



A SELCO Foundation initiative

SHIFTING

Paving the way to 2030

/SANDS

6-7th February 2025



SELCO Foundation

The first Impact/Failure Conclave was held in April 2018. Rohini Nilekani, an Indian author and philanthropist, opened the deliberations and noted how conversations around failure needed to come out in public.

Everyone of us, in the impact sector, need platforms to help us to normalize those discussions. Failure, however, as a term has been gravely misunderstood, and is typically associated with 'lack of success' or 'non-occurrence'. But as we saw in the first two editions of the Impact/ Failure Conclave- failures in the impact sector are much more nuanced. Everyone in the social sector work with complex wicked problems, with an aim to create long term impact. Thus 'success' and 'impact' become transitional- changing with time, scale or new vantage points and learnings, which emerge over time.

The first Impact/ Failure conclave opened up the dialogue by deep and hard hitting self reflections of individual failures. Speakers shared their OWN experiences at various levels of conceptual and operational failures. The second conclave pushed boundaries beyond the binary nature of failure and revealed critical learnings highlighting 'successes in failures and failures in successes'.

Expanding and analyzing the grey areas in both success and failure, it created a potent field for not only discussing failures but in-fact celebrating them for their ability to transform mindsets.

Today, we stand at a time when humanity continues to be challenged by two of the biggest threats -growing inequality and climate change: and unfortunately we no longer have the luxury of time. There is no denying that both threats are the result of systemic failure of the State, Markets and Society collectively. As we all buckle down in the next 5 years, and work towards 2030, delving into learnings becomes even more relevant and important.

Are there some bigger cracks that are going unnoticed?
Do we need to re-think the assumptions behind our programs?

**On 6th and 7th February 2025, we welcome you to
Impact/Failure Conclave 3.0 - Shifting Sands - Paving the Path to 2030.**

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DAY 1 Thursday : 06 Feb, 2025

8:30 AM - 9:30 AM	Registration	Corridor
9:30 AM - 9:45 AM	Welcome Note Rishiksha T Krishnan, Director, IIM Bangalore	Auditorium
9:45 AM - 10:00 AM	Keynote Address Rohini Nilekani, Chairperson, Rohini Nilekani Philanthropies	Auditorium
10:00 AM - 11:00 AM	Failures in Solving for People and Planet: Moving Towards a Climate 360 Approach The biggest failure in meeting climate goals has been the pace and aggression with which climate programs have been designed, executed, and evaluated. While we might not have time left for mitigation measures, just transition and adaptation can be designed in an exponentially effective manner if we delve into the failures of previous and current climate-driven initiatives. Practitioners discuss how and why we may have failed the climate crisis and what we can learn moving forward. Moderated By: Rohini Nilekani, Chairperson, Rohini Nilekani Philanthropies Speakers: Carl Pope, Principal, Inside Straight Strategies; Asif Saleh, Executive Director, BRAC, Bangladesh; Harini Nagendra, Director, School of Climate Change and Sustainability, Azim Premji University; Anshu Gupta, Founder, Goonj	Auditorium
11:00 AM - 11:30 AM	Tea/Coffee Break	Behind Auditorium
11:30 AM - 12:30 PM	The Promise and Failure of the Philanthropic Model Today, more than ever, philanthropies need to strengthen their role and accountability in reaching inclusion and environmental goals. How is the philanthropy model evolving and what are the key lessons on designing for climate action and poverty alleviation in a sustained manner. Join this session to hear from philanthropies on how they view their failures, and learn from their experience of having supported various institutions and initiatives over time. Moderated By: Manoj Kumar, Founder, Social Alpha Speakers: Ravi Venkatesan, Chairman, GEAPP; Dhruvi Shah, CEO, Axis Bank Foundation; Lande Ajose, Managing Director, Chief of Staff, Waverly Street Foundation	Auditorium
12:30 PM - 1:00 PM	Special Address Suresh Prabhu, Former Union Minister	Auditorium
01:00 PM - 02:30 PM	Lunch Break	MDC Woods
02:30 PM - 04:00 PM	Deep Dive Sessions <ol style="list-style-type: none"> 1. Failure in Translating Biodiversity Policy into Localized Action (P21) 2. Failure of Development Programs in Africa (Auditorium) 3. Failures in Innovations: Agri-tech (P12) 4. Workshop: Monitoring Success or Learning from Failures - Part I (P22) 5. Re-imagining Rural Ambitions: Failures in Entrepreneurship (N001) 6. Humanitarian Energy Lessons Learned-Bridging Short-term Relief with Long-term Investments (P11) 	Classrooms
04:00 PM - 04:30 PM	Tea/Coffee Break	Behind Auditorium
04:30 PM - 05:00 PM	Fire Side Chat Jessica Anderen, CEO, IKEA Foundation with Huda Jaffer, Director, SELCO Foundation	Auditorium
05:00 PM - 06:00 PM	Redefining Success Metrics in Indian Film Industry While success stories from the Indian Film Industry captivate global audiences, the underlying struggles and failures often go unnoticed. These challenges are integral to shaping a filmmaker's journey and voice, providing lessons that extend beyond the screen. In this session, we delve deeper into these untold narratives, exploring the complexities of balancing creativity with commercial viability. How can the industry embrace its failures to innovate and redefine success in a rapidly changing landscape? What can these lessons teach the next generation of storytellers, equipping them to navigate the evolving dynamics of the entertainment world? Moderated By: Amala Akkineni, Actress, Director of Annapurna College of Film and Media Speakers: Prashanth Neel, Film Director and Screenwriter; Akshat Ajay Sharma, Film Director & Writer.	Auditorium

Deep Dive Sessions: 02.30PM - 04.00PM

DAY 1

Failure of Development Programs in Africa

Auditorium

Development programs in Africa have focused on addressing poverty, climate change, and sustainable development. However, ground realities highlight the failure of most initiatives despite significant investments due to a misalignment with local needs, local contexts and poor coordination and planning. Join us as we learn from these failures and explore avenues to innovate more responsive, locally-driven strategies that prioritize community engagement, indigenous knowledge and adapt to the dynamic needs of Africa's diverse populations in the face of climate change.

Moderated By: Haileselassie Medhin, Programmes Director, IKEA Foundation

Speakers: Million Belay, General Coordinator, Alliance for Food Sovereignty for Africa; Simon O'Connell, CEO, SNV Makena Ileri, Director- Demand, Jobs and Livelihoods, The Global Energy Alliance for People and Planet; Vijay Modi, Professor, Columbia University; Paul T. Yillia, Manager, The Energy Nexus Network; Sisty Basil, Executive Director, ELICO Foundation.

Humanitarian Energy Lessons Learned - Bridging Short-term Relief with Long-term Investments

Classroom - P11

Energy access in humanitarian contexts often fails due to fragmented funding, short-term planning, and a lack of expertise and coordination among stakeholders. Around 90% of refugees lack access to electricity and 80% rely on traditional biomass for cooking, due to emergency-driven approaches prioritising immediate needs, therefore sidelining sustainable energy solutions. Limited engagement with displaced communities and host governments exacerbates the challenge, leading to poorly designed energy systems that are inefficient or abandoned. With humanitarian needs rising and proven energy access technologies accessible, it is essential to learn from past humanitarian energy programming to integrate best practices on energy planning and implementation into humanitarian and development strategies and avoid repeating past inefficiencies. This session will review emerging lessons learned on what works (and doesn't) for how to deliver clean energy access, sustainably, in humanitarian contexts.

In partnership with UNITAR and GPA

Moderated By: Tash Perros, Senior Research Fellow, UCL

Speakers: G. Shandeepan, Director for Skill Development, Doctors For You; Fazle Muztaba, Founder & Director, Envo Renewable Energy Services; Andrea Arricale, Energy Specialist Consultant, World Bank; Aimee Jenks, Strategy and Partnerships Lead, Global Platform for Action, UNITAR

Failures in Innovations: Agri-tech

Classroom - P12

Agricultural technology is key to improving farm productivity and helping farmers adopt sustainable practices. However, bringing technology to farms can be challenging, especially given the wide variety in land types, crop patterns, irrigation methods, and farm sizes. Join this discussion to understand on why technology innovation falls short of meeting the needs of farms in India.

Moderated By: Nagaraja Prakasam, Angel Investor

Speakers: Ramanjaneyulu GV, Executive Director, Centre for Sustainable Agriculture; Devika Chandrasekharan, Co-Founder, Fuselage Innovations; Prajwal M, Founder and CEO, Oscillo Machines; Onkar Pandey, Director - Livelihood and Prosperity, Social Alpha

Monitoring Success or Learning from Failures - Part I

Classroom - P22

Monitoring, Evaluation, and Learning (MEL) is often reduced to a compliance tool. Designed primarily to meet reporting requirements, it fails to deliver on its full potential as a catalyst for change, leaving those involved fatigued and frustrated. Join us for an interactive workshop where we work with your stories and experiences (of MEL failure and success) to reimagine MEL as a collaborative process that empowers users and fosters a culture of openness, innovation, and learning.

Moderated By: Andre Ling, Director, Interconnect Consulting Limited;

Speakers: Anirban Ghose, Co - Founder, Transform Rural India; Gurshabadjeet Singh, MEL & Strategy Consultant; Devyani Srinivasan, Lead Consultant, Probex Consulting; Akanksha Singh, Senior Monitoring, Evaluation and Learning Officer, Young Feminist Fund.

Deep Dive Sessions: 02.30PM - 04.00PM

DAY 1

Failure in Translating Biodiversity Policy into Localized Action

Classroom - P21

This plenary will explore the persistent gap between biodiversity policies and their implementation at the grassroots level. Despite well-crafted frameworks and significant investments, local stakeholders often struggle to align with global and national goals due to systemic, social, and operational challenges.

Speakers from philanthropies, NGOs (researchers and practitioners), and government bodies will share their perspectives on why these disconnects occur. Through candid discussions, the session aims to uncover lessons from past failures, propose actionable strategies for bridging the policy-practice divide, and inspire collaborative solutions that empower localized biodiversity action.

In partnership with Ashraya Hastha Trust

Moderated By: Sonya Fernandes, Chief Program Officer, Ashraya Hastha Trust;

Speakers: Rohan Arthur, Head scientist - Oceans & Coasts, Nature Conservation Foundation;
Saloni Bhatia, Fellow, ATREE; Sujana Krishnamoorthy, Executive Director, Under the Mango Tree Society;
Rushikesh Chavan, Head, The Habitat Trust

Re-imagining Rural Ambitions: Failures in Entrepreneurship

Classroom - N001

Rural entrepreneurship holds great potential to address major issues like poverty and migration along with building climate resilience among rural communities. However, efforts to support rural livelihoods have mostly focused on skill training programs, thus failing to tap the true potential and entrepreneurial spirit of rural youth. In this session, we dive deeper into learnings in promoting entrepreneurship in rural areas- what are the shortfalls and how can we reimagine rural entrepreneurship as a way to drive inclusive development?

In partnership with Buddha Institute

Moderated By: Ved Arya, Founder Director, The Buddha Institute

Speakers: Isha Rymbai, Founder, Eriweave; Dinesh Goel, Investment Partner, Siana Capital;
Sathish Kumar CAV, Founder, Swachha Kaadyam; Catherine Lalmanpuii, Co - Founder, Thlado GreenTech;
Sanjay Guha, Angel Investor; Kuldeep Dantewadia, CEO, Reap Benefit; Svati Bhogle, Founder, Sustaintech India Private Limited

DAY 2 Friday: 07 Feb, 2025

09:00 AM - 09:30 AM	Registration	Corridor
9:30 AM - 10:00 AM	From Social Systems to Social Soil	Auditorium
	Otto Scharmer, Founding Chair, The Presencing Institute	
10:00 AM - 11:00 AM	Too Big to Fail-Failure of Policies	Auditorium
	<p>Policies are a statement of intent, designed often as a deliberate system of guidelines to guide decisions and prioritize a certain mandate, vision or ideology. As we discuss humanity's future, policy can play a critical role in incentivizing markets, and citizen ecosystems to act towards climate action and responding to growing inequality. Join this candid discussion to know how failures are viewed and dealt with at a macro scale. How do policy stakeholders across regional, national, and multi-lateral ecosystems navigate complex problem statements, design for effective governance, create conditions for deep and sustained impact and catalyze scale?</p> <p>Moderated By: Peter Goldmark, Independent Climate And Social Change Advisor Speakers: Raihan Elahi, Lead Energy Specialist, ESMAP (Energy Sector Management Assistance Program); Gurbuz Gonul, Director - Country Engagement & Partnerships, IRENA; Richenda Van Leeuwen, President, Hummingbird Green Solutions</p>	
11:00 AM - 11:30 AM	Coffee Break	Behind Auditorium
11:30 AM - 12:30 PM	An Education on Failures by Academia	Auditorium
	<p>Many might say the biggest gap in the impact sector is human resources. This session brings together leading thinkers from academia- responsible for nurturing human brains for innovative and creative problem-solving. How can we learn from the failures in academia over the past many years in nurturing individual minds who can take on and do justice to the development agenda for the next 20 years.</p> <p>Moderated By: Chintan Vaishnav, Former Mission Director, Atal Innovation Mission, NITI Aayog Speakers: Geetha Narayanan, Founder-Director, Srishti Manipal Institute of Art, Design and Technology; Ambuj Sagar, Deputy Director (Strategy & Planning), IIT Delhi; Sanjay Purohit, CEO, Centre For Exponential Change; Manu V. Mathai, Director - Research, Data & Impact, WRI India</p>	
12:30 PM - 01:30 PM	Failure as Fuel: Lessons in Resilience and Leadership	Auditorium
	<p>In a world often defined by inequality and complex challenges, youth can be particularly hard on themselves, viewing failure as a personal flaw rather than a universal experience and a source of growth. This session seeks to shift that perspective by showcasing the journeys of four inspiring RMAF Emergent Leadership awardees— visionaries who turned failures into opportunities for learning, resilience, and transformative impact. (In Partnership with Ramon Magsaysay Award Foundation)</p> <p>Moderated By: Hari Natarajan, Programme Specialist, UNDP India Speakers: Farwiza Farhan, Forest Conservationist; Chung To, Founder & Chairperson, Chi Heng Foundation; Gary Benchehib, Co - Founder, Sungai Watch; Ravi Kannan R, Director Cachar Cancer Hospital and Research Centre</p>	
01:30 PM - 03:00 PM	Lunch	MDC Woods
03:00 PM - 04:30 PM	Deep Dive Sessions	Classrooms
	<ol style="list-style-type: none"> 1. Failures in Innovations: Med-Tech for Climate-Health Nexus (P12) 2. Workshop: Presencing - Seven Practices from Transforming Systems & Self (Q002) 3. Navigating Failures: Farmers' Perspective (Q001) 4. Navigating Failures: Government's Perspective (N001) 5. Start-up Boom or Entrepreneurship Bubble (P21) 6. Solar Irrigation Systems for Smallholder Farmers: Failures and Opportunities (P22) 7. Workshop: Monitoring Success or Learning from Failures - Part II (P11) 	
04:30 PM - 05:00 PM	Tea/Coffee Break	Behind Auditorium
05:00 PM - 06:00 PM	To Fail or Not to Try: SELCO Foundation's Journey	Auditorium
	<p>Moderated by Harish Hande, CEO, SELCO Foundation; Speakers: Thomas Pullenkav, Director, SELCO India; Huda Jaffer, Director and Rachita Misra, Associate Director, SELCO Foundation</p>	
06:00 PM - 07:00 PM	Closing Ceremony	Auditorium
	Swarathma & Friends-featuring Mickma Tshering Lepcha & Mangka	

Deep Dive Sessions: 03.00PM - 04.30PM

DAY 2

Start-up Boom or Entrepreneurship Bubble

Classroom - P21

Incubators play a pivotal role in creating the ecosystems needed to foster innovation, drive inclusive economic growth, and address social and environmental challenges. By nurturing startups and enterprises that focus on solving the most critical issues such as poverty and climate change, however, the goal is far from being met. Join the incubation ecosystem as it reflects on the gaps that are yet to be filled in harnessing an inclusive entrepreneurial environment.

In partnership with NSRCEL IIM Bangalore and Social Alpha

Moderated By: Rachita Misra, Associate Director, SELCO Foundation;

Speakers: Lakshmi Jagannathan, CEO, Innovation Center IIIT Bangalore; Anand Sri Ganesh, CEO, NSRCEL IIM Bangalore; Durga Prasad Gouda, CEO, AIC - Nalanda Institute of Technology Foundation; Dr. Anita Gupta, Head of Scientific Division, Climate Energy & Sustainable Technology, Department of Science & Technology (DST) GOI

Navigating Failures: Farmer's Perspective

Classroom - Q001

This session will focus on the challenges faced by farmers in today's rapidly changing landscape and how they navigate growing risks and uncertainties. Farming today requires balancing risk with need, finding innovative solutions amidst limited resources, and striving for sustainability while ensuring economic viability.

What does this journey look like for farmers? How do they manage failures, adapt to climate change, and sustain their livelihoods in the face of mounting pressures? This session will explore these questions and highlight real examples of resilience, innovation, and determination within the farming community.

Moderated By: Anitha Reddy, Director, Sahaja Organics

Speakers: Bilansini Nath, Sambalpur, Odisha; Ramesh Khangoudar, Belagavi, Karnataka; Neelam Dutta, Assam; Krishna Chandra Nag, Kalahandi, Odisha

Solar Irrigation Systems for Smallholder Farmers: Failures and Opportunities

Classroom - P22

Irrigation is key to farming. The Green Revolution was driven by the widespread use of borewells for irrigation and subsidized electricity. In recent years, government schemes and programs such as the PM-KUSUM scheme have aimed to transform irrigation practices by deploying millions of solar pumps across the country, scaling these technologies across contexts. Despite notable progress, are there some failure points to observe in scaling solar irrigation systems?

This session explores the main failures in irrigation programs in India, and barriers to solar irrigation adoption. The focus will be on context-specific irrigation models and the intricate relationship between water, energy, food and markets.

In partnership with Sustain Plus Foundation

Speakers: Ayan Deb, Program Director, Sustain Plus Energy Foundation; Neha Bhawe, Researcher, ACWADAM; Mihir Mathur, Founder, DESTA; Juwan Singh Patel, Champion Farmer; Dineshbhai Sangada, Cluster Coordinator, NM SADGURU Foundation; Asmitaben Alkeshbhai Chauhan, Champion Farmer.

Failures in Innovations: Med-Tech for Climate-Health Nexus

Classroom - P12

Between 2030 and 2050, climate change is expected to cause around 250,000 additional deaths per year. Current inequities in access to medical technologies are detrimental to public health access; and much of the medical technological innovations suffer from systemic biases and financial barriers. How does the evolving med-tech market address the rising health challenges, while also addressing the inequitable access to health services? This session will explore past failures, and pave a pathway for enabling an improved understanding of opportunities in med-tech innovations for last mile.

In partnership with PATH India

Speakers: Neeraj Jain, Country Director – India & Director – Growth Operations, Asia, Middle East and Europe, PATH; Nandakumar, Veteran General Surgeon; Anusha Purushotham, Head - Health Systems and Policy, Remidio; Taslimarif Saiyed, CEO and Director, C-CAMP; Sunil Anand, Executive Director, ECHO India; Manoj Kumar, Founder Social Alpha

Monitoring Success or Learning from Failures - Part II

Classroom - P11

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Deep Dive Sessions: 03.00PM - 04.30PM

DAY 2

Navigating Failures: Government's Perspective

Classroom - N001

When we think of scale, welfare, and equity, the government's role is pivotal. It is squarely positioned to drive impactful development initiatives, yet it operates within vast and intricate systems with often limiting structures and ways of working. Navigating these complexities can be challenging, and failure within such a critical system is not only difficult to accept but often hard to dissect because of the different layers of implementation. This session offers a chance to hear from those working within the government, sharing their perspectives on how they understand and manage failures.

In partnership with SVYM

Speakers: SM Vijayanand, Chairperson, PRADAN; A. S. Kiran Kumar, Chairman, Physical Research Laboratory Management Council and Member, Space Commission, Govt of India; P.V.S. Suryakumar, Former Deputy Managing Director, NABARD; Sampath Kumar, Principal Secretary & Development Commissioner, Health & Family Welfare Department, Government of Meghalaya, India; Darshan Puttannaiah, Member, Karnataka Legislative Assembly; Shilpa Nag, Deputy Commissioner, Government of Karnataka.

Workshop: Presencing - Seven Practices from Transforming Systems & Self

Classroom - Q002

In this deep-dive session, Otto Scharmer explores the transformative potential of awareness-based systems change, drawing on the foundational principles of Theory U. He discusses how systems can only evolve when consciousness shifts, emphasizing that deep transformation requires individuals and collectives to reflect deeply on their relationships and patterns of interaction—the unseen "soil" of the social field.

Using powerful metaphors and real-world examples, Otto illustrates the shift from extractive, efficiency-driven models to regenerative, ecosystem-centric approaches across sectors such as agriculture, education, business, and governance. He highlights the critical role of leadership, listening, and presence in navigating disruption and creating the conditions for collective creativity to emerge.

This session is both a reflection and a call to action for those seeking to activate "islands of coherence" in a world facing profound challenges. By cultivating the capacity to sense and act from the emerging future, participants will gain new insights into the inner and outer shifts required to foster systemic transformation for a regenerative, intentional, and inclusive world.

Moderated by: Otto Scharmer

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