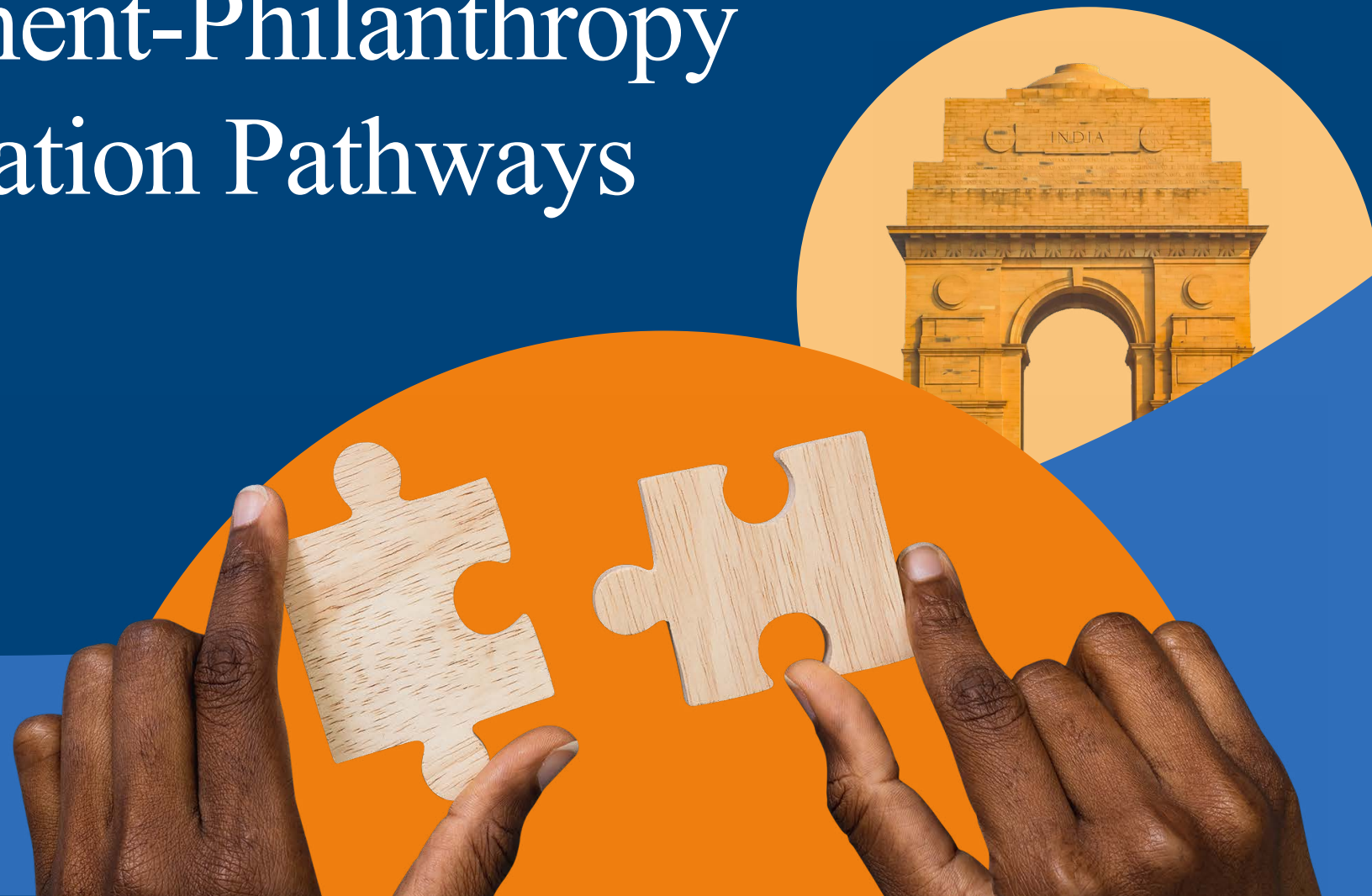


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How Philanthropy Can Collaborate with Government:
Perspectives and Resources from India



Government-Philanthropy Collaboration Pathways



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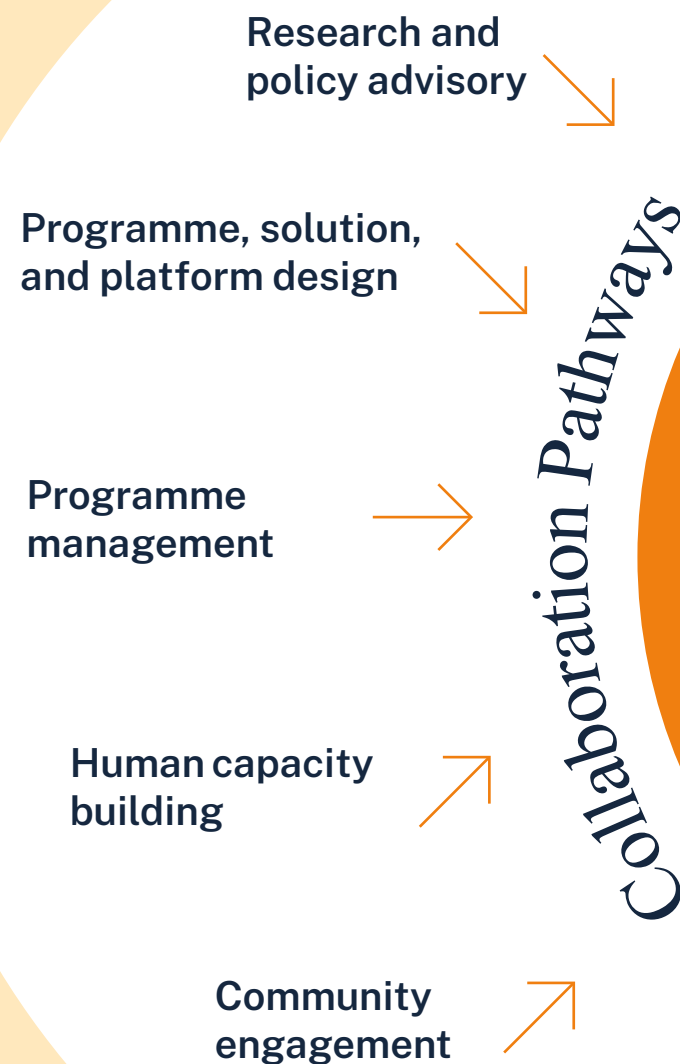


Introduction

In our report, *Understanding Government-Philanthropy Collaborations for Social Impact: Perspectives From India*, we identify five collaboration pathways – or ways of working – for how philanthropy collaborates with government. In this reference resource, we have outlined characteristics of each pathway across three dimensions – **impact, operations, and funding**.

This resource is meant to help funders and their implementation partners determine which collaboration pathway – or combination of pathways – is ideal for them to engage with government, depending on their mission, goals, organisational risk appetite, leadership support, and existing operating and funding preferences.

The characteristics below can serve as a guide and reflect typical patterns that emerged from our interviews and analysis. We recognise, however, that there are bound to be outliers and differences depending on context, and organisations are encouraged to take this variation into account.



Impact

How long before progress is evident, and how results progress

 TIME TO IMPACT  PROGRESSION

Operations

Capabilities and level of involvement needed

 CAPABILITIES NEEDED  LEVEL OF INVOLVEMENT

Funding

Type of funding required to sustain the work

 FUNDING TYPE

Research and policy advisory

Helping the government shape policy through technical expertise (research or generating evidence to inform policy) and advocacy around critical issues

 **Long:** Progress is often slow and episodic; momentum typically depends on policy windows, political sponsorship, and bureaucratic timing.

 **Highly non-linear:** Progress may be invisible for long periods (or in the form of early or interim signals such as invitations to be part of government working groups or research cited in a public announcement). Over time, however, this pathway can lead to population-level, sustained change.

 **High degree of subject-matter expertise** is needed. Partnerships with academic institutions or nonprofits may be required for evidence generation.

 **Requires sustained efforts** from senior leadership to build relationships with government leaders (and other influencers) and to navigate the policy landscape.

 **Multi-year, flexible:** Long lead times and a dynamic policy environment require patient, adaptable funding; well suited for pooled/collaborative funds to reduce risk.

Programme, solution, and platform design

Supporting the government in designing specific programmes, piloting new solutions, or developing new products and platforms

 **Medium to long:** Time to impact depends on how quickly the design is tested, generates credible evidence, and is adopted by the government.

 **Moderately non-linear:** Progress may be more gradual during the design and pilot phase, requiring iteration, but gains considerable momentum once the solution is adopted by the government.

 **Subject-matter expertise** is needed, either in-house or provided by sector experts and implementation partners.

 **Requires engaging closely with government stakeholders** to design, pilot, learn, and iterate.

 **Time-bound, programmatic:** Typically needs time-bound resources for designing and piloting solutions. Often, this is wholly philanthropy-led at the beginning, with the government providing talent or infrastructure, and, in some cases, existing public resources.

Impact

How long before progress is evident, and how results progress

 TIME TO IMPACT  PROGRESSION

Operations

Capabilities and level of involvement needed

 CAPABILITIES NEEDED  LEVEL OF INVOLVEMENT

Funding

Type of funding required to sustain the work

 FUNDING TYPE

Programme management

Helping the government implement, manage, and monitor large-scale programmes

 **Medium:** Progress in the form of outputs can show up quickly, although outcome-level changes might build more gradually over time.

 **Steady, cumulative:** Results improve as practices around implementation and coverage are strengthened through learning and iteration.

 **Management expertise** is needed for planning, monitoring, and coordinating programmes. Partnerships with advisory firms or technical experts might be required to manage processes, develop dashboards and other monitoring mechanisms, and evaluate results.

 **Requires close day-to-day collaboration with government counterparts** to problem-solve and support implementation, often through dedicated teams embedded in government offices. These are typically described in memoranda of understanding spanning three to five years. Managing scope is especially important in this pathway to ensure that programme management units (PMUs), which are dedicated teams embedded in government departments to support implementation or monitoring, do not take on tasks that go beyond the scope of the collaboration.

 **Multi-year, programmatic:** Sustained resource support needed for execution, although where resources are needed is more well-defined than for the other pathways. The government often helps with infrastructure or logistics (e.g. housing the PMU).

Impact

How long before progress is evident, and how results progress

 TIME TO IMPACT  PROGRESSION

Operations

Capabilities and level of involvement needed

 CAPABILITIES NEEDED  LEVEL OF INVOLVEMENT

Funding

Type of funding required to sustain the work

 FUNDING TYPE

Human capacity building

Supporting the government in training personnel

 **Medium:** Improvement in capabilities and skills can show up early, although the resultant effect on systems and programmes may take longer to demonstrate.

 **Steady, cumulative:** Results typically move steadily from early training progress to improvement in skills and practices across teams. Progress can be accelerated through train-the-trainer models and technology platforms, although these require rigorous quality monitoring to ensure fidelity of training.

 **Subject-matter expertise is coupled with the ability to implement at scale.** May require partnerships for building technology platforms for upskilling.

 **Requires working closely** with government counterparts to diagnose needs, co-design programmes, and implement them.

 **Multi-year, programmatic:** Funding supports the design and development of curriculum, onboarding trainers, and building technology or other platforms for upskilling. The government can support with costs like providing allowances for government staff participating in training or by providing infrastructure for hosting.

Community engagement

Supporting the government in engaging the community to build awareness and adoption of public programmes and schemes

 **Long:** Results from outreach may be demonstrated quickly, but shifts in trust, knowledge, attitudes, practices, and behaviour take much longer.

 **Steady, cumulative:** Progress typically builds as scale of community engagement increases, with broader shifts emerging over time (as behaviour shifts or community engagement finds its way into policy).

 **A deep understanding** of communities and local context is needed, typically requiring trusted intermediaries or nonprofits, who can engage closely with communities.

 **Requires extensive field staffing;** the government can sometimes support this through their frontline staff, who might require additional training for effectively shifting community norms.

 **Multi-year, programmatic:** Typically not capital-intensive but needs steady funding over time for sustained engagement through field staff.

