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The Bridgespan Group

Understanding Government-Philanthropy Collaborations for Social Impact

Perspectives from India

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Contents

Introduction

India is at a pivotal moment in its development journey, presenting a real opportunity for philanthropy and government to work together.

The country's goal of Viksit Bharat, to become a developed India by 2047, is rooted in both economic progress and social development.

- **India has set ambitious national goals** across education, housing, health, climate, livelihoods, and women's economic participation. These include universal foundational literacy and numeracy by 2026–27,[1] over 2 crore rural houses by 2029,[2] universal health coverage by 2030,[3] and 70 percent female workforce participation by 2047,[4] to name a few. While the country has made notable progress towards meeting its Sustainable Development Goal (SDG) targets, it still has a long way to go.

- **Tackling these complex issues will require government, private sector, and civil society to work collaboratively**, as they have in the past (for example, to eradicate polio in India).

The philanthropic ecosystem* in India is growing steadily and becoming more vibrant.

- **Private giving+ in India is growing at a steady rate** and is expected to reach roughly Rs 230,000 crore by 2030.[5] Nonprofits and intermediaries have also grown, both in number and scope.

- The number of philanthropic collaboratives has grown threefold since 2020, aided by a growing and diverse philanthropic ecosystem.

Today, there is both opportunity and interest across the philanthropic ecosystem to partner with government† and contribute to progress.

- **More funders now recognise that it is critical to partner with government to achieve population-level change.** For example, in a 2025 survey,[6] 56 percent of CSR organisations said they preferred to work with government for scale, legitimacy, and reach.

- Now is the time for the philanthropic ecosystem to meet the moment and work with government, not just to bridge gaps in funding or to deliver services, but as collaborators, strategists, innovators, and systems thinkers.

* We use the term "philanthropic ecosystem" to include international and domestic foundations, CSR organisations, individual funders, and, crucially, implementation partners (nonprofits and intermediary organisations).
\+ Includes international and domestic foundations, CSR, family foundations, and retail giving.
† Includes all levels of government administration, including centre, state, district, and block, and administrative (non-elected) and political (elected) stakeholders, unless specified otherwise.

Our research aims to answer four frequently asked questions about government-philanthropy collaboration.

Our conversations with philanthropic leaders highlighted the need for more practical guidance on when and how to effectively partner with government.

Our report serves as a starting point for:

→ Funders, and their implementing partners, who are considering working with government or who want to begin but are looking for additional guidance.

→ Funders, and their implementing partners, who are in the early stages of partnering with government but want to increase impact or deepen their collaboration.

→ Ecosystem actors interested in seeding and strengthening government-philanthropy collaborations.

We hope that sharing the experiences of past and current collaborations – including the eight partnership practices we found to be effective across different collaboration pathways, and the types of ecosystem investments that could help all collaborations – will help pave the way for future collaborations.

Q1 | **Why** do philanthropy and government collaborate?

Q2 | **What** are typical pathways for philanthropy to collaborate with government?

Q3 | **How** can philanthropy effectively navigate government collaborations?

Q4 | **Where** can changes help increase and improve government-philanthropy collaborations?

Methodology

Our study is informed by **interviews with leaders** who have experience with government-philanthropy collaborations, **secondary research,** and **our experience working** with funders, nonprofits, and communities.

→ **Interviews with 50+ leaders including:**

- 22 domestic and international foundations and CSR organisations
- 21 government stakeholders at the centre, state, and district levels
- 6 nonprofits
- 2 intermediary organisations

→ **Working sessions and one-on-one consultations with government and philanthropic leaders**

→ **Secondary research, including a comprehensive review of existing information in the public domain**

→ **The Bridgespan Group's decade of experience advising funders and nonprofits in India, and insights from field visits to see government-philanthropy collaboration in action**

→ **Generative AI to conduct preliminary background and secondary research, which was assessed and verified by the author team**

Research scope

Our research...

- Draws insights from, and acts as a resource for, strategic government-philanthropy collaborations, where both parties engage in multiple ways over several years to achieve long-term, large-scale social impact. We do not cover engagements where philanthropy only provides funding or helps deliver a service using government resources.

- Is issue-agnostic. We have not delved into specific issues where philanthropy can partner with government.

- Strives to reflect diverse voices. To be sure, we recognise that the research covers a limited cross-section of the ecosystem and that there can be variations at the centre, state, district, or block level.

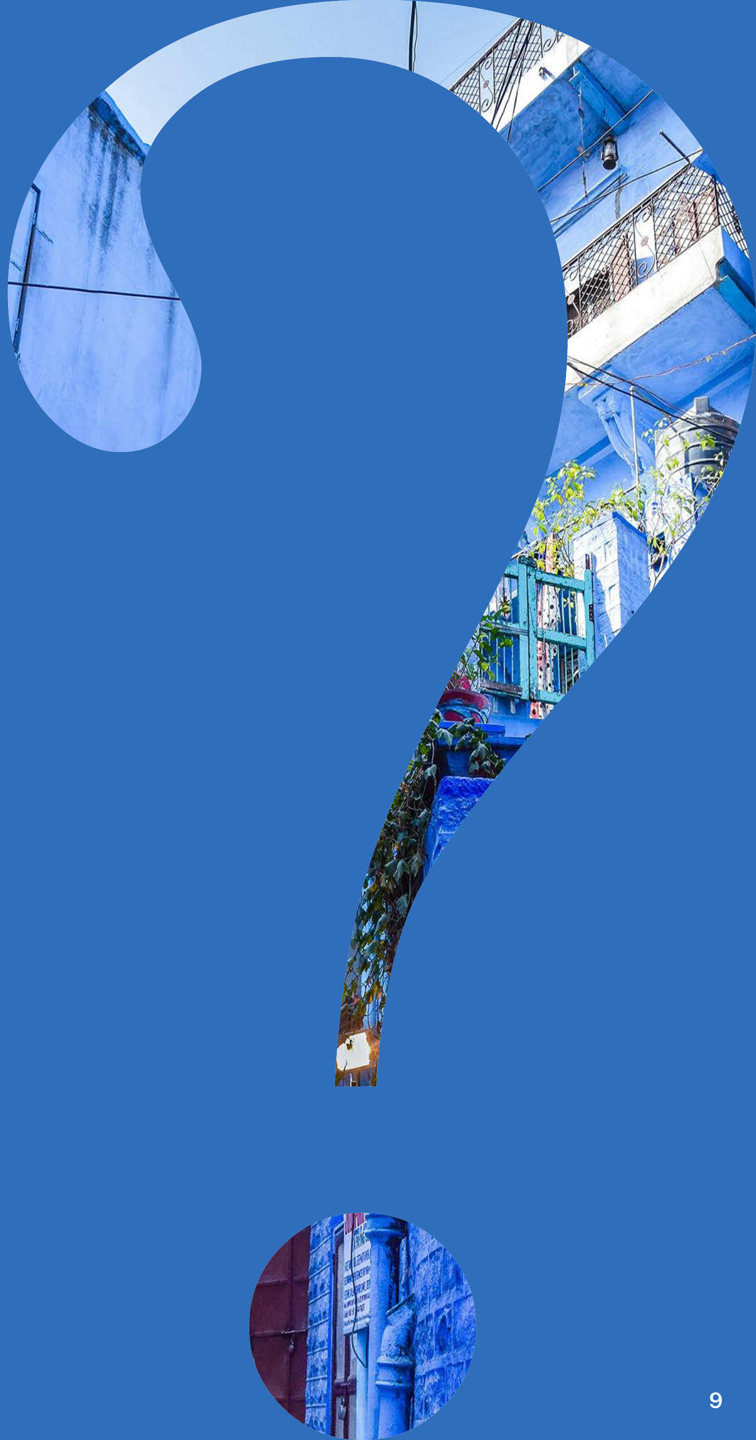
- Is not meant to be prescriptive, but rather to help make sense of others' experiences and offer lessons from the field.

Q1

Why do philanthropy and government collaborate?

"Philanthropy is a subset of civil society – we need to solve problems together. … There's much to learn from each other, and working together yields better results."

– Uma Mahadevan, Additional Chief Secretary, Government of Karnataka



Government is the primary force behind social impact in India.

Funding: Roughly 95 percent of all social-sector spending in India is by government,[7] far exceeding all other sources of capital, philanthropic or otherwise.

Policy and programmes: Government is mandated by the people to design social-sector policies and programmes such as the National Education Policy or the National Health Mission, and roadmaps to implement them.

Human resources and infrastructure: The scale of public service delivery in India is enabled by extensive infrastructure and a vast pool of human resources.

This triad helps reach millions of people.[8]

9 crore+ farmers receive financial assistance under PM-KISAN*	10 crore+ workers receive employment support under VB-G RAM G*	81 crore+ citizens receive food security benefits under NFSA*	24 crore+ students benefit from government schools	36 crore+ people issued Ayushman cards for primary healthcare through AB-PMJAY*

* PM KISAN: Pradhan Mantri Kisan Samman Nidhi | VB-G RAM G: Viksit Bharat - Guarantee for Rozgar and Ajeevika Mission (erstwhile Mahatma Gandhi National Rural Employment Guarantee Act) | NFSA: National Food Security Act | AB-PMJAY: Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana

Collaborating with government can help philanthropy achieve lasting change on the issues it cares about.

To help unlock public financial resources, directing them to critical issues and initiatives.

To help embed a more effective or affordable solution across public policies and programmes and reach more people.

To support public systems and processes (e.g. data and technology systems or monitoring and evaluation mechanisms) to design and deliver public services more effectively.

Why philanthropy partners with government

Before partnering with government, it is important to clarify your intent – the "why." Refer to Checklist #1 in "Five Checklists to Guide Philanthropies on Collaborating with Government" for help in assessing whether a government collaboration is the right fit.

Government leaders recognise philanthropy's complementary capabilities.

Specialised Expertise

Issue-area expertise, an understanding of global best practices, and state-of-the-art technology (e.g. data analytics, digital infrastructure, AI, etc.), which are less prevalent in public systems.

Ability to embed a dedicated, mission-driven team in government departments to support implementation or monitoring, especially where government resources are insufficient or there are competing priorities.

"The world is moving quickly. When philanthropy is able to bring deep, cutting-edge, and specific expertise to critical topics, that is certainly valuable to the government." – Seema Bansal, Vice Chairperson, Punjab Development Commission

Innovation

Adaptability and agility to quickly develop and test "high-risk, high-reward" ideas or proofs of concept (e.g. a solution, service, or funding model) before scaling up.

Innovation is often challenging for government because funds are typically tied to specific projects, and there is greater accountability and a stronger emphasis on procedural compliance.

"The biggest difference [between government and philanthropy] is the fear of failure. A bureaucrat cannot fail as public trust and public money are at stake; philanthropy can test, experiment, and fail, till they reach the 'golden solution.'" – Arti Ahuja, Former Indian Administrative Service Officer

Community Connections

Deep understanding of local context developed through lived experience, years of working in a particular geography, or through partnerships with grassroots nonprofits.

Given the vast scale at which government operates, building these deep, trust-based local ties can sometimes be difficult for public systems.

"The philanthropic ecosystem works intensely in small areas so its depth of knowledge and involvement with local communities is very strong. This is a great strength, as it helps us understand problems at a granular level." – Rashmi Shami, Additional Chief Secretary, Government of Madhya Pradesh

Convening and Collaboration

Ability to bring together a consortium of portfolio partners, typically nonprofits, as well as other funders to collectively work on an issue across geographies.

Use of personal and philanthropic networks to convene and collaborate with diverse actors (public and private) across issue areas, for which institutional mechanisms are limited in government systems.

"Whenever you are trying to bring change, you need diverse voices at the table. Different [lived] experiences help look at an issue from all angles. Philanthropy plays an important role in bringing those voices to the table." – Uma Mahadevan, Additional Chief Secretary, Government of Karnataka

Flexible Risk Capital to Fuel These Capabilities

"Funds are not the primary reason for government to engage with philanthropy. But there are areas where government funds are harder to get – if something is not part of a scheme, it's harder to get started. Risk capital and agility – is what philanthropy can bring to the table." – Vini Mahajan, Former Indian Administrative Service Officer

Q2

What are typical pathways for philanthropy to collaborate with government?

Practitioners highlighted five typical ways of working with government.

Programme management

Helping government manage large-scale programmes through:

- implementation planning and coordination with stakeholders
- developing systems and processes (such as dashboards)
- supporting measurement, evaluation, and learning

Programme, solution, and platform design

Advising government on:

- designing sector or issue-specific roadmaps or programmes
- piloting new solutions
- developing new products (such as vaccines) and platforms (such as digital infrastructure) in consultation with other technical experts

Human capacity building

Supporting government in training personnel through:

- cohort-based or train-the-trainer models
- developing peer-learning platforms
- creating practical resources and toolkits

Research and policy advisory

Helping government inform policy by:

- conducting new research and generating evidence around promising solutions, often in collaboration with other actors
- elevating critical issues in public discourse
- providing technical inputs in policy consultations or committees
- preparing policy briefs with best practices from other contexts

Community engagement

Supporting government in engaging the community to:

- understand their needs and aspirations
- build awareness and adoption of government programmes and schemes
- develop robust community feedback loops for public policies and programmes, in collaboration with partners on the ground

Across the pathways, there are four considerations for philanthropy to keep in mind.

Typically, multiple pathways are deployed.

Strategic partnerships between philanthropy and government are complex and usually need a suite of pathways to drive towards end results.

For example, a philanthropy may pilot a new programme and generate evidence on its effectiveness before advising government on embedding it in policy, followed by support to manage the programme at scale.

The relevance of pathways is highly contextual.

It depends on the nature of the issue, or the level – centre, state, or sub-state – where the philanthropic ecosystem is working with government.

For example, "research and policy advisory" might be most relevant at the centre and state levels, while "community engagement" is most relevant at the sub-state level.

Each engagement pathway has distinct characteristics.

It takes different capabilities to fulfil each pathway, and the time to see results varies.

For example, "research and policy advisory" might need longer lead times and entail significant leadership time, while "human capacity building" typically shows more predictable progress and can deliver results in a shorter time frame.

Pathways can be operationalised in different ways.

Philanthropic organisations can operationalise pathways through their own operating teams or by partnering with nonprofits or intermediaries, academic institutions, or individual experts. They may also collaborate with peer funders that bring complementary strengths and resources.

For example, a philanthropy that is helping the government build a digital platform might partner with a technical agency, while a corporate foundation may choose to deliver a capacity-building programme through its own team.

Refer to "Government-Philanthropy Collaboration Pathways" to assess characteristics of each pathway and decide which pathway(s) to pursue.

Pathways in practice

We profile **six illustrative multi-year collaborations** with government, across different sectors, that spotlight how practitioners have deployed these pathways.

ALVL Foundation	Collaboration with the government of Uttarakhand to improve the quality of, and broaden access to, primary healthcare	**70+** Health and wellness centres strengthened	**~3 lakh** people served
ATE Chandra Foundation	Collaboration with the government of Maharashtra for water body rejuvenation	**5,000+** water bodies rejuvenated across 34 districts	**16,000** villages with improved water access benefitting ~2 crore people
ITC	Collaboration with the municipality of Saharanpur, Uttar Pradesh, to encourage community-led waste management, later expanded to other states	**80 lakh** households engaged across 91 districts in 13 states	**~19 lakh** metric tonnes of waste managed
Piramal Foundation	Collaboration with the government of Rajasthan to empower public education administrators	**15,000+** administrators trained across 3,700+ schools	**~80 lakh** students benefitted
Tech Mahindra Foundation	Collaboration with the municipality of Delhi to improve teacher trainings in municipal schools	**1,500+** schools covered	**60,000+** teachers trained
Veddis Foundation	Collaboration with the government of Haryana to improve livelihoods and quality of life for rural women	**~1.6 lakh** women benefitted	**39 percent** increase in women's average income

Refer to the "Case Studies" in the Appendix for more details.

Q3

How can philanthropy effectively navigate government collaborations?

“There is no silver bullet for working with the government. It is a learn-unlearn-relearn process.”
– Murugan Vasudevan, CEO, Veddis Foundation

Our interviews and case studies surfaced eight effective practices across the life cycle of a collaboration.

Prepare

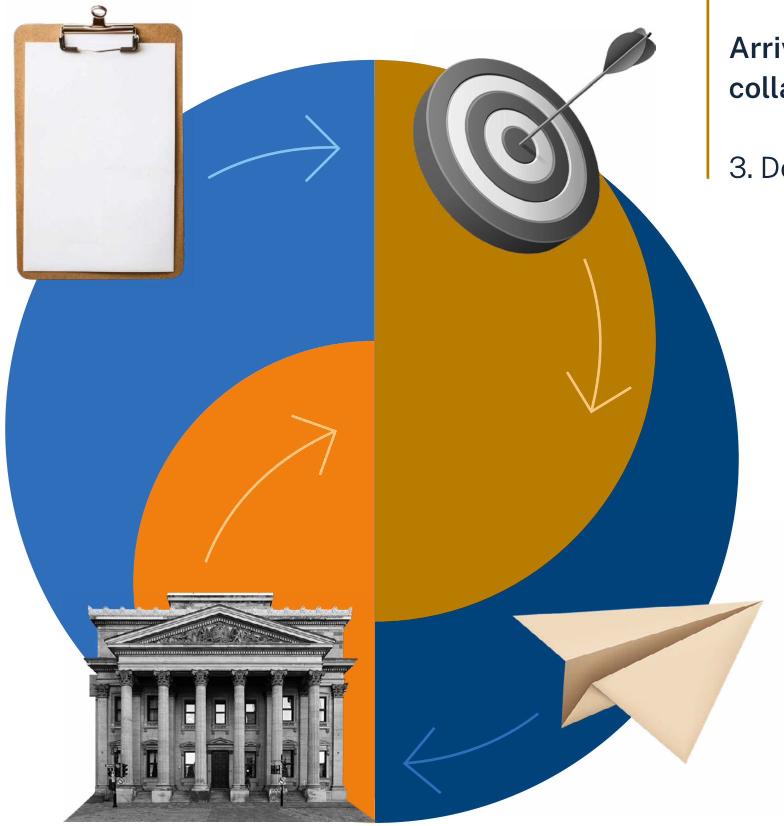
Lay the groundwork to begin engaging with government.

1. Develop a compelling value proposition
2. Identify the right collaboration "fit"

Shape

Arrive at a shared understanding of the contours of the collaboration and develop initiatives under that scope.

3. Design *with* government *for* adoption by public systems



Deliver

Implement initiatives to meet collaboration outcomes.

4. Show early wins and nurture champions
5. Seize windows of opportunity
6. Manage scope towards results
7. Review progress jointly and adapt accordingly

Institutionalise and evolve

Embed the work in public systems and evolve the partnership to meet new needs.

8. Plan for a gradual transition

As your collaboration evolves, it may be necessary to revisit or iterate on parts of the life cycle to adapt your work to a changing environment.

Refer to "Five Checklists to Guide Philanthropies on Collaborating with Government" for guidance on considerations at each step of the collaboration life cycle.

Prepare

1

Develop a compelling value proposition

Consider how to signal credibility when preparing to partner with government.

Clearly articulate what you bring to the table (e.g. a new product or service delivery system, a proven model, a compelling analysis, or a different funding approach) and develop the evidence to back your value proposition.

From the Field

Even before approaching the government, the Veddis Foundation invested its own resources to develop and test a community-led programme over three years that aimed to increase women's income in rural Rajasthan by helping them tap into existing government schemes.

Once Veddis began to see the programme's results, it took the evidence to the Rajasthan government, which led to an invitation to work with the government's rural development department to scale up its model.

“

For those who are creating grassroots solutions: in order to engage effectively with government, prove your worth first. Credibility and evidence are the best gateways to entry." – Arti Ahuja, Former Indian Administrative Service Officer

“

You have to establish credibility — often more than once — before the government takes you seriously." – Chetan Kapoor, CEO, Tech Mahindra Foundation

“

We put in substantial funding [via our water body rejuvenation programme] in multiple districts and demonstrated results which got us a seat at the table. Once you have [that], you're able to talk about something non-linear. You must win your stripes to earn that seat at the table." – Amit Chandra, Co-founder, A.T.E. Chandra Foundation

Prepare

2

Identify the right collaboration "fit"

Understand the government deeply in order to find opportunities – where needs intersect with government interest and appetite – that are ripe for collaboration.

Invest in mapping the landscape – government priorities, available budgets, key decision makers and their positions on social issues, past precedence, etc. – and consider how they line up with your impact goals to prioritise which potential avenues to pursue and how to approach them.

From the Field

While evaluating a potential government partnership around water rejuvenation, the A.T.E. Chandra Foundation always invests time in "doing its homework."

The foundation starts by understanding where the need is greatest through a prioritisation matrix that includes factors such as rainfall patterns, number of water bodies, etc. Then it maps government departments that have both the mandate and the resources to address this need. From there, the foundation works closely with officials across different levels of government to design and implement community-centred programmes.

At the core of this exercise, it tries to answer one critical question: "Where is this work most valuable, and how can this be easily enabled?"

"*Philanthropy that seeks systems change must first invest in local political economy mapping. Understanding who holds power, who executes policy, and who is accountable for outcomes is the price of admission to effective government partnership. ... Map incentives, not just org charts, and follow the budget, not the speech. Allocations express priority." – Maharshi Vaishnav, CEO, Motilal Oswal Foundation*

"*As a philanthropy, if you want to work in health, you need to know what the structure of the system is, who to interact with, and what the annual plan of action is to make sure [your work] fits in with national priorities." – Rajesh Bhushan, Former Indian Administrative Service Officer*

Shape

3

Design *with* government *for* adoption by public systems

Co-create the contours of the collaboration with government counterparts to ensure both parties have “skin in the game” – in the form of the time or resources they bring to the table; are clear on how to work together (roles and responsibilities, governance mechanisms, who funds what, etc.) and have a shared understanding of success. However, be flexible about how to get to your shared goal and listen to, and account for, where and how government stakeholders need support.

Co-design initiatives with government. Consider how public systems currently work (in terms of budgets, available personnel, infrastructure, etc.) and keep those opportunities and constraints in mind as you design solutions.

From the Field

When designing Project Asman, a programme to improve maternal and newborn care in Rajasthan and Madhya Pradesh, Reliance Foundation kept integration with public systems in mind from the start. That meant keeping three things in mind:

One, does it ease the work of government officials, not add to it?

Two, is it cost-effective enough to be implemented at scale?

Three, does it dovetail with existing public infrastructure? (For example, if a programme recommends the use of a smart device for patient bedside monitoring, how does that interact with existing systems?)

“

Well-defined outcomes, a set of rules [for] engagement and milestones should be clearly articulated and aligned with. This clarity across stakeholders would enable success for the programme.” – Rajib Sen, Programme Director, NITI Aayog

“

While designing our solutions in UP, we met and spoke to CHOs [community health officers] and CMOs [chief medical officers] across each district. We also spoke with all concerned ministries to develop a collective approach. Co-creating with officials is important for successful adoption and scale-up.” – Poonam Muttreja, Executive Director, Population Foundation of India

“

[Philanthropy] often doesn’t account for systemic realities, like government structures, schemes and procurement norms, so [their programmes] are not built to sustain or scale within government. That’s why many innovative pilots struggle to integrate and scale with public systems." – Vikas Chandra Rastogi, Additional Chief Secretary, Government of Maharashtra

Deliver

4

Show early wins and nurture champions

Spotlight quick, visible results early on, even if it is piecemeal, to create positive word of mouth and to build momentum.

Nurture meaningful connections at every level of leadership, and with both political and administrative stakeholders, to institutionalise progress and sustain the work through leadership transitions.

Engage government leaders who are passionate about the cause and can build consensus around the work over the long term.

From the Field

While working on building “smart” health and wellness centres in Uttarakhand and Uttar Pradesh, the ALVL Foundation experienced significant leadership churn, with health secretaries and mission directors for the National Health Mission (NHM) changing several times over the course of signing the memorandum of understanding.

To ensure progress wouldn’t stall, the foundation built strong relationships with functionaries across levels of government, including NHM officers-in-charge, over 12 to 18 months. This trust-building paid off, helping it maintain momentum and scale the operation in just four years.

“

Show impact within [the first] six to eight months. When the government is spending public money, we need to see early impact to justify continuing and putting in more resources and time.”
– Rashmi Shami, Additional Chief Secretary, Government of Madhya Pradesh

“

Once you lead with validated results and establish a proven track record, you provide the leadership around you with the confidence to champion your progress.” – Neeraj Agrawal, Chief Program Officer, Wadhwani AI

“

Champion bureaucrats, especially senior ones, are a huge support, and the transfer of such a bureaucrat can break the momentum. It is important that philanthropy deepens its engagement in a way that it is working across levels. This helps diversify and reduces the risk of over-reliance on individuals.” – Vini Mahajan, Former Indian Administrative Service Officer

5

Deliver

Seize windows of opportunity

Identify new strategic opportunities over the course of the collaboration as political realities evolve (e.g. a new policy directive, upcoming elections bringing issues into focus, or a new political appointee).

Stay attuned to these moments to accelerate progress when conditions are favourable. For organisations, this can look like regularly updating evidence so that it continues to be relevant, having rapid-response mechanisms in place, or maintaining regular cadences with important stakeholders.

From the Field

The Central Square Foundation (CSF) has been advancing foundational literacy and numeracy since 2018. When the launch of the National Education Policy (NEP) in 2020 elevated this issue to a national priority, CSF saw an opportunity to move quickly. It reframed its evidence and outcomes to closely align with the objectives of the new policy and positioned its ongoing work in Uttar Pradesh as “NEP-ready” pilots, helping obtain political buy-in faster and scale more quickly.

“

It is important to move quickly as windows of opportunity are limited. Lend your thoughts and ideas in a way that allows for quick movement.” – Vini Mahajan, Former Indian Administrative Service Officer

“

The government works in a dynamic environment. Elections and national budgets, for example, are big drivers for the launch of schemes or policies. Philanthropy needs agility of approach to respond to these situations.” – Ankur Bansal, Founder and CEO, GDi Partners

Deliver

6

Manage scope towards results

Be responsive to new, unanticipated needs that emerge through collaboration, which can serve as opportunities to deepen relationships.

Balance emerging needs with the intended goals of the collaboration and with available resources to ensure outcomes stay on track.

From the Field

For The Convergence Foundation and its portfolio organisations, it is important to think holistically when it comes to working with government. While the organisations have a strong theory of change that outlines what they want to achieve out of the collaboration, they also recognise that government contexts are dynamic and require a certain degree of flexibility, including being open to work that doesn't always add up to programme outcomes. They aim for a 75/25 split between collaboration goals and ad hoc requests, which helps them build trust and deepen relationships without losing sight of the bigger picture.

“

[As your collaboration evolves], you need to strike the right balance between sticking to initial outcomes and [continuing to] co-create with government.” – Ankur Bansal, Founder and CEO, GDi Partners

“

You will routinely get requests out of your scope. But setting boundaries is important. Ultimately, you must remember that you're not just serving the government, you're also serving the community via them.” – Amit Chandra, Co-founder, A.T.E. Chandra Foundation

Deliver

7

Review progress jointly and adapt accordingly

Create mechanisms for jointly reviewing progress, to promote mutual accountability and a culture of measuring to learn and improve rather than to audit.

Engage senior stakeholders in the review process to remove bottlenecks and ensure momentum.

From the Field

As part of an education intervention during COVID-19, the Department of School Education at the Government of Madhya Pradesh partnered with NITI Aayog and a prominent consulting group to launch over 50,000 WhatsApp groups to deliver daily online lessons to students.

To ensure progress, the partners jointly reviewed success metrics every two to three days. What they found was that even though metrics for activities (e.g. the number of groups created or lessons delivered) were high, unique viewership of lessons was low. Instead of relying on a longer impact evaluation of outcomes at the end of the programme, the collaboration adapted quickly. For example, a campaign was started with each teacher calling five students daily to drive uptake. Simple changes like this led to a rise in engagement and helped create a culture of learning and real-time decision making driven by data.

“

Working at scale means working with real data and having a holistic view of the system, including inputs, processes, outputs, and outcomes. While monitoring often focuses on inputs, it is possible to build a culture anchored in quantified KPIs [key performance indicators] and feedback loops. [In my experience], philanthropic partners play a critical role in enabling this shift.”
– Dr Rakesh Gupta, Additional Secretary and Director General of National AIDS Control Organisation, Ministry of Health and Family Welfare, Government of India

“

We ensure that the government is actively participating in the implementation and tracking [of] outcomes. We had easy-to-use live dashboards providing updates to stakeholders, including the government, creating a learning loop for constant iteration and learning.”
– Jagannatha Kumar, Reliance Industries Limited

Institutionalise and evolve  8

Plan for a gradual transition

Prepare to hand over initiatives to government. Realistically, while transition timelines are best discussed at the outset, partnership transitions are rarely like an “on/off” switch.

Work closely with government counterparts to identify where initiatives can be housed after the transition and, critically, how they will be carried forward with public ownership and resources.

Consult government counterparts to understand where support is needed and equip them with the necessary know-how, systems, and processes to seamlessly integrate work into public systems.

From the Field

When the EkStep Foundation began work on DIKSHA – the government’s national digital platform for school education based on the open-source technology Sunbird – it kept government ownership at the centre from the outset. The platform’s vision had been encapsulated in a government strategy document released in 2017 launching the initiative. As the programme matured, the collaboration determined the nodal entity to house the platform; assessed funding needed; and defined data ownership, hosting decisions, and management of the platform. Once the nodal government departments, including technology support, were set up, EkStep supported the transfer of knowledge to technology teams to ensure that the platform continued to function seamlessly at the country level. EkStep continues to support the development and maintenance of the open-source technology that enabled DIKSHA.

“

One parameter for measuring the success of a government-philanthropy partnership is whether the government has been fully capacitated to take over the programme before the philanthropy partner exits.” – Rajesh Bhushan, Former Indian Administrative Service Officer

“

You resource [a government] champion, help them get more government resources, and then you wind down by letting [the] government replace your workers.” – Aditya Natraj, CEO, Piramal Foundation

“

[We] set up a dedicated team to take over. An ADAPT cell was built within the Odisha agriculture department [the government partner] with dedicated government officials. We also designed the required infrastructure and mechanisms. ... We did this handover quite rigorously.” – Gaurav Goel, Founder and CEO, Samagra Governance

Across the collaboration life cycle, there are five overarching considerations for philanthropy to keep in mind.

Think decadal, not two years, for results.

Working with complex government systems takes time, especially when aiming for population-level change. Patience is key and it is important to set expectations within the organisation.

"Effective government engagement calls for patience and persistence – progress is driven by long-term partnership rather than imposed timelines." – Vandana Bahri, Director, Women's Economic Empowerment, Children's Investment Fund Foundation

Recognise that progress is often non-linear.

Systems don't change in a steady stepwise fashion. Given the nature of government work, outcomes are much more unpredictable – leadership transitions or evolving priorities may require stepping back or taking a detour. But there can also be windows of opportunity that can make progress exponential. Being flexible and open to adaptation is crucial for success.

"Change can [sometimes] be a good thing. Transitions can also lead to new perspectives. There can be new recommendations, sometimes slower work can also pick up." – Sushil Yadav, District Collector, Balotra, Rajasthan

Seek contribution, not credit.

Unlike other collaborations, in which partners can share credit, government is the primary driver of public programmes. Philanthropy might need to focus on contribution, not attribution, and establish this expectation with leadership at the outset.

"How do you build trust with government? You do it by consistently showing that you are here to support the system, not to seek attribution. You must work with humility and sensitivity, so government leaders are willing to vouch for you." – Bikkrama Daulet Singh, Operating Partner, The Convergence Foundation

Account for sustained leadership involvement.

Strategic collaborations require organisations to work across various government levels and hierarchies. This needs a significant investment of time, including from organisations' leadership teams, to build trust and cement relationships, and bring insights and expertise to the collaboration.

"If philanthropic organisations want transformative change, they need to put weight behind it. Often, initial discussions are held at senior levels, but the teams that are put in place [for daily operations] are too junior to engage meaningfully [with the government]. Influence requires working with [government] leadership, both administrative and political, as a partner on day-to-day tasks. Most philanthropic organisations are not set up to engage like this." – Seema Bansal, Vice Chairperson, Punjab Development Commission

Strengthen collaboration.

Nonprofit and intermediary partners can bring a depth of knowledge and skills to this work. Funders who work with a strong network of portfolio partners across the collaboration life cycle, relying on their judgement and expertise, are more likely to succeed.

"Different states are very different. You have to stay, learn, use failure to up your game, and be agile and adaptive." – Vijay Pingale, CEO, Centre for Effective Governance of Indian States

Q4

Where can changes help increase and improve government-philanthropy collaborations?

“Government systems are large, complex, and multi-layered structures. They don’t always have all the answers. There is tremendous need and scope for transformation through collaboration with philanthropy.”

– Sandhya Kanneganti, Former Indian Postal Services Officer

Government-philanthropy collaborations are poised to grow. But three critical gaps remain.

Limited platforms for dialogue and collaboration

There are currently limited opportunities for government to meaningfully engage with philanthropic actors.

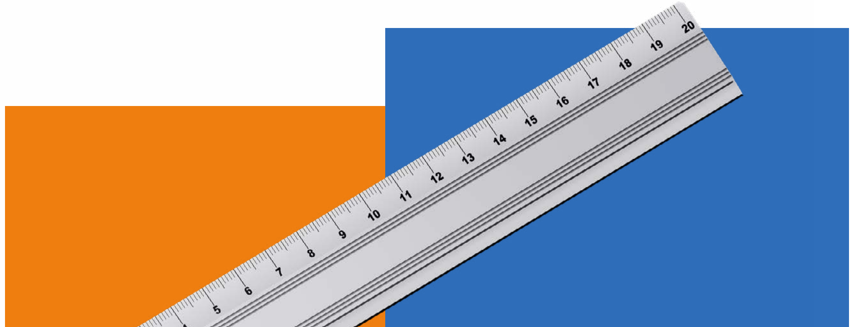
“There is no forum where I can find out about the [ecosystem] work that is happening and who is working on it. Conclaves where organisations come to talk about their work can help us understand and connect better.” – Rashmi Shami, Additional Chief Secretary, Government of Madhya Pradesh

“Government-philanthropy collaborations can lead to tremendous positive impact in policy design and effective implementation. It is important to enable forums where representatives from both sides [can] participate and exchange ideas [and] experiences and learn to appreciate each other’s capacities and strengths for maximising outcomes.” – Sandhya Kanneganti, Former Indian Postal Services Officer

Need to orient more government and philanthropy stakeholders

Government engagement is often person-driven (a champion bureaucrat, for example), and practitioners feel there is an opportunity for broader government participation across levels. Similarly, philanthropy needs more support to develop the skills to work with government.

“While I had several years of technical experience in healthcare, including policy work with the central government, engaging at the state level highlighted the administrative and operational nuances of implementing programmes on the ground. This is where philanthropic organisations like ours can benefit significantly from strong institutional support.” – Tansi Nayak, Vice President, ALVL Foundation



Information asymmetry between philanthropy and government

Many government stakeholders feel they don’t often know which philanthropic organisations have expertise on specific issues, in which geographies, or whether they have demonstrated ability.

Philanthropic leaders often struggle to identify opportunities and the right people in government to engage.

“[When you think from] the government’s perspective, [you have to ask] what is the credibility metric? That’s why [the government] engages with organisations that have already proven themselves – it’s a virtuous cycle.” – Arti Ahuja, Former Indian Administrative Service Officer

“Philanthropy is often ready to support, but it does not always know where government priorities are most urgent. If the government can signal those priorities more clearly and create mechanisms to invite philanthropic participation, collaboration becomes far more strategic, far easier, and repeatable.” – Maharshi Vaishnav, CEO, Motilal Oswal Foundation

Investments across the ecosystem could help more collaborations thrive.

Set up a “single-window” system for design and delivery

These partnership cells or hubs can be housed in, say, centre or state government departments or planning bodies, and help identify and shortlist potential philanthropic collaboration opportunities and support them as they evolve.

Create more opportunities for dialogue and networking

Establish forums (e.g focused around thematic areas or geographies), both at the centre and state levels, to provide more opportunities to funders, nonprofits, and government to learn from one another and identify opportunities to work together.

Institutionalise knowledge around government-philanthropy collaborations

Curate a database of philanthropies, CSR organisations, and nonprofits covering areas of expertise, focus geographies, experience working on scaled government projects, etc.

Create a centralised knowledge hub that houses playbooks, case studies, templates, standard operating procedures, etc.

Build skills for more effective collaborations

Orient government officials, especially emerging leaders, on the role of the philanthropic ecosystem and how to engage effectively with it, integrating with existing training touchpoints, such as the civil service training at LBSNAA (Lal Bahadur Shastri National Academy of Administration) or centralised learning platforms like iGOT (Integrated Government Online Training).

Develop philanthropy’s ability to strategically engage with government through trainings and communities of practice, as well as practical resources.

Intermediaries can play a critical role in designing and operationalising these initiatives.

Conclusion

As India's development ambitions continue to grow, so, too, does the opportunity for philanthropy to collaborate with government to drive sustained, inclusive progress at scale. There is a tangible desire among both philanthropic and government leaders to work together more often – and more effectively.

But effective collaborations don't just happen. They need to be built, nurtured, and sustained, requiring patience, trust, and a willingness from both parties to work differently.

> **When lasting collaborations emerge, and government and philanthropy harness each other's strengths and complementary capabilities, it can unlock immense impact.**

Whether you are a funder just beginning this journey or reflecting on what you can do differently to make your existing collaborations more effective, or you are an ecosystem actor who wants to help strengthen this sector, we hope the perspectives captured in this research help spark ideas on how philanthropy-government collaborations can be a catalyst for meeting the country's most pressing social challenges.

Appendix: Case Studies

ALVL Foundation × Government of Uttarakhand

Overview

Improving access to, and quality of, primary healthcare by strengthening health and wellness centres (HWCs), one of the first touchpoints for communities to engage with the public health system

Collaboration pathways deployed*

- Programme, solution and platform design
- Programme management
- Human capacity building

*Refer to the collaboration pathways on page 14.

“

In rural and remote areas of India, only the public health system has last-mile reach. We realised very early in our journey that if we want to create meaningful population-level impact, we have to work with the government and not create a parallel system. By partnering with the government, we were able to demonstrate a sustainable model embedded within the system, leveraging existing infrastructure, workforce, and financing, which is replicable at scale.” – Arvind Lal, Managing Trustee, ALVL Foundation, and Executive Chair, Dr. Lal PathLabs Limited

Note: This engagement is currently in its early stages of expansion following successful proofs of concept in select blocks of Almora and Pauri Garhwal districts in Uttarakhand.

ALVL Foundation
Transforming Primary Health

Impact (cumulative)

70+

HWCs strengthened across three blocks of two districts in Uttarakhand; ~3 lakh people served

1,50,000+

tests conducted; number of diagnostic tests expanded from 10 to 40+; 20,000+ screenings completed

500+

frontline workers (FLWs) trained to work on expanded scope of services

10 lakh

people covered; scope of work expanded to ~470 HWCs

2018–2020

Identifying the opportunity

- In 2018, the government announces its plan to transform primary- and sub-health centres (PHCs and SHCs, respectively) into health and wellness centres (HWCs)* that deliver comprehensive primary healthcare. The government invites the private sector for collaboration.
- Recognising this national momentum, **ALVL Foundation (ALVLF) approaches the mission director of the National Health Mission (NHM)** ** **in Uttarakhand in 2020 to improve the quality of care at HWCs.**

2021–2023

Designing and testing the model

- Based on conversations with frontline health workers, district officials, and NHM stakeholders to understand on-the-ground challenges, **ALVLF designs a Smart HWC programme to strengthen core components of care.** These include population-level screening and management of non-communicable diseases, enhancing use of technology and telemedicine, improving community outreach, training frontline health workers (FLWs), and instituting protocol-driven care.
- **In 2021, ALVLF signs a formal MoU with NHM, Uttarakhand,** to pilot the programme in seven PHC-HWCs and approximately 35 SHC-HWCs in Almora district.
- ALVLF leads programme management and implementation and funds direct costs (such as training of FLWs, introducing new technology, and community outreach) while the government provides administrative and operational support.
- In the early stages, getting support from FLWs is challenging due to competing priorities and limited staff. To address this, ALVLF invests in building trust by supporting them with COVID-19 response and vaccination drives. Early results of the pilot show greater confidence and capability in FLWs, improved adherence to protocols, and increased uptake of primary healthcare services in the community.

* In November 2023, HWCs were renamed Ayushman Arogya Mandirs (AAMs). Subsequent MoUs reflect this terminology.
** India's flagship public health programme under the Ministry of Health and Family Welfare that aims to provide universal access to quality healthcare.

ALVL Foundation
Transforming Primary Health

Impact Journey (continued)

2024–2025

Expanding the programme

- **In 2024, the MoU is renewed for three years.** The programme expands to the Dugadda block of Pauri Garhwal district, covering 10 PHC-HWCs and 20 SHC-HWCs.
- In this phase, **ALVLF brings partners on board** for training (such as the nonprofit ECHO India) and technology solutions (such as non-invasive breast cancer screening and AI-based screening software for COPD). ALVLF continues to play a hands-on role in programme implementation but maintains a lean team to keep costs reasonable.
- **Robust governance mechanisms are put in place**, with clearly defined nodal officers and regular reviews with the mission director and assistant director of comprehensive primary healthcare for the NHM in Uttarakhand.
- The work in Uttarakhand leads to an **invitation to implement a similar programme in Uttar Pradesh**, as part of the Federation of Indian Chambers of Commerce & Industry's public health work with NHM in Uttar Pradesh. This work covers around 30 HWCs serving 2.5 lakh people.

2025–present

Moving towards a collaborative model

- By the end of 2025, the **programme expands to 70+ HWCs** (including PHCs and SHCs) across the two districts in Uttarakhand.
- In this phase, ALVLF moves towards forming a **primary healthcare collaborative** with other funders and ecosystem partners (a programme management partner, technology advisory partners, and a measurement, evaluation, and learning partner), with ALVLF playing the role of an orchestrator.
- In May 2026, **ALVLF signs an MoU with NHM Uttarakhand to work in "district saturation mode"** to strengthen all 470 HWCs in Almora and Pauri Garhwal district, under the primary healthcare collaborative.

All information is as reported by the organisation.

A.T.E. Chandra Foundation × Government of Maharashtra

Overview

Helping address water scarcity and improve farmers' income through a low-cost, community-owned water body rejuvenation programme in rural Maharashtra.

Collaboration pathways deployed*

Policy advisory	Programme, solution and platform design	Programme management	Human capacity building	Community engagement

*Refer to the collaboration pathways on page 14.

"

Philanthropy can build an efficient solution to a problem, solving it at modest scale. However, without a government partnership it is very difficult to drive impact at a population level. In [the] case of our water programme, government partnerships have enabled [our model] to be institutionalised, [reaching] thousands of water bodies and millions of citizens. What would have remained episodic and local is, thanks to government partnerships, durable and replicable." – Amit Chandra, Co-Founder, A.T.E. Chandra Foundation

ATE CHANDRA FOUNDATION

Impact (cumulative)

5,000+

water bodies rejuvenated across 34 districts in Maharashtra; water access improved over 16,000 villages and ~2 crore people

3 crore+

people benefitted overall; 13,000+ water bodies rejuvenated across 100+ districts in 13 states; water access improved across 30,000 villages

2 lakh

farmers reached with nutrient-rich silt, reducing fertiliser costs and improving soil health

Rs 600 crore+

unlocked in government resources over four years against philanthropic investment of ~Rs 35 crore

2013–2016

Developing and piloting the model

- **A.T.E. Chandra Foundation (ATECF) designs and pilots a low-cost, community-owned water body rejuvenation programme,** centred around machine-led desilting, in Beed district, Maharashtra.

2017–2019

Formalising the partnership

- **A state-appointed executive committee recommends ATECF's model be adopted as a state programme in 2017**, given its low implementation costs (60 percent to 70 percent lower than traditional models) and high community participation.

- A formal partnership is launched in 2017 between ATECF and the Soil and Water Conservation Department of the Government of Maharashtra to expand ATECF's water body rejuvenation programme across all districts in Maharashtra.

- ATECF co-designs the programme roll-out strategy with government and leads programme management with support from implementation partners, while the government supports necessary programme approvals.

- **Costs of the programme are shared across government, ATECF, other donors, and the community.** Excavation costs for desilting are shared between ATECF and the government while carting costs are covered by farmers. Fertile silt excavated from waterbodies improves soil health and reduces input costs, creating a direct incentive for farmers to participate. This farmer-contribution model strengthens local ownership and sustainability, while targeted subsidies ensure the inclusion of vulnerable farmers.

2022 onwards

Expanding in Maharashtra and beyond

- Work on water conservation pauses because of the pandemic and resumes in 2022.
- Third-party assessment of the programme's impact in Maharashtra shows promising results: ~120 percent net increase in income for participating farmers, two- to four-fold rise in groundwater, and ~46 percent increase in vegetation cover.
- **Results encourage the government of Maharashtra to move to a state-financed model in 2023, with Cabinet-approved funding for five years, with the aim to expand the programme to 34 districts.** Expansion is also sustained since the programme reduces public outlay for a priority issue at a time of fiscal pressure, while being relatively easy to administer at scale.
- Strong monitoring systems and third-party assessments create confidence in measurable outcomes, and the programme's quick, visible impact on water bodies and farmer livelihoods makes it a strong candidate for continued support.
- ATECF subsequently transitions to a capability-building and systems-strengthening role, establishing Programme Management Units (PMUs), training frontline staff, and supporting programme budgeting for effective integration within government systems.
- **To successfully scale the programme, ATECF helps create a strong operational architecture that includes apps and other digital tools, dashboards, and monitoring systems.** This makes implementation more standardised and administratively manageable, and improves real-time assessment of gaps, increasing the government's confidence in the model's credibility and replicability. For example, the Avni Gramin app, developed by Samanvay Foundation in collaboration with ATECF, enables real-time tracking of silt use from start to finish, including detailed monitoring of farmer-led carting, helping streamline operations and reducing systemic leakages.
- **Outside Maharashtra, ATECF pilots the model in six Aspirational Districts* in three states, in collaboration with NITI Aayog. By 2026, propelled by demonstrated results and advocacy efforts, the programme expands to 80+ districts across 13 states, including Maharashtra.** During this time, ATECF also supports the Punjab government under the Badalda Pind Badalda Punjab programme, focused on dewatering and desilting of waterbodies and wastewater management.
- Building on the success of the Maharashtra model, efforts are now underway to adapt and extend a similar model in Rajasthan under the Mukhyamantri Jal Swavalamban Abhiyan. The initiative aims to embed waterbody rejuvenation as a structured and scalable component within the existing scheme of water conservation.

All information is as reported by the organisation.

* Part of the 112 most under-developed districts across the country, as identified under the government's Aspirational Districts Programme launched in 2018. The programme aims to quickly and effectively transform these districts through improved collaboration across centre, state, and sub-state levels, while measuring progress through monthly rankings.

ITC Limited CSR ×
Government of Uttar Pradesh

Overview

Improving urban solid waste management through community-led models that also increase income and quality of life for waste workers

Collaboration pathways deployed*

- Programme, solution, and platform design
- Programme management
- Human capacity building
- Community engagement

*Refer to collaboration pathways on page 14.

"

The effectiveness of any social intervention, especially those related to services where the government is a significant player, depends on alignment that complements mutual expertise. Our waste management intervention could never have succeeded, scaled, and sustained [itself] if we had not partnered with the government and co-created with the community."
– Prabhakar Lingareddy, Executive Vice President and Head of Social Investments, ITC Limited CSR

Enduring Value

Impact (cumulative)

80 lakh

households engaged across 91 districts in 13 states

~19 lakh

metric tonnes of waste managed; 9,400 metric tonnes of plastic waste collected

~13,400

waste collectors covered under well-being programme; 60 percent to 70 percent increase in income for over 6,000 waste collectors

Rs 100 crore+

unlocked in government resources and ~Rs 70 crore in community contribution over 10 years

2008–2012

Developing a proof-of-concept

- **ITC launches a prototype for solid waste management** in two wards of Saharanpur near its factory premises.
- The model focuses on community-led "mohalla committees"* to lead household-level waste segregation, mobilise and monitor volunteers, and reduce dependence on municipal staff.
- The model demonstrates tangible improvements in household waste management and builds community trust and participation.

2013–2016

Piloting the model

- **The model is piloted across 30 wards in Saharanpur**, covering approximately 0.60 lakh households through 190 mohalla committees. ITC works with nonprofit partners such as FORCE and Umang Sunehra Kal Sewa Samiti.
- The model is also tested across urban local bodies (ULBs) and gram panchayats in other states to assess implementation challenges in diverse contexts.

2017–2018

Adapting and scaling the model

- In 2017, the **Saharanpur Municipal Corporation (SMC) and ITC partner to implement the model citywide across 70 wards**, serving ~1.60 lakh households through 498 mohalla committees.
- ITC plays a catalytic role in programme design, focusing on capacity building, behaviour change, and community mobilisation. SMC owns the programme and provides waste-processing infrastructure and administrative support, including coordination with other local government agencies. Operational costs are sustained through built-in user fees paid by the community to mohalla committees.

* Neighbourhood-level community groups consisting of women, local youth, and senior residents. Women lead day-to-day activities around waste segregation, the youth help with mobilisation and monitoring volunteers, and senior members provide time, credibility, and continuity. This multi-generational design distributes local leadership and ensures sustained community oversight of waste management services.

2019–2022

Expanding the model statewide

- Because of positive results from Saharanpur, the **programme expands to 1,355 wards in 58 ULBs across Uttar Pradesh, covering 19.26 lakh households.**
- To address challenges with uniform implementation, ITC works closely with the Urban Development Department to standardise systems; develop toolkits, playbooks, and SOPs; **establish regular review mechanisms; and build relationships across government levels.**
- In 2022, **the programme expands to include the well-being of waste collectors** by improving their access to social security schemes and providing secondary income (e.g. through rickshaws for local transportation, vegetable and food-vending stalls).

2023–present

Institutionalising and expanding the model

- The programme, now in its second phase, **expands to 85 ULBs in Uttar Pradesh, covering 54.71 lakh households.** It also expands to other states, covering 91 districts across 13 states.
- Across states, **governments own and lead implementation while ITC, along with 19 partner organisations, provide catalytic support** in the form of programme design, capacity building, system strengthening, and technical guidance.
- Further, ITC, as part of the India Sanitation Coalition,* supports the Department of Drinking Water and Sanitation's Lighthouse Initiative to establish model gram panchayats and villages for sustainable sanitation and waste management.

All information is as reported by the organisation.

* The India Sanitation Coalition is a multi-stakeholder platform launched by the Federation of Indian Chambers of Commerce & Industry that enables sustainable Water, Sanitation and Hygiene (WASH) practices through a range of catalytic actions, in collaboration with the government and corporates and in line with SDGs.

Piramal Foundation × Government of Rajasthan

Overview

Improving the state public education system by training public education administrators* in purpose-driven leadership rooted in empathy, accountability, and service to citizens.

Collaboration pathways deployed*

- Programme, solution and platform design
- Programme management
- Human capacity building

*Refer to the collaboration pathways on page 14.

“

Creating individual schools or education programmes impact a few thousand students and works parallel to our public system. Transforming public systems, on the other hand, impacts thousands of schools and millions of children, especially when the people running them are equipped to lead, decide, and deliver at scale. By partnering with the government, the work is embedded within existing public systems, leveraging their scale, mandate, and infrastructure […] reaching millions instead of thousands.” – Aditya Natraj, CEO, Piramal Foundation

* Includes school principals, district, block and panchayat elementary education officers, deputy directors, additional directors, and faculty at the State Institute of Educational Management and Training and District Institutes of Education and Training.

Piramal Foundation

Impact (cumulative)

~15,000+

administrators trained across 3,700 schools in Rajasthan

~80 lakh

students benefitted

2009–2016

Building the evidence

- **In 2009, Piramal Foundation (PF) pilots its leadership development model with ~100 principals across 100 schools in two districts in Rajasthan.** This model goes beyond focusing solely on the administrative aspects of the work and underscores "compassionate, service-led" leadership.
- **By 2014, the pilot expands to 500+ schools across four districts.** A third-party evaluation of the programme finds a 15 percent increase in student learning outcomes in schools led by principals who underwent PF's leadership programme.

2017–2018

Diagnosing the problem and developing the plan

- Fuelled by positive results from the pilot and renewed state momentum around education reforms, **PF signs a memorandum of understanding (MoU) with the government of Rajasthan in 2017**. The aim is to improve leadership skills of public-school administrators across the state by transforming the State Institute of Educational Management and Training (SIEMAT)* into the state's premier leadership education academy. PF leads programme design and development while the government provides access to infrastructure and helps shape governance mechanisms.
- At the outset, **PF conducts a diagnostic assessment to surface existing challenges.** This includes lack of clarity around SIEMAT's role, lack of structured training plans, and staffing and budget constraints. To address these issues, PF works closely with political and administrative leadership to co-design a plan.

* State Institutes of Education Management and Training are established to provide technical and professional support on strategic planning and management to public educator administrators at state, district and subdistrict levels.

2018–2021

Implementing the plan

- PF begins by addressing challenges around SIEMAT's organisational structure (e.g. helping articulate the organisation's role, helping with the appointment of key personnel).
- Thereafter, **it develops an updated leadership curriculum focusing on compassionate public governance**, covering modules like nonviolent communication, active listening, and growth mindset.
- The new curriculum is piloted through immersive residential programmes and government leadership (such as the principal secretary of school education in Rajasthan) is invited to observe and collect feedback from participants. This helps build trust in the new approach.
- **By 2021, the programme is expanded to 33 districts, covering 6,200 public administrators.** To enable this expansion, PF evolves to a cascade model, where it trains ~50 master facilitators to, in turn, train administrators at the district level. It also sets up a programme management unit to help sustain SIEMAT's work and build annual development plans for the institution.

2022 onwards

Expanding and evolving the partnership

- **PF renews its MoU in 2022 for five years to align SIEMAT's work with the goals of the newly launched National Education Policy (2020).**
- In this phase, PF plays an advisory role and supports collaborations with other departments and directorates (such as DIET*, RSCERT**, and the department of secondary education, Rajasthan) while SIEMAT leads the delivery of the programme. **The annual government budget for SIEMAT is increased from Rs 2 crore to Rs 10+ crore**, and senior government officers from Rajasthan Administrative Services are assigned to the programme.
- Outside Rajasthan, PF expands the programme to Andhra Pradesh and Madhya Pradesh, with similar structures but adapted to state contexts, training 25,000+ public school administrators to date.

All information is as reported by the organisation.

* District Institutes of Educational Training
** Rajasthan State Council of Educational Research and Training

Tech Mahindra Foundation × Municipal Corporation of Delhi

Overview

Making municipal school classrooms more engaging and inclusive by empowering schoolteachers through continuing professional development

Collaboration pathways deployed*

- Programme, solution and platform design
- Programme management
- Human capacity building

*Refer to the collaboration pathways on page 14.

“

In the absence of a government partnership, [a programme like ours] would have been limited to private schools or a pre-service teacher training programme. That's why, from the beginning, we conceived the programme as a joint, public-private-partnership venture.” – Chetan Kapoor, CEO, Tech Mahindra Foundation

* Kantar Public, *Impact Assessment of Project ITEI*, Tech Mahindra Foundation, April 2, 2018.

Impact (cumulative)

1,500+

municipal schools covered across all 12 zones under the Municipal Corporation of Delhi (MCD)

60,000+

teachers trained to date

87 percent

of teachers trained saw improvement in skills; 58 percent said they were better at pedagogy; and 40 percent felt more confident*

93 percent

teachers stated they would recommend the programme to peers; rating overall effectiveness at 4.4 out of 5

Impact Journey

2009–2012

Laying the groundwork

- Tech Mahindra Foundation (TMF) **launches Shikshak Samman Awards with MCD** to recognise over 150 high-performing teachers.
- The awards help TMF build credibility with the education department, schools, and teachers at MCD.

2012–2013

Launching the programme

- Existing lecture-based teacher training focuses on traditional classroom teaching-learning practices and does not account for child-centric approaches recommended in the newly launched primary-grade curriculum by the National Council of Educational Research and Training. To address this gap, TMF conducts a detailed needs assessment with teachers and the education department and recommends a continuing professional development approach to teacher training.
- **In 2013, a formal memorandum of understanding is signed to launch the Shikshaantar programme to redesign teacher training.** TMF is tasked with creating a new training curriculum, onboarding trainers, and leading programme management, while MCD provides infrastructure and administrative support.
- The updated curriculum aims to create "happier classrooms" through innovative child-centric pedagogy that caters to different learning needs and styles; flexible classroom arrangements that support collaborative learning; and an integrated approach that connects concepts across subjects.
- A joint steering committee is established in 2013, headed by the MCD commissioner and TMF's CEO, along with MCD's director of education and members of the Shikshaantar team.
- **The first In-service Teacher Education Institute (ITEI) is established in 2013 at Dilshad Garden in East Delhi.** The programme begins with approximately 200 teachers across two zones in East Delhi.

Impact Journey (continued)

2014–2017

Demonstrating early results

- **Between 2014 and 2017, the programme trains over 5,000 teachers.**
- Early results show teachers proactively seeking guidance on teacher-learning practices. Classroom observations show marked improvements in the learning environment and pedagogy.
- This positive momentum prompts MCD to request additional capacity-building support from TMF.

2018–2023

Scaling up in Delhi

- **By 2018, the programme expands to six additional zones in the erstwhile North Delhi Municipal Corporation. A second ITEI (North) is established at Shakti Nagar.**
- TMF launches a train-the-trainers model to train mentor teachers to coach other teachers.
- At the onset of the pandemic in 2020 through 2022, in-person training sessions pivot to virtual ones. To ensure that sessions remain relevant and topical, TMF develops new modules on digital literacy for teachers, cybersecurity and child safety, and mental wellbeing for teachers. The programme objective expands to creating “happier and safer classrooms.”
- **In 2023, a third ITEI (South) is established in Lado Sarai. All 12 zones under MCD are now covered, training 10,000-plus teachers annually – a 50x increase in 10 years.** Over time, TMF’s per-unit expenditure on the programme also decreases significantly.

2024–present

Institutionalising and replicating the model

- **The programme is embedded within MCD systems** (e.g. ITEI trainings are integrated into the annual academic calendar; teacher nominations are coordinated by zonal offices.)
- **Since 2019, TMF has been invited to extend its teacher-training support to Bihar, Rajasthan, Telangana, Tripura, and Uttarakhand.** TMF supports state governments directly or through nonprofit partners, reaching around 3,600 teachers.
- Since 2023, TMF has also expanded the programme to support disability inclusion in classrooms. Shikshaantar now aims to create “happier, safer, and more inclusive classrooms.”

All information is as reported by the organisation.

Veddis Foundation × Government of Haryana

Overview

Helping rural women increase their income and improve their standard of living through strengthening cluster-level federations (CLFs)* under Haryana's Rural Livelihoods Mission.

Collaboration pathways deployed*

- Policy advisory
- Programme, solution and platform design
- Programme management
- Human capacity building
- Community engagement

*Refer to the collaboration pathways on page 14.

Without government partnership, this [work] would likely have remained a promising pilot. Working with the government enabled scale by embedding the solution within systems and ensured long-term sustainability—transforming an idea into lasting impact." – Murugan Vasudevan, CEO, Veddis Foundation

* CLFs are the third tier of community-led structures under the National Rural Livelihoods Mission, covering self-help groups (SHGs) and village organisations (VOs).

Impact (cumulative)

1.6 lakh+

women benefitted

39 percent

increase in average income for women between November 2021 and October 2023

Rs 500 crore+

unlocked in government resources over five years (50x the initial philanthropic investment)

2012–2017

Building credibility

- **In 2012, Veddis pilots its Integrated Livelihood Development Programme to empower rural women in Alwar, Rajasthan, with nonprofit partner SPECTRA.** Over three years, average income for women in target villages increases by 90 percent.
- Results lead to a two-year partnership with Rajasthan Grameen Aajeevika Vikas Parishad to strengthen 42 CLFs, covering 1.2 lakh women across ten districts.
- Attention from the Rajasthan project leads to a meeting with the chief secretary of Haryana and a partnership to replicate the programme in Haryana.

2018–2020

Starting work in Haryana

- **In 2018, Veddis begins a two-year partnership with the Haryana State Rural Livelihoods Mission (HSRLM) to strengthen 31 CLFs in nine districts, covering 80,000+ women in 7,500+ SHGs.**
- Veddis directly supports CLFs in strengthening their governance to institutionalise core business processes (e.g. establishing offices; conducting and recording regular meetings; putting grievance redressal mechanisms in place) to make them independent, sustainable institutions.
- An early challenge Veddis faces is limited community mobilisation, due to the absence of trained cadres to form and strengthen CLFs. To address this, Veddis leads a strategy to deploy and train, through a train-the-trainers model, community resource persons (CRPs), building a cadre of trained community members who can drive mobilisation and sustain growth.
- **By 2020, 16 of the 31 Veddis-supported CLFs are designated “model CLFs”* that meet National Rural Livelihood Mission’s (NRLM's) eligibility standards.**

* Select CLFs under the NRLM programme that are self-reliant and financially sustainable member organisations and can serve as centres of excellence.

Impact Journey (continued)

2021–2023

Expanding the work

- **Veddis renews engagement with HSRLM, covering 27 new CLFs and 50,000 women in four new districts, working with implementation partner SPECTRA.**
- A state-level programme management unit (PMU) is established at Panchkula with a three-member Veddis team to provide policy input, strengthen planning and monitoring systems, and support execution.
- Joint review mechanisms are established; meetings are chaired by the CEO of HSRLM, with representatives such as HSRLM state programme managers participating.

2024–present

Scaling across the state

- **Veddis's work evolves to strengthen systems and processes across HSRLM to unlock more funds for more women,** in partnership with SPECTRA. This includes providing policy support to the state, incorporating field insights into strategy and planning, building capacity to strengthen governance mechanisms, and developing and embedding diagnostic tools such as Sashakt – a digital assessment and decision-support platform – to generate data-driven insights to help with identifying gaps, improving training effectiveness, and informing planning and budget allocation.
- **By 2024, the programme expands to cover all 22 districts in Haryana.**
- Veddis is currently working with new partners and fostering opportunities for collaboration across the ecosystem. Through one such partnership, Veddis is helping build stronger data systems and streamlined processes to improve intra-departmental coordination, so that approximately 5 lakh women across the state can access government schemes and benefits more easily.

All information is as reported by the organisation.

List of interviewees: Philanthropy/CSR

Aditya Natraj
Chief Executive Officer, Piramal Foundation

Alkesh Wadhwani
Former Director – Global Economic Opportunity and Gender, Gates Foundation

Alok Rajan
Senior Program Officer – State Capacity and Public Finance, Gates Foundation

Aman Kumar Singh
Senior Programme Manager – Health, Tata Trusts

Amit Chandra
Co-founder, A.T.E. Chandra Foundation

Amrtha Kasturi Rangan
Chief Operating Officer, A.T.E. Chandra Foundation

Arnav Kapur
Deputy Director – Policy, Communications and Philanthropic Partnerships, Gates Foundation

Ashok Kumar Gupta
Chief Executive Officer, Dalmia Bharat Foundation

Ashwini Saxena
Chief Executive Officer, GMR Varalakshmi Foundation

Bikkrama Daulet Singh
Operating Partner, The Convergence Foundation

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