges faced by Social Purpose Organisations (NGOs, Social Enterprises)

- 82% of the SPOs cited insufficient funding as the top challenge.

- Changing mindsets and behaviors of the target beneficiaries follows next at 60%

- Attraction and retention of professional talent is the third most cited top challenge at 58%

- Contrary to popular notion, a whopping 69% SPOs feel that political challenges are not a challenge / only a slight challenge.

- Interestingly, as high as 64% SPOs indicate that reaching marginalized population/remote locations does not pose much of a challenge to them, which means access is not as much a problem for most NGOs, it's the design of targeted interventions that needs to be worked on.

Figure 8: The extent to which NGOs/social enterprises face the following challenges in the implementation of their work
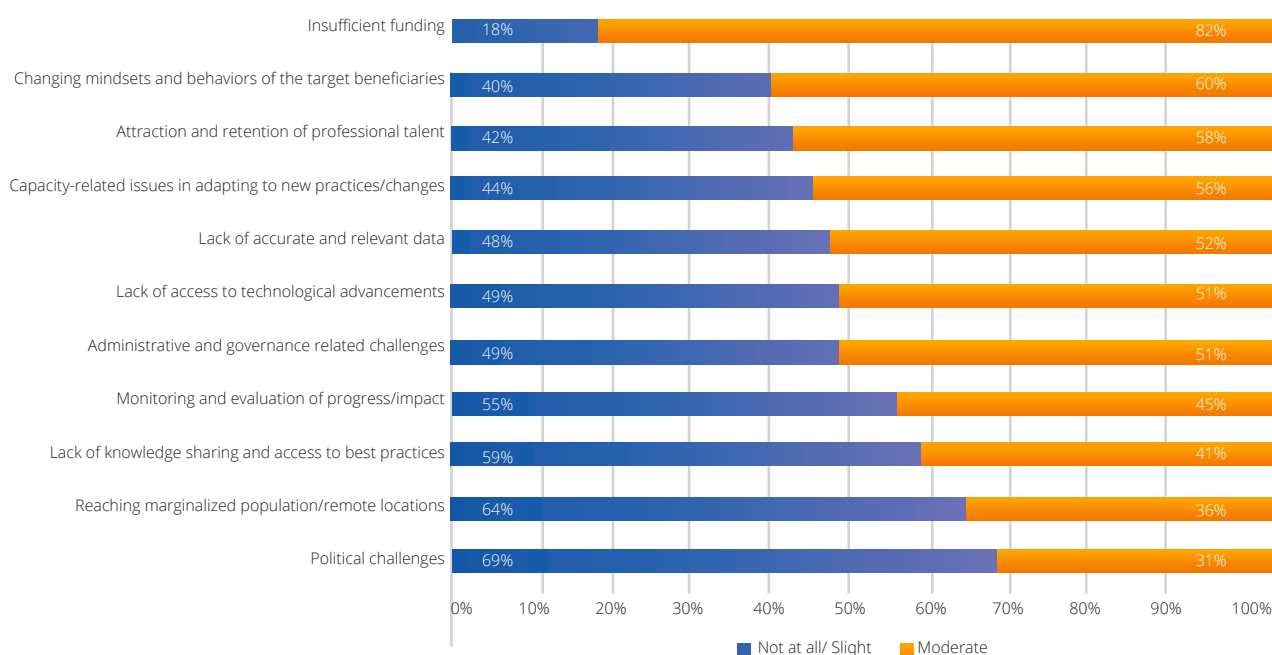
Given the challenges cited above, there are a range of enabling services that are potentially available to SPOs to make their work more effective, impactful and sustainable, such as capacity building, expert advice, functional support in areas like finance, tax, audit, compliance, besides fund-raising, etc. Nowadays, many Development Sector consulting firms, academic institutes and think-tanks provide services to social sector on areas of governance, policy advocacy, mobilization of public support for particular causes, etc. Similarly, nowadays many Enabling Organisations conduct surveys and undertake research projects, help raise the profile of particular causes/issues in the mind-space of public and policy-makers, perform independent monitoring & evaluation, and support SPOs in a variety of ways.

❝

The Social Sector suffers from a serious shortage of good talent and adequate funding. Adequate funding in turn requires good talent who inspire confidence and drive significant impact. The sector has fantastic talent when it comes to working on the ground, bringing technical expertise, and understanding of local issues. They bring tremendous passion and engagement with the communities they are working for. Where the Social Sector loses its place on the table with the State and Markets is what I would call a serious 'Management Inequality'. Management for the State (Public Policy/ Administration) and Markets (Business Administration) has had 150 years of continuous, structured, varied studies and development. Management for the Social Sector is non-existent but for some weak and often misconstrued extensions of the Management for State and Markets! The Social Sector requires a whole ecosystem of ideas, individuals and institutions for effective and appropriate Leadership and Management. This would mean building a cadre, a professional code, a lingua franca, a shared vision of excellence in leading social purpose organizations, programs, faculty, institutions, etc. and a whole new way of leading and managing social purpose organizations. This is non-existent and needs to be built grounds-up. A vibrant ecosystem for Leadership and Management will significantly strengthen the Social Sector and multiply the impact of billions of dollars spent every year on social change and move billions more out of poverty and depravity. ❞

Ravi Sreedharan

Founder and Director, Indian School of Development Management (ISDM)

This Study finds that **65% of SPOs in our sample are not taking services from any Enabling Organisations** that help non-profits build their competencies. Further, more of the older SPOs (established in pre-1990s) are not taking services from any Enabling Organisations. Similarly, more of the smaller SPOs with limited budget don't use enabling services than large SPOs with higher budget – indicating that budget constraint often hinders the use of enabling services.

Which "enabling services" do SPOs (NGOs & Social Enterprises) find useful?

Here the data is very insightful but not surprising – it forms a perfect mirror image of the challenges faced by SPOs (though asked as separate questions in our survey).

- **The highest - 76%** - of the SPOs in our sample find fund-raising services most useful, corresponding to the highest (82%) SPOs citing insufficient funding as their biggest challenge.

- Next – 53% SPOs – find capacity building as the most useful service, corresponding to 58% SPOs saying that professional talent is their biggest challenge.

- 47% SPOs find technology solutions as the most useful service, corresponding to 51% SPOs saying that lack of access to technology advancement is their biggest challenge.

- Similarly, a mere 12% SPOs seek Policy Advocacy services, in line with 69% SPOs saying that political challenges are not significant.

Which services do Enabling Organisations find useful?

Of the 41 EOs surveyed, the most important service sought from other organisations was cited as Training / Capacity Building (43%), followed by Research & Knowledge Building and then Policy Advocacy.

However, a mere 15% SPOs indicate that they use or wish to use **Human Resource management** services. That is surprising, given that HR services do enable organizations to attract, retain, engage and reward talent and improve their effectiveness and impact. And yet, propensity to use HR services is surprisingly low despite the evidence that investing in talent management helps in maximizing impact on-the-ground.[xxviii] Reasons cited by respondents as to why human resources management is often under-prioritized are many, including the combination of (i) budget constraint, and (ii) donors view investment in high-end professional talent as avoidable expenditure!

Figure 9: Support services used or wish to be used by SPOs (NGO, Social Enterprises)
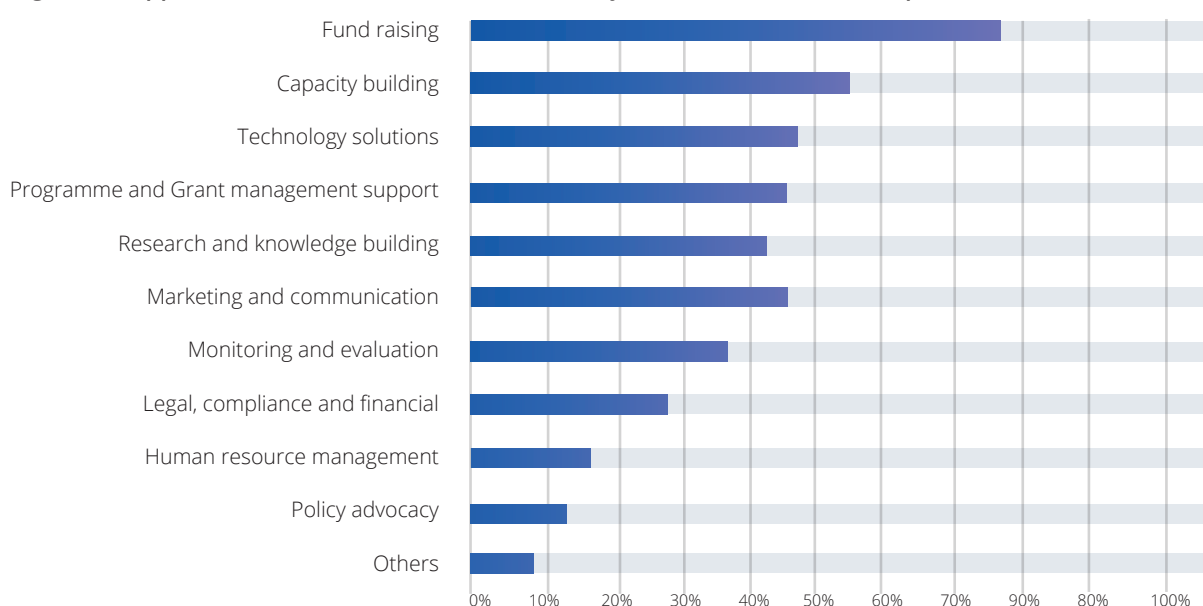
> Non-profits and Social enterprises are working on issues that are complex cross-cutting and multi-dimensional in an environment where markets have not been successful. In addition, they struggle with structural issues like lack of long-term financing support, grants rarely provide for inflation adjustment or important institutional efforts like talent management or have the flexibility to inculcate innovation. It is time for grant makers to engage deeper with non-profits and social enterprises to recognize these challenges and find ways to address these challenges together.

Shahaank & Rajasekharan
Co-founders at v-shesh

It is pertinent to note that latest amendment (Jan 2021) to CSR rules notified by Govt. of India requires corporates with a CSR obligation of Rs 10 crore or more for the three preceding financial years to hire an independent agency to conduct impact assessment of all of their project with outlays of Rs 1 crore or more, and counting 5% of the CSR expenditure for the year on impact assessment towards CSR expenditure. Further, companies have to share details related to impact assessment, CSR projects and activities, carry forward and set off of CSR expenditure, have an annual action plan for CSR every year. These changes will have implications on the support services required by both CSR departments as well as by SPOs in the coming years.[xxix]

Views on a National level federation/association for social mobility promoting organizations

Apart from an under-resourced ecosystem and low utilization of enabling services, another gap in the social sector at large is the presence of very few associations/platforms that represent the non-profit sector at the national level. This Study finds that a large number of NGOs and Social Enterprises work in isolation from one another, with low intra and cross sector collaboration. This obstructs reaching collective potential in scaling up, sharing knowledge and best practices, and demanding policy advocacy.

This Study captures our respondents' views on the specific benefits they want for their organization if an "ideal" federation/association were to be created with the objective of promoting social mobility at the national level.
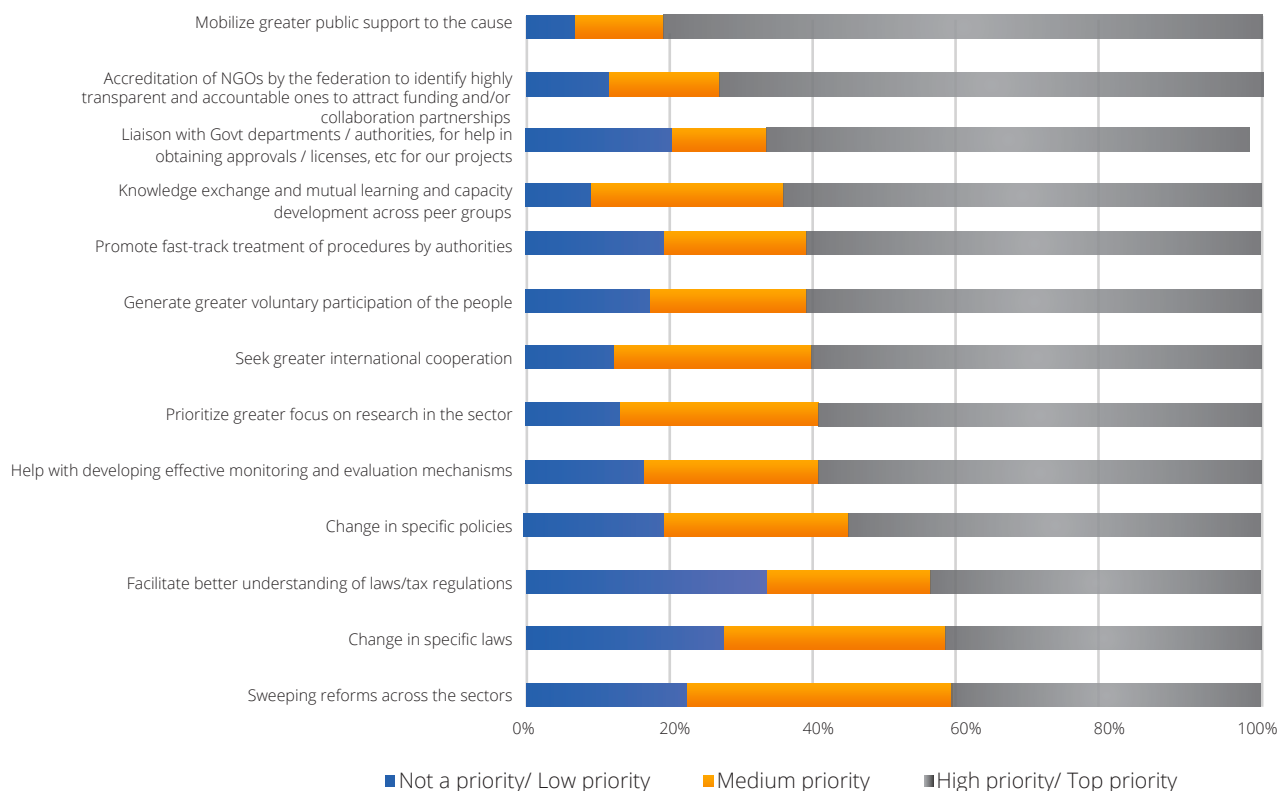
80%
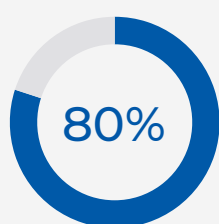
80% of the SPOs indicate that they would want the federation/association to give high/top priority to mobilizing greater public support to the cause of promoting social mobility.

73%
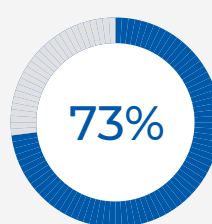
This was followed by **73%** respondents giving high/top priority to accreditation of NGOs to identify highly transparent and accountable ones to attract direct funding and/or partnerships.

Liaison with Govt departments / authorities, for help in obtaining approvals / licenses, etc. for their projects and knowledge-exchange for mutual learning and capacity-building across peer groups were also given high priority by the respondents (see Figure 10).

Figure 10: If there was an institution that assumes the responsibility of promoting social mobility in the country by binding together the development sector partners (non-profits, corporates, the government, philanthropy) that share this common goal, what benefits would you want your organization and the development sector at large to gain by this institution's efforts?

Hemant Gupta
MD & CEO – BSE Sammaan CSR Ltd

Picture Credit: Bloomberg

— – **Section:4** The way forward

This Study has been undertaken at a time when the coronavirus pandemic has impacted various aspects of life and redefined "normal" for most of us. The pandemic has further exposed and amplified the socio-economic inequity in our society, which impact vulnerable communities the most and deter upward social mobility.

⟐ Insight 1

Strengthen data on social mobility in India by pooling together social impact data by the government, NGOs, Social Enterprises, Corporates and enabling organizations working in the Development Sector for creating targeted initiatives for promoting upward mobility for specific sub-segments of vulnerable youth.

In 2020, the World Economic Forum (WEF) launched the Global Social Mobility Index which ranked the current state of the paths to social mobility for 82 countries, based on five key drivers of social mobility - Health, Education (access, quality and equity, lifelong learning), Technology, Work (opportunities, wages, conditions) and Protection and Institutions (social protection and inclusive institutions). India ranks 76th, behind other BRIC economies (Brazil – 60th, Russia - 39th, China - 45th). Our key areas of improvement include social protection (76th) and fair wage distribution (79th), besides female labour participate rate which is very low.

Seen in this light, our first and foremost learning is that we need to build a scientific, evidence-based and data-driven approach to address these gaps, starting from analysing what's working and what's not across our current and historical attempts at social upliftment.

⟐ Insight 2

Improve the key drivers of social mobility as identified in the Study:

For NGOs, Social Enterprises, funders, policymakers and ecosystem enablers:

NGOs/SEs through their direct interventions, funders by providing resources and ecosystem enablers through their support on various fronts need to prioritize the most crucial drivers of enhancing social mobility in the country. Furthermore, they need to adopt a gender and disability sensitive lens in all implementation, funding and policy actions, as girls and people living with disabilities are more likely to not access or drop out of healthcare, education and skill enhancing initiatives. Their inclusion in workforce will reap rich demographic dividends, enhancing social mobility.

2.1 Improve quality and equity of education, special focus on early childhood education

In our Study, a majority of respondents have identified education as one of the most crucial factors influencing social mobility, and they have also observed that there exist severe disparities in access to education and learning outcomes amongst youth from disadvantaged families vis-à-vis those from well-to-do families in India

The traditional national level schemes like the Integrated Child Development Services (ICDS) scheme, established over forty years ago, have left much to be desired with their focus being primarily on health and nutrition and less so on education and socio-emotional development. Given where we are, extensive combined efforts by government as well as NGOs/SEs are required to ensure that early childhood education is accessible to millions of underprivileged children in India.

Given that there are huge returns from prioritizing education, there is a need for policy frameworks to emphasize the importance of good schools, teachers, and other programs that target the disadvantaged youth in the country. As concerns over rising income inequality persist in the case of India, it is critical to go behind the symptom and rectify the underlying issue of inequality of opportunities.

To harness the power of education in promoting social mobility, our research points to the following key steps:

Increase investment in improving quality and accessibility of early childhood education for all

Build new pathways for higher education for the vulnerable youth

The power of education in promoting social mobility

Leverage technology to strengthen learning outcomes, especially in remote/rural areas

Design and execute measures to get girl students to complete schooling

Improvement in education infrastructure in the country

Enhance resources in schools customized for the needs of children from socio-economic disadvantages, like additional teachers, mentoring & counselling, etc.

Skills-training to be emphasized on along with mainstream school education

2.2 Enhance investment in youth-centric interventions to support transition from schooling to employment; develop pathways for youth to enter professional / organized sector careers irrespective of their backgrounds at birth.

While formal education is essential for social mobility, it is not by itself a passport for success for the youth from vulnerable backgrounds. Obstacles that make the transition to work difficult for the vulnerable groups – like age, ethnicity, gender, skills gap, disability, biases in promoting/recruiting only people from certain socioeconomic backgrounds need to be addressed. There is a need for initiatives that help the youth transition from school to employment matching their talent and potential.

While formal education is essential for social mobility, it is not by itself a passport for success for the youth from vulnerable backgrounds. Obstacles that make the transition to work difficult for the vulnerable groups – like age, ethnicity, gender, skills gap, disability, biases in promoting/recruiting only people from certain socioeconomic backgrounds need to be addressed. There is a need for initiatives that help the youth transition from school to employment matching their talent and potential.

While promoting entrepreneurship can create employment opportunities within local areas for many youth in the country, a supportive ecosystem would be a prerequisite for building guidance, market linkages, funding, capacity building to make entrepreneurialism successful.

- Enhance career counselling and mentorship facilities for the youth from disadvantaged backgrounds to match their skills with available jobs

- Enhance focus on skills-training and provision of lifelong learning opportunities

- Generate opportunities for high-quality internships and paid apprenticeships, that can help youth from vulnerable backgrounds in gaining work experience and improving their career prospects

- Introduce initiatives that address barriers to participation for disadvantaged groups like gender sensitive work environments for women, changing mindsets regarding social norms on issues like early marriage and pregnancy, etc., support-services at work-place like childcare, will enable the female youth to access education, skills and employment opportunities in the country.

- Promote entrepreneurship amongst youth to build own enterprise.

For the policymakers and Corporate India:

2.3 Improve labour market conditions through structural reforms and encouraging more inclusive companies without biases in hiring, promoting, and remunerating

According to the leaders of the development sector organizations surveyed in this study, fair work opportunities, wages and working conditions are as important in promoting social mobility. While many national level structural reforms in the labour market are needed to address the various barriers that underprivileged youth face in in the job market, the Corporate sector has a key role to play as well. More inclusive companies without biases in hiring, promoting, remunerating based on gender, age, caste, region, etc. can greatly help in ensuring better career prospects to youth from vulnerable groups. Potential ways to do this could be adopting certain best practices like having in-house inclusion and diversity teams that look at the progression of the employees from less-privileged backgrounds, mandatory reporting of gender wage gaps, vocational and on-the-job training, hiring youth from vulnerable backgrounds as apprentices. Such programs can provide effective routes for youth into professional lives irrespective of their backgrounds and education levels.

Picture Credit: Google Images

☀ Insight 3

Create conditions for maximizing impact by Social Mobility Promoting Organizations

The Study has shown that organizations working on promoting social mobility face multiple barriers in their work and need support to build strong organizations. Overall, the Study points towards greater collective investment for increasing the effectiveness of organizations and improvements in the support ecosystem. Specifically, the following ideas/recommendations emerge from the study:

For Social Purpose Organisations (NGOs and Social Enterprises):
3.1 Increase knowledge-sharing amongst organizations working on promoting social mobility

There is a need for greater knowledge-sharing and collaboration amongst development sector organizations to accelerate the impact of social mobility promotion initiatives, as well as give its due in the society.

3.2 Invest in collecting and using social impact data for evidence based decision making

Most of the challenges recorded by the organizations in the study are related to getting resources and obtaining funding to carry to out their activities. However, the lack of good social impact data and standard frameworks for reporting, measurement makes obtaining funding especially long-term funding difficult. Investments in practices like social impact collection, data monitoring and evaluation, focus on evidence based decision making can help organizations create meaningful, measurable and financially sustainable outcomes for all the people they serve or causes they support.

3.3 Invest in institution building for driving organizational excellence

Focus on increasing professionalism in the sectors through investment in established practices of good governance, leadership and talent management, financial management, legal affairs, communications and other operational practices. These efforts by increasing professionalism and transparency within the organizations will enable them to also garner more trust and support from the funders and the public.

For Donors/ Funders:

3.4 Funders can help strengthen Social Purpose Organizations by investing in building an effective ecosystem that addresses their core organizational needs.

01   Raising funds for organizational development is a struggle for most SPOs as indicated. Foundations, philanthropists, CSR and others could encourage SPOs they fund to invest in practices and services that strengthen these organizations and prepare them for maximizing their impact.

02   Donors/Funders could build diverse pools of funds for helping SPOs address their areas like good governance, capacity building, talent development, financial management etc.

03   Donors/Funders could work with other ecosystem partners like development sector think-tanks, advisory firms, academicians, regulatory support firms, data repositories etc. to promote the use of their services for making the sector more effective. One such service could be Rating and Accreditation, built on the base of continuous monitoring and evaluation. In fact, impact assessment has now been made mandatory by the Govt. of India for large CSR donors.

For Enabling Organizations:

3.5 Increase awareness, access and availability of enabling services that can help SPOs deliver their best

As articulated in the study, use of enabling services can greatly strengthen these organizations and help them deliver their best. Awareness, availability and accessibility of enabling services should be developed at scale and at speed across India, particularly those services that help in fund raising, capacity building, technology solutions, increasing transparency and accountability of SPOs.

3.6 Understand the evolving needs of the sector and generate timely knowledge and responses to strengthen the thought-leadership that shapes the sectoral strategy.

Ecosystem enablers can play a key role in strengthening the sector by understanding the evolving needs of the sector, generating timely knowledge and data on the state of the ecosystem, and responding with the relevant interventions for NGOs/SEs/Foundations in a regular and timely manner.

3.7 Create a network of all kinds of Development Sector Stakeholders pan India who work for promoting social mobility or enabling it indirectly, i.e. a national level federation that provides a common platform for all social mobility promoting organizations to share knowledge, raise the profile of the issue and elevate their collective voice on policy advocacy. Further, such a platform could provide independent monitoring & evaluation service leading to rating and accreditation that may in turn help in fund-raising for its members.

The Study identifies a strong need for a heretofore missing sector-led nodal body or association that acts as a platform responsible for knowledge-sharing, advocacy, capacity-building on issues related to social mobility, facilitate fund-raising by elevating the profile of social mobility as an issue, and accrediting organizations in the country by monitoring & evaluating its members' work continuously. It would bring together diverse NGOs/SEs, government agencies, philanthropies, corporate sector, and public at large with a common goal of creating effective ladders of mobility out of poverty for many in India. Based on our study and conversations with key leaders in the development sector, such a federation could provide the following services / benefits to the sector:

Facilitate access to effective ways of fund-raising which is highlighted as the biggest challenge facing organizations working at the grass-root level

Mobilize greater public support to the cause and provide a collective voice on the challenges affecting the sector

Facilitate access to consulting, advisory, knowledge and training support for strengthening the organizations through collaboration with various partners

Strengthen the narrative of the social mobility space by promoting multiple initiatives to motivate social mobility promoting organizations, e.g., provide stewardship to new SMPOs while assisting old ones to record & disseminate their success stories and create role-models recognized nationally and globally

Build an enabling environment by creating effective partnerships between all the relevant stakeholders

Steer public policy and regulation: the federation would align its work with the government in the Development Sector, encourage collaboration between the sector and the government, but making it a two-way street, help create a policy and regulatory environment that supports social mobility promoting organizations to do their best work.
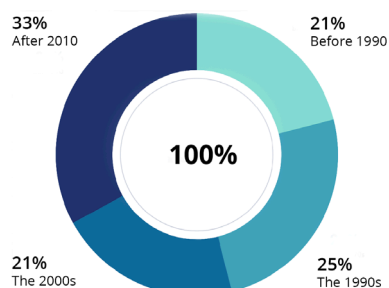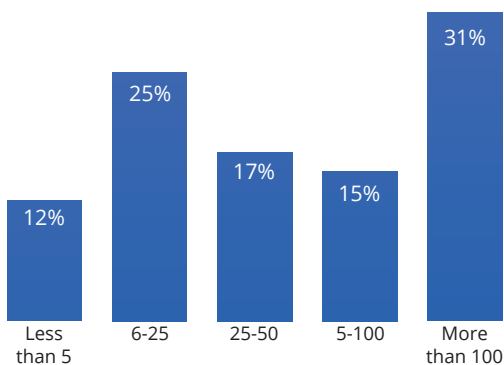
Appendix A

About the data

The study sample consists of responses from 131 SPOs and 41 Enabling Organisations.

Social Purpose Organisations (NGOs & Social Enterprises):

When was your organization established?

- 33% After 2010
- 21% Before 1990
- 25% The 1990s
- 21% The 2000s
- 100%

How many people does your organization employ on a fulltime basis?

- Less than 5: 12%
- 6-25: 25%
- 25-50: 17%
- 5-100: 15%
- More than 100: 31%

Geographic presence across India:

- One State-One City: 25%
- One State-Multiple Cities: 20%
- Multiple Cities: 55%

Organization's approximate annual budget for development related projects

- 7% Up to Rs 5 lakhs per annum
- 7% Rs 5 to 10 Lakhs per annum
- 13% Rs 10 to 50 Lakhs per annum
- 17% Rs 50 Lakhs to 1 Crore per annum
- 24% Rs 1 Crore to 5 Crore per annum
- 9% Rs 5 Crore to 10 Crore per annum
- 23% More than Rs 10 Crores per annum

Enabling Organisations:

Where is your organisation headquartered?

- 69% — In India
- 31% — Outside India

Geographic presence across India:

- 29% — One State-One City
- 9% — One State-Multiple Cities
- 62% — Multiple Cities

Organization's approximate annual budget for development related projects

- **14%** Up to Rs 5 lakhs per annum
- **3%** Rs 5 to 10 Lakhs per annum
- **9%** Rs 10 to 50 Lakhs per annum
- **9%** Rs 50 Lakhs to 1 Crore per annum
- **3%** Rs 1 Crore to 5 Crore per annum
- **11%** Rs 5 Crore to 10 Crore per annum
- **51%** More than Rs 10 Crores per annum

About the Research Agencies

RTI International

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Endnotes

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