

## United Care Philanthropy Exchange: A Social Innovation for Economic Development in India

By November 2013, United Care Development Services, a not-for-profit organization's (NPO) philanthropic model, was very successful and its services were in high demand. United Care (UC) worked as an intermediary between donors and local NPOs in India. It supported projects that improved livelihood opportunities and quality of life, especially for poor and disadvantaged people. UC made investments in developing and providing products and services along the thematic areas of education, health for people and planet, disaster relief, and income-generation activities.

UC was known for its innovative Post-Pay model, by which donors paid only for finished projects. This required UC to advance its own funds necessary to develop socio-economic initiatives. For all completed projects, UC generated result certificates and solicited potential donors to contribute the actual costs after seeing proof of the social impact made by the projects. The funds collected as donations were subsequently reinvested in new initiatives.

UC services were in high demand because it not only helped carefully selected NPOs secure funding for their socio-economic projects, it also provided strategic advice and operational support before and during implementation. This helped the NPOs develop structured plans for completing their ongoing projects and insight in creating a larger social impact through their developmental activities.

The founder and director of UC, P.S. Gunaranjan, fondly known as Guna, saw significant potential for the growth of his organization. However, since January 2013 he had been apprehensive about accepting new projects because he felt constrained by his ability to procure adequate funding and find sufficient human resources to execute the projects. He firmly believed that scalability of UC's central principle of pay-for-results would be instrumental in the success and sustainability of the organization. Was he correct in his belief or were there other viable options that he should be exploring?

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