



Further Together:

Collaborative Action as a
Pathway to Systems Change

An overview of 13 collaboratives in India





Centre for Digital Financial Inclusion

Overview: Centre for Digital Financial Inclusion (CDFI) aims to use technology to empower the less privileged and excluded with tools and information and develop mechanisms to sustain and scale such solutions. CDFI has achieved considerable success in India as innovator, collaborator and thought leader in bringing change through technology. They have developed and supported award-winning innovative solutions for the social sector that have impacted a large number of citizens. These solutions are driving large scale projects at the national and state level in areas such as benefits delivery, data-driven governance, health, agriculture, and literacy & outreach.



Year of setup: 2014



Team size (Backbone Organisation): 30



Key Activities: Develop and disseminate knowledge; Conduct research and development; Facilitate Implementation; Implement Programs



Key Thematic Focus: Health & nutrition of Pregnant & Lactating women and children; Digital innovations and platforms relating to livelihoods and financial inclusion of small and marginal farmers & SHG women; Promotion of digital payments; Direct Benefit Transfers, Social Security Platform, Data Driven Governance, Social Audit



Funding:
Information not available



Backbone/Secretariat:
Institute for Financial Management & Research



Annual Budget: Information not available

Core Partners: Funders: BMGF | MSDF | Omidyar Network | Tata Trusts
Existing Govt./Institutional Partners: National Rural Livelihood Mission | Ministry of Electronics & Information Technology | Ministry of Women & Child Development | Meghalaya Govt. | Chhattisgarh Govt. | Assam Govt. | Haridwar District Administration | SIDBI | NPCI | WHO
Govt. Partners in completed projects: Maharashtra Govt. | Kerala Govt. | Hailakandi District Administration

Implementing Partners: NA

Key achievements

By engaging with tech start-ups and small firms, CDFI has developed and scaled digital innovations in areas that benefits delivery in DBT mode, promoting digital payments, financial literacy, education, program analytics, health, agricultural livelihood, and farmer financial inclusion. Playing a role from concept to execution, CDFI has implemented various large scale programs using these innovations at the national and State level. Some include-

- ◆ Developed and deployed COVID Tracking System to support Meghalaya Govt. in early detection, possible quarantining and providing/tracking medical interventions to curb the spread of COVID-19 across the state
- ◆ Redesigning, developing, piloting and scaling National Rural Livelihood Mission's data architecture and systems to benefit over 6.6 crore SHG members across the country.



The Collaborators for Transforming Education

Overview: The Collaborators for Transforming Education is an endeavour of EdelGive Foundation to mobilise a consortium of key donors, and experienced and highly respected NGO partners, who will work with the government's education machinery and the local community to transform the last mile delivery of education. The Collaborators program operates on the principle of 'demonstrate and scale' with a focus on three main objectives: 1) Enhancement in learning outcomes of children 2) Support to the education system by conducting capacity building of educational functionaries at multiple levels 3) Improve community engagement for sustainability.



Year of setup: 2016



Key Activities: Inform public policy; Develop and disseminate knowledge; Facilitate implementation



Team size (Backbone Organisation): 5



Key Thematic Focus: Elementary Education



Annual Budget (INR): 11 cr



Funding: Institutional Foundations (29%)
Corporate Foundations (71%)



Backbone/Secretariat: EdelGive Foundation

Core Partners:

Dept. of School Education and Sports, Govt. of Maharashtra | EdelGive Foundation | Sita Devi Malhotra Charitable Trust | Great Eastern CSR Foundation | Dalyan Foundation | Tata Trusts | HT Parekh Foundation | Credit Suisse

Implementing Partners: Gyan Prakash Foundation | Kaivalya Education Foundation | Quality Education Support Trust (QUEST)

Key achievements

- ◆ The program has scaled from 5 blocks of 4 districts to 76 blocks of 7 districts, impacting from 25,000 children to 1.4 million children, 272 schools to 11,826 schools, 990 teachers to 49,388 teachers, 150 Govt functionaries to 1,182 Govt functionaries
- ◆ An average of 57% students have achieved grade level competency; students' performance in four pilot blocks have been observed to be higher than the more advanced blocks, with overall learning outcomes increasing by 14%
- ◆ Increased focus on skill development of teachers and headmasters; regularization and effective facilitation of the Shikshan Parishad (Cluster forum for teachers), School Management Committee meetings and Education Gram Sabha and inculcating data driven decision making process
- ◆ The Government of Maharashtra has showcased best practices from the programme to the Government of India, World Bank and UNICEF.



Global Alliance for Mass Entrepreneurship (GAME)

Overview: GAME-a project of Junior Achievement India Services (JAIS) is an alliance of mission aligned partners in order to make entrepreneurship aspirational, nurture entrepreneurial mindsets early, help single and micro entrepreneurs grow and enable women to start and succeed their enterprises. The organization broadly aims to: see several enterprises, both new and existing ones, get on a growth path; create jobs as they move on the escalator of 'small to medium to large; create an alliance of partners that champions 'growth led' entrepreneurship across the country and unshackle MSMEs through EoDB & access to finance.



Year of setup: 2018



Key Activities:

Implement programs; Facilitate implementation; Conduct research and development; Develop and disseminate knowledge; Inform public policy; Mobilize or channel funding



Team size (Backbone Organisation): 18



Key Thematic Focus: Entrepreneurship



Annual Budget (INR): 14 cr



Funding: Institutional Foundations (95%)



Backbone/Secretariat: GAME

Core Partners:

Funders – IKEA Foundation | Rockefeller Foundation | Bill and Melinda Gates Foundation | ZS Associates.
Govt partners - Govt of Punjab | Govt of Andhra Pradesh | Govt of Uttarakhand | Govt of Karnataka

Implementing Partners: deAsra | Udhyam

Foundation | Wadhvani Foundation | LabourNet | Ubuntu | Chamber of Industrial and Commercial Undertakings in Ludhiana | Buzzwomen

Key achievements

- ◆ Arriving at scalable models of entrepreneurship and implementing them in two regions of India thereby creating potential light houses for replication
- ◆ Working with the Govt of Punjab in creating an environment conducive for ease of doing business thereby reducing the compliance burden on MSME's
- ◆ Creating a narrative around mass entrepreneurship and bringing it into the thinking of Policy Makers
- ◆ Within a short span of being in existence, generated interest at a global level to incorporate GAME's model in other countries – Mexico and Kenya



India Climate Collaborative

Overview: The India Climate Collaborative (ICC), is a collaborative platform launched by a group of philanthropists and corporate leaders committed to driving greater and more impactful climate action in India. The ICC's mission is to deepen and connect the climate ecosystem for a thriving and sustainable world. The ICC team has two arms that work in close consultation - the Engagement team focuses on building and fortifying memberships, fostering the collaborative, and mobilising financial support to the ICC; the Program team focuses on building programs that engage the ICC funder community in solving India's climate challenges.



Year of setup: 2020



Key Activities: Develop and disseminate knowledge; Mobilize or channel funding; Conduct research and development; Inform public policy



Team size (Backbone Organisation): 15



Key Thematic Focus: Climate change mitigation and adaptation



Annual Budget: Information not available



Funding: Information not available



Backbone/Secretariat: NA

Core Partners: Rohini Nilekani Philanthropies | Tata Trusts

Implementing Partners: NA

Key achievements

Launched 4 programs in air quality, sustainable land use, water security and energy security with a focus on collaborative projects, raising new climate funding, increasing engagement on climate action, and making climate investments more impactful.



Migrants Resilience Collaborative

Overview: The Migrants Resilience Collaborative (MRC) is a grassroots-led multi-stakeholder collaborative of nonprofit, philanthropic, and private sector actors focused on ensuring safety, security, and mobility for vulnerable migrant families across India. The Collaborative will be India's largest grassroots-led collaborative, and the largest non-governmental initiative dedicated to migrant workers and their families. It aims to sustainably support 10 million workers and their families in 100 districts and cities over the next 5 years. Across three thematic areas – social security, worker protection, and responsible recruitment – the MRC's ultimate goal is to ensure dignity for migrant families by reducing vulnerability to forced labour, child labour, and other forms of exploitation.



Year of setup: 2020



Key Activities: Inform public policy; Develop and disseminate knowledge; Mobilize or channel funding; Conduct research and development; Facilitate implementation; Implement programs



Team size (Backbone Organisation): 1200



Key Thematic Focus: Migrant families



Annual Budget (INR): 40-50 cr



Funding: Institutional Foundations (80%), Corporate Foundations (20%)



Backbone/Secretariat: Jan Sahas, Global Development Incubator, EdelGive Foundation

Core Partners:

Godrej Group | Omidyar Network | Michael & Susan Dell Foundation | Skoll Foundation | Macquarie Foundation | HT Parekh Foundation

Implementing Partners: Adivasi Sanranchan Seva Samiti | AHP | Asha Sewa Sanstha | Buniyad | Gram Vikas Yuva Trust | Gramin Swablabhan Samiti | IDYWC | Jan Akanksha | Jan Sahas | MAHAD | Mahila Mukti Sanstha | Nirman | Progressive Society | RDC | Shakti Brick Kilns Union | Udaan | Yuva Vikas Mandal

Key achievements

- ◆ Facilitated +1 million social security entitlement applications in 6 months, of which ~700K benefits have been realized
- ◆ Supported >4k workers caught facing forced labour situations, including rescuing 187 individuals



National Faecal Sludge and Septage Management Alliance



Overview: The National Faecal Sludge and Septage Management (NFSSM) Alliance is a national working group, with a mandate to build consensus and drive forward the discourse on faecal sludge and septage management (FSSM) in India. The Alliance works in collaboration with the Ministry of Housing and Urban Affairs (MoHUA) and the Department of Drinking Water and Sanitation (DWS), under the Ministry of Jal Shakti, which are the central ministries responsible for sanitation in India. The vision of the Alliance is to create an enabling environment to accelerate progress towards universal access to safely managed sanitation and address the massive challenge of safe storage, collection, transport, treatment, and reuse of human waste in India. It is focused on all aspects of faecal sludge management across the sanitation value chain.



Year of setup: 2016



Team size (Backbone Organisation): 6-7



Annual Budget (INR): 1 cr



Key Activities: Inform public policy; Develop and disseminate knowledge



Key Thematic Focus: Urban Sanitation, primarily focused on Faecal Sludge and Septage Management



Funding: Institutional Foundations (100%)



Backbone/Secretariat: Dasra

Core Partners:

Bill and Melinda Gates Foundation | Ministry of Housing and Urban Affairs (MoHUA) | Department of Drinking Water and Sanitation (DWS) under the Ministry of Jal Shakti

Implementing Partners:

Administrative Staff College of India (ASCI) | Athena Infonomics | BBC Media Action | Bill & Melinda Gates Foundation (BMGF) | BORDA | CEPT University | Centre for Advocacy and Research (CFAR) | Consortium for DEWATS Dissemination Society (CDD Society) | Centre For Policy Research (CPR) | Centre For Study Of Science, Technology & Policy (CSTEP) | Centre for Science and Environment (CSE) | Dasra | Ernst & Young (EY) | GIZ | Indian Sanitation Coalition (ISC) | Indian Institute for Human Settlements (IIHS) | National Institute for Urban Affairs (NIUA) | International Water Management Institute (IWMI) | KPMG | Population Service International (PSI) | RTI International | Tide Technocrats | Urban Management Centre (UMC) | UNICEF | United States Agency for International Development (USAID) | WaterAid India | Water, Sanitation and Hygiene Institute (WASH Institute) | The World Bank

Key achievements

- ◆ The Alliance convinced the government that FSSM is a viable solution and worked with the Ministry of Housing and Urban Affairs to draft India's landmark **National Policy on Faecal Sludge and Septage Management (FSSM) 2017, the first of its kind globally**. This led to **19 out of 29 states and union territories drafting state-specific FSSM guidelines** and at least 4 states making financial commitments to FSSM
- ◆ The Alliance jointly developed and launched a report with NITI Aayog highlighting best practices and business models in FSSM through 27+ case studies in India which was disseminated **to 4000+ Urban Local Bodies (ULBs)**
- ◆ Recommendations made by the NFSSM Alliance and the **efforts towards empowering local governments yielded in acceptance of 6+ critical recommendations by the 15th Finance Commission** including inclusion of FSSM in sanitation grants to ULBs
- ◆ **Through its government engagement efforts, the Alliance influenced national policies like the Swachh Bharat Mission, increased focus on FSSM and Wastewater Treatment in the Union Budget 2021 with 141k crore allocated to FSSM** with an established linkage to health and advocated for safe and inclusive sanitation for all



Pay What It Takes Collective

Overview: The Pay What It Takes (PWIT) collective aims to contribute to Indian NGOs becoming stronger and more resilient organizations that can leverage more funding and achieve greater impact. It will do so by catalysing dialogue and collaborative action (by funders, NGOs and intermediaries) to identify and invest in NGO true costs and organization development. The collective has begun work in knowledge building and dissemination on the topic and is transitioning to field-building activities to change stakeholder mindsets and practices for true cost funding and organisational development. The collective aims to enable, for example, change in funder policies towards PWIT and change in NGO practices to invest in non-program needs, as well as developing methodologies and toolkits that can enable these changes.



Year of setup: 2020



Key Activities: Develop and disseminate knowledge; Facilitate implementation



Team size (Backbone Organisation): ~3 FTEs



Key Thematic Focus: NGO organization development and resilience building - field-building collaborative



Annual Budget (INR): Information not available



Funding: Institutional Foundations (Mostly) Family Foundations (Some)



Backbone/Secretariat: The Bridgespan Group

Core Partners:

ATECF | CIFF | EdelGive Foundation | Ford Foundation | Omidyar Network

Implementing Partners: NA, but this is a field building multi-year initiative to develop a stronger and more resilient NGO sector in India

Key achievements

- ◆ Completed Year 1 research and evidence building on the need and urgency for PWIT
- ◆ Built consensus and energy on true cost funding and organization development amongst anchor partners
- ◆ Started engagement with a range of NGO partners, funders and intermediaries to build knowledge and capacity in this area



Overview: REVIVE is a blended finance facility by Samhita-CGF that leverages corporate and philanthropic funds to provide accessible and affordable capital in the form of returnable grants and credit to previously employed or self-employed workers and at-risk small enterprises, which will help them restart and sustain their work or find alternate business and livelihood opportunities. It aims to reach 1,00,000 individuals and enterprises across India. REVIVE also provides cohorts with technical assistance (upskilling, access to new jobs and opportunities, micro-enterprise support etc.).



Year of setup: 2020



Team size (Backbone Organisation): 15



Annual Budget (INR): 50 cr (phase 1)



Key Activities: Develop and disseminate knowledge; Mobilize or channel funding; Facilitate implementation; Implement programs



Key Thematic Focus: Livelihoods and entrepreneurship - informal workers and small enterprises - focus on women and youth



Funding: Institutional Foundations (53%)
Corporate Foundations (46%)



Backbone/Secretariat: Samhita-CGF

Core Partners:

MSDF | Omidyar Network India | USAID | British High Commission, New Delhi | UNDP | Godrej | Brihati Foundation powered by Claris | Hettich | ICICI Bank etc.

Implementing Partners:

Collective Good Foundation | SEWA | Pratham | Learnnet | Supermoney | Ambuja Cement Foundation | Vrutti | Dhriiti | ATPAR | Hettich Poddar Wood Working Institute | SnapBizz | Haqdarshak etc.

Key achievements

- ◆ REVIVE is on track to reach 38,000 individuals and micro-enterprises of its 1,00,000 target, across diverse cohorts such as beautypreneurs, blue-collared workers, street vendors, construction workers, sanitation workers, artisans and farmers.
- ◆ Given the range of blended finance products and services offered under REVIVE across cohorts there is opportunity to gather insights at an individual and cohort level across areas of interest such financial security, economic revival, social outcomes etc. For this, we have instituted a robust Monitoring Evaluation and Learning mechanism.
- ◆ REVIVE is scaling up its strategy to include industry-focused Alliances (construction sector) and small businesses (micro contractors, pharmacies and kirana stores).
- ◆ From the 38,000, REVIVE is on track to reach 12,110 construction workers, 10,900 sanitation workers and 10,000 small kiranas.
- ◆ REVIVE in collaboration with ICICI Bank, Snapbizz and TRRAIN (Trust for Retailers & Retail Associates of India), has initiated a digitisation pilot with 10,000 small kirana stores - training & enabling them to install & use PoS machines, and providing returnable grants and access to knowledge & resources on retail modernization to facilitate digital transactions, better inventory management and efficient customer service.



Saamuhika Shakti

Overview: Saamuhika Shakti- In solidarity with Waste Pickers, aims to improve the quality of life of informal waste pickers and their families in Bengaluru. Their vision is to enable the waste pickers' community to have greater agency to lead secure and dignified lives. The combined estimated population of informal waste pickers in Bengaluru is over 22,500, and despite being a critical part of the city's solid waste management ecosystem, the waste pickers and their families suffer a lot of hardships and challenges.



Year of setup: 2020



Key Activities: Facilitate implementation, Implement programs, Develop and disseminate knowledge, and Inform public policy



Team size (Backbone Organisation): 5



Key Thematic Focus: Informal wastepickers & their families



Annual Budget (INR): 20 cr



Funding: Institutional Foundations (100%)



Backbone/Secretariat: The/Nudge Foundation (End Poverty)

Core Partners:
H&M Foundation

Implementing Partners: BBC Media Action | CARE India | Hasiru Dala | LabourNet | Save the Children India | Social Alpha | WaterAid India

Key achievements

The initiative, in its first year, has successfully built the foundation for the collaborative - be it in terms of the common agenda, shared measurement systems, governance structures, or building an environment of transparent communication & trust among the partners and stakeholders. Due to COVID-19 partners have adapted their project plans and operations to the situation on ground; all the interventions have now underway with due modifications and adjustments.



The Transform Collective

Overview: The Transform Collective aims to support and strengthen the child protection system in the State of Maharashtra to ensure that children grow up in safe and nurturing families, where they have the support they need to thrive. We want to develop a model of systems change in Maharashtra that can be scaled and replicated nationally and global.



Year of setup: 2020



Key Activities: Inform public policy; Develop and disseminate knowledge; Mobilize or channel funding; Conduct research and development; Facilitate implementation; Implement programs



Team size (Backbone Organisation): 6



Key Thematic Focus: Child Protection/
Family-based Care



Annual Budget (INR): 14 cr



Funding: Families/
Individuals (90%)
Institutional
Foundations (10%)



Backbone/Secretariat:
Dasra

Core Partners: Confirmed: UBS Optimus Foundation | Dasra
Planned: Ministry of Women and Child Development | Child Welfare Committees | District Child Protection Units - Others to be decided

Implementing Partners: To be decided

Key achievements

- ◆ Prepared a landscape report prepared by Dr. Mohua Nigudkar of the Tata Institute of Social Sciences on the status of care reform in Maharashtra.
- ◆ Conducted interviews with experts and key stakeholders to validate findings and articulate areas of focus for the Collective



Transform Rural India



Overview: Transform Rural India Foundation (TRI) is focused on integrated village development with the aim of accelerating inter-generational mobility. Founding premise of TRI is that multi-sector changes can be accelerated when built on a social mobilization platform led by communities themselves, supported by effective public system delivery and engaged local markets. The long-term impact envisioned is equal life-time opportunity with inter-generational equity. The immediate outcomes delivered and the intermediate outcomes achieved would contribute towards this long-term goal.



Year of setup: 2016



Team size (Backbone Organisation): 60



Annual Budget (INR): 25 cr



Key Activities: Inform public policy; Develop and disseminate knowledge; Mobilize or channel funding; Facilitate implementation; Implement programs



Key Thematic Focus: Quality life in villages, with strengthened gender equality and local governance



Funding: Institutional Foundations (90%)



Backbone/Secretariat: Transforming Rural India Foundation

Core Partners:

Tata Trusts | Azim Premji Philanthropic Initiative

Implementing Partners:

Education : Eklavya, Samavesh | Aidet Action | NEG FIRE | Vidya Bhawan | Prajayatna; Health & Nutrition : PHRS | Chaitanaya | FFHT | CINI | PCI; Livelihoods : PRADAN | ASA | FES | AKRSP; Governance : Samarthan

Key achievements

- ◆ Independent assessment have shown early gains on adoption of IYCF practices, food diversity, use of toilets; access to health & nutrition services, improvement in learning outcomes.
- ◆ Productivity and income gains show encouraging shift in proportion of households in bottom quintile and top quintile, and families with > Rs.100,000 annual income.
- ◆ In all the intervention Blocks there has been 3x increase in mobilisation presence, a prerequisite for population level change
- ◆ Transform Rural India emerged as one of the largest formal multi-partner initiative on integrated village development
- ◆ Evolution of protocols and standard operating procedures for scaling up community led multi-thematic development efforts, has been adopted in mainstream programmes like National Rural Livelihoods Mission (outreach of over 80 m women), Mission Antyodaya (across Gram Panchayats), Transformation of Aspirational Districts (35 Left Wing Extremism affected Districts)



Tribal Health Collaborative

Overview: A multi-stakeholder collaborative committed to end preventable deaths for tribal and other marginalized communities across India. The Tribal Health Collaborative will work in close partnership with the Government of India and tribal communities to facilitate the strengthening of primary healthcare systems and invest in tribal health research while at the same time developing and deploying technology that will enable scale, better governance and increase accountability. The collaborative aspires to contribute to India achieving its SDG 2 and 3 targets on nutrition and health respectively, by Year 2030.



Year of setup: 2021



Team size (Backbone Organisation): 15-20



Annual Budget (INR): 70-80 cr



Key Activities: Inform public policy; Develop and disseminate knowledge; Mobilize or channel funding; Conduct research and development; Facilitate implementation



Key Thematic Focus: Primary Health Care



Funding: Family Foundations (25%)
Institutional Foundations (75%)



Backbone/Secretariat: Piramal Foundation, Bill & Melinda Gates Foundation

Core Partners:

Piramal Foundation | Bill & Melinda Gates Foundation | (In advanced stages of discussions with USAID and CIFF to be the core partners)

Implementing Partners:

Piramal Swasthya | Kaivalya Education Foundation | WISH Foundation (In advanced stages talks)

Key achievements

The Tribal Health Collaborative has been able to garner significant traction in the ecosystem, with many organizations and leaders interested in understanding more. The launch of the Collaborative is slated for next month.



10to19 Dasra Adolescents Collaborative



Overview: 10to19 is a high-impact platform that unites funders, technical experts, the government and social organizations to reach 5 million adolescents, and move the needle on outcomes key to adolescent empowerment. 10to19 focuses on 4 priority outcomes for adolescents in India: completion of secondary education, delaying age at first marriage, increasing agency and delay age at first pregnancy.



Year of setup: 2017



Key Activities: Inform public policy; Develop and disseminate knowledge; Mobilize or channel funding; Conduct research and development; Facilitate implementation



Team size (Backbone Organisation): 20



Key Thematic Focus: Adolescent health and well being



Annual Budget (INR): 18 Cr



Funding: Families/Individuals- (39%) Institutional Foundations- (38%) Corporate Foundation (24%)



Backbone/Secretariat: Dasra

Core Partners: Funders- Bank of America Merrill Lynch | Children's Investment Fund Foundation | David & Lucile Packard Foundation | Kiawah Trust | Tata Trusts | USAID | Dasra Giving Circle members | CSR funding | Family Foundations
Government of India: Ministry of Health and Family Welfare (formal partnership) | Engagement with Ministry of Women and Child Development | Ministry of Education. Government of Jharkhand: Dept. of Health and Family Welfare (formal partnership) | Engagements with Women and Child Development | Dept. of School, Education and Literacy | Social Security

Implementing Partners: Aangan Trust | Centre for Catalyzing Change (C3) | Child In Need Institute (CINI) | Quest Alliance | Community of Practice consisting of 282 NGOs

Key achievements

- ◆ 448,000 adolescents reached through 10to19's programs
- ◆ USD 77 M funding leveraged and directed to the sector since 2013
- ◆ 4 government departments and ministries engaged with to drive convergence for adolescent health and development
- ◆ 250+ organizations part of the National Community of Practice and 65+ organizations part of the Jharkhand Community of Practice to drive collective action on key adolescent issues
- ◆ 25 M people reached through participatory girl led narrative change to impact policy and public mobilization
- ◆ 16,000 adolescents surveyed state wide across 41,000 households as part of the baseline conducted in Jharkhand; findings presented to civil society and state government
- ◆ 30 adolescent focused knowledge products published to influence giving to the sector and codify learnings and best practices
- ◆ Supporting 4 non-profit partners to reach their full potential, both individually and collaboratively.