



Accelerating Social Impact through Collective Efforts in India

A Synopsis

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Why this knowledge brief series?

This knowledge brief series is intended as a tool and dialogue enabler among diverse groups of social entrepreneurs, practitioners, funders, policy makers, government and more. It is designed to be a compilation of the current landscape of trends, gaps and opportunities, best practices and recommendations around various development themes such as gender, water, livelihoods and functional themes such as collective impact. Each paper in the series aims to further conversations towards more informed collaborations, funding and implementation.

Introduction

With more than 250 million people living on a daily income of less than USD 2,¹ the scale and complexity of social challenges in India is enormous. The social sector has witnessed some promising trends aimed at addressing the need for large-scale, systemic change. Development sector funding has increased by 9% over the 2011-16 period,² Social Purpose Organisations (SPOs) have become increasingly outcome focused and the ecosystem of social impact is receiving increased attention from funders and stakeholders. However, India still scores low (58.1 out of 100) on the SDG Index, has a shortfall of INR 533 lakh crores (USD 8.5 trillion) to achieve the Sustainable Development Goals (SDGs)³ and faces challenges around scaling of SPOs⁴ and funding for ecosystem interventions.⁵

It is clear that the magnitude of change required in the social sector cannot be achieved in isolation. Collaboration at an ecosystem level is crucial to leverage collective insights, pool resources and increase efficiencies. While there are various forms of collaborative action evident across the country, this paper uses FSG's concept of Collective Impact (CI)⁶ - as an overarching lens to analyse such initiatives in India today. CI initiatives differ from other forms of collaboration in their cross-sector composition and their adoption of the 5 conditions of CI.⁷

“Partners in CI initiatives must enter with the mindset that systemic change takes time. Outcomes and results may not be visible in the first year. There is a need for patient and consistent effort over several years to bring about systemic transformation collaboratively.”

Vidya Shah

CEO, EdelGive Foundation

¹ The Bridgespan Group 2017

² Bain & Company 2017

³ Yes Bank 2017

⁴ Pandey, Menezes and Ganeti 2017

⁵ McKinsey & Company 2013

⁶ FSG 2011

⁷ FSG 2011

What is collective impact?

The concept of CI, first put forward in 2011 by John Kania and Mark Kramer of FSG Social Impact Advisors, is an attempt to capture a new way of working in the social sector in a context where complexity is increasingly impacting society. The authors defined CI as follows:

“Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.”⁸

This paper also draws on Prange’s expansion of FSG’s definition which describes CI as “a form of collaboration” addressing a “multi-faceted and complex social problem”.⁹

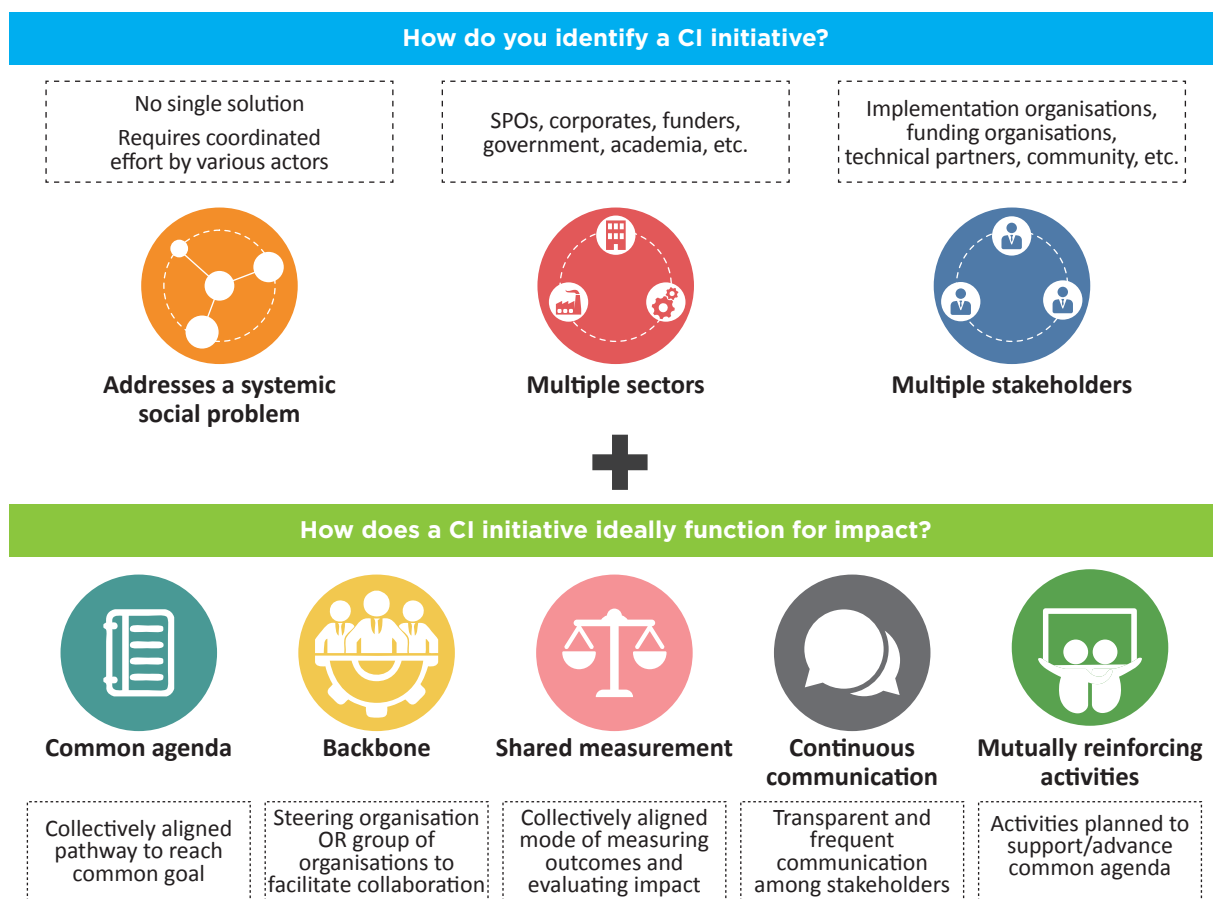


Figure 1: Identifying a CI initiative and its ideal functioning for impact

Source: Kania and Kramer 2011, Prange 2016

Life cycle of a collective

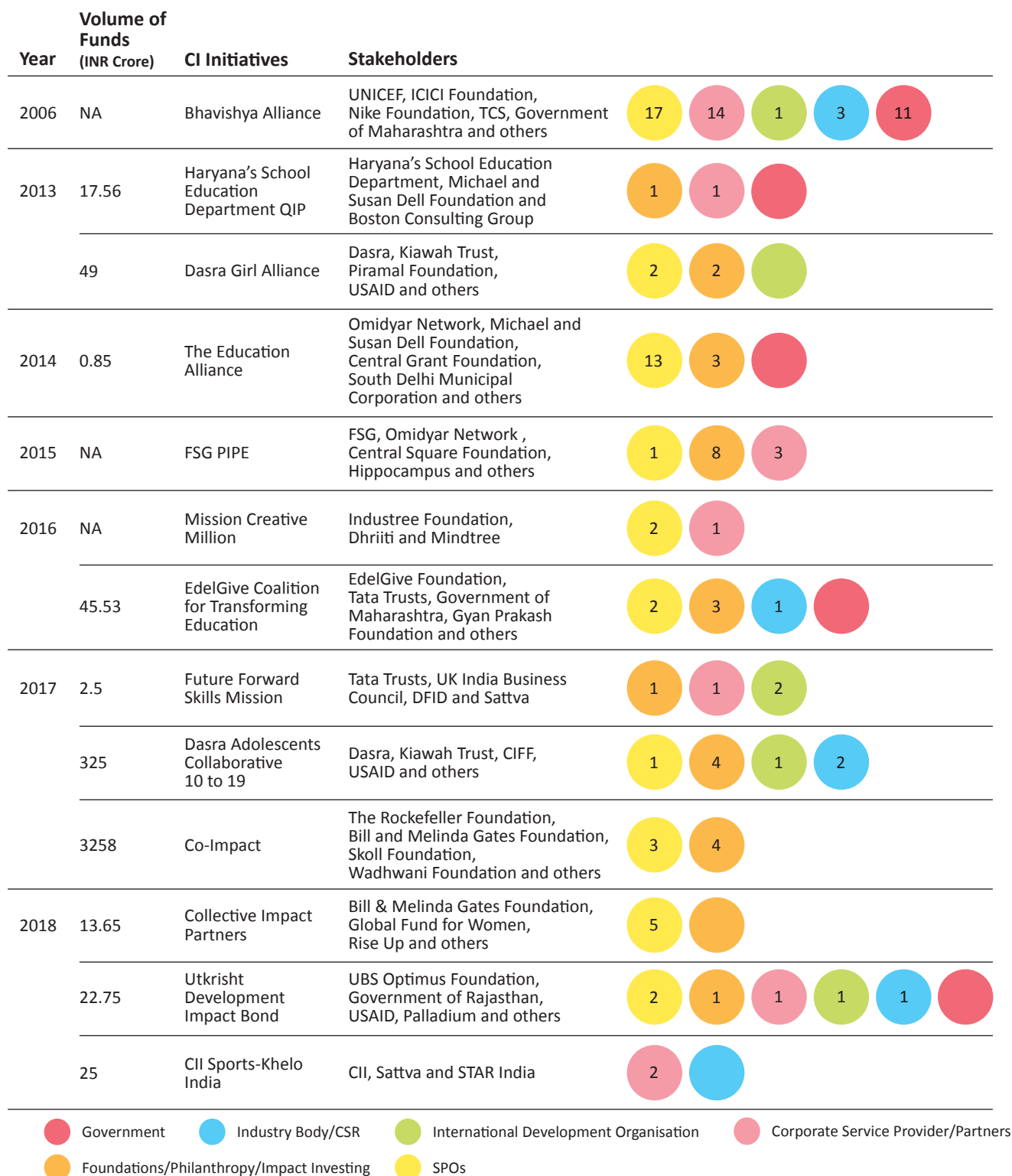
	Activities	Types of impact observed
Early years	Establishing structures and systems, building visibility and laying processes	Increased awareness in ecosystem, improved data availability etc.
Middle years	Dynamics of collaboration are stabilised, implementation and interim evaluations	Changes to core institutions within the initiative’s intervention area
Final years	Implementation continues, evaluation, consolidation and dissemination of learnings is undertaken.	Changes in the target population of the CI initiative visible

⁸ FSG, 2011

⁹ Prange, Allen and Reiter-Palmon 2016

Mapping collective impact initiatives in india

While there have been several collaborative efforts in India over the past decade which could fit the description of CI, there is currently no concerted documentation around CI initiatives in India. From available documentation, an analysis of 14 currently operational CI initiatives in India is undertaken here, with a combined funding of INR 3768 crores (cumulative across the years of operation; excluding 3 CI initiatives which have not disclosed funding) involving a total of 116 partners. The initiatives analysed here represent a variety of forms of collective effort, a mix of different stakeholder types and modes of implementation.



Graph 2: Stakeholder mapping for 13 CI Initiatives in India

Source: Sattva Analysis

NOTE: Certain organisations have been omitted from the analysis since funding/stakeholder data is unavailable or confidential

Case study: EdelGive coalition for transforming education (ECE)

Funder-driven CI initiative

The ECE coalition aims to identify and disseminate best practices to improve learning outcomes of children (class I to VII), that can be integrated into the government system using the constructivism approach. The program aims to reach approximately 4.5 lakh children and 21 thousand teachers through 5,846 schools.

It is a collaboration with the Department of School Education and Sports, Government of Maharashtra under Pragat Shaikshanik Maharashtra (PSM), the EdelGive Foundation, the Tata Trusts, the SAR Group, Great Eastern CSR Foundation Kaivalya Education Foundation and Gyan Prakash Foundation.

Why is this initiative important?

- Establishes a strategic partnership between government, SPOs, funders and other stakeholders to work with the government's education machinery across 4 districts in Maharashtra and transform the last mile delivery of education in the State.¹⁵
- Showcases an effective mode of leveraging Public Private Partnerships (PPP) to catalyse systemic change.

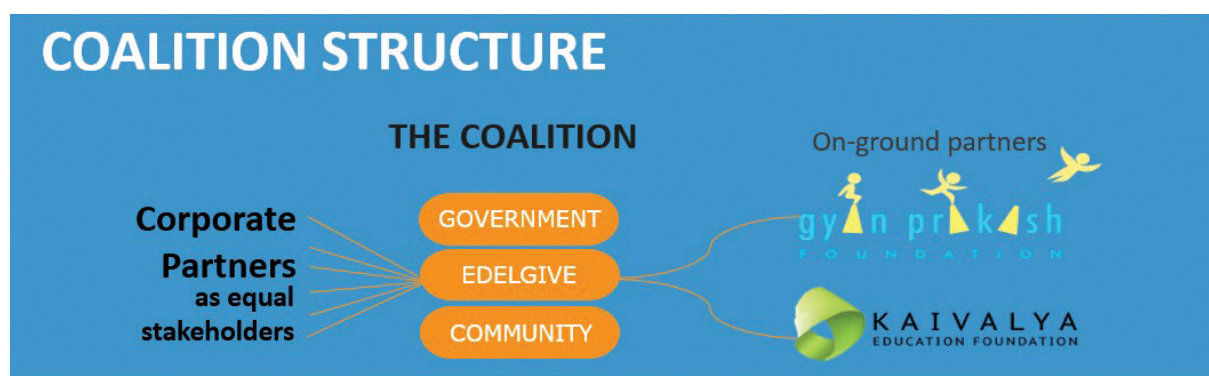
What is the problem addressed by this initiative?

Addresses issues of poor enrolment and outcomes ¹⁶ in Special Focus Districts (SFDs) of Maharashtra.

The disparities in the delivery of quality education to these SFDs, require a concerted effort by like-minded stakeholders who can bring in multiple resources and deliver high quality impact.





Summary

Impact planned	ECE aims to reach 608 schools, 2,102 teachers, 138 government civil servants and 44,800 children over the programme period ¹⁷
Year of formation	2016
Planned operation period	5 years
No. of stakeholders	7 (Government, Funding Organisations, SPOs)
Volume of funding	INR 45.53 cr ¹⁸



¹⁵ EdelGive Foundation, 2016 ¹⁶ EdelGive Foundation, 2018 ¹⁷ OECD 2018 ¹⁸ India Development Review, 2017

Structure of ECE

 Backbone	 Government	 Funders	 SPOs
EdelGive Foundation	Government of Maharashtra	Tata Trusts Sita Devi Malhotra Charitable Trust Great Eastern CSR Foundation	Gyan Prakash Foundation Kaivalya Education Foundation
Anchor funder and backbone organisation; coordinates with funders, Govt. and implementing partners for smooth implementation; responsible for all deliverables	Provides access to schools and infrastructure and enables the programme to function in a smooth manner	Funding, supports ECE in intervention districts	Implementation partners, work with Govt's. Education machinery to deliver interventions

Benefits for funders

- The ECE is a PPP model. Engaging with the Government of Maharashtra as a coalition partner allows for greater reach and long term sustainability of the project impact.
- This model has helped reduce the risk and effort of participation for other partners and funders in the initiative.
- EdelGive as the anchor funding organisation is responsible for mobilising funds and coordinating delivery of outcomes.
- EdelGive is also the key point of contact on behalf of the coalition and facilitates all interactions between the different stakeholders.
- Funders have flexibility in mode and level of commitment. For example, options to fund only one district or fund directly into the pool. This facilitates easier participation and clearer attribution of outcomes.

Impact created by ECE¹⁹

Early changes	Systems changes	Population changes
Building relationships and gaining acceptance from the ecosystem and community	Adoption and uptake of piloted processes by the community and ecosystem Organising and reactivating Kendra Samelans (a peer learning platform for teachers) at the cluster level	All 272 schools have registered attendance of 85% and above More than 90% children have achieved competency levels as per PSM criteria Reduction in number of out-of-school observed

“CI initiatives work well when there is a shared ownership and accountability on outcomes. It helps ensure that all partners are aligned on their roles, commitments and how impact will be measured.”

SriKrishna Sridhar Murthy
CEO, Sattva Consulting

¹⁹ Interview with EdelGive Foundation, April 2018

Being a funder in a CI initiative: Benefits, considerations and recommendations

CI initiatives offer funders an avenue to create impact at a systemic level, collectively manage the risk and investments required to address large scale social problems and leverage learnings from various stakeholders to build in-depth ecosystem knowledge. Summarized below are key considerations and recommendations for funders looking to set up or join a CI initiative

Benefits of joining a CI initiative	Considerations	Recommendations
Allows for funders to be part of a large effort, regardless of volume of funding at their disposal.	May need to put up significant upfront investment at the early stage to cover core costs, with long expected gestation periods	Invest funds and effort in the early stage to build understanding around the problem, smoothen the planning activities and shape measurement and strategy
The risk is shared with other donors involved in the initiative.	Given the complexity of the problem and the scale of the project, stakeholders need to be prepared for some amount of uncertainty during the life time of the initiative	Allow for and account for the time that is needed to reach the required level of consensus among all partners.
Offers efficiency either by reduction of costs per unit of intervention; streamlined distribution model; change of the business model or t use of technology	Funders need to be open to a collaborative approach in making funding decisions	Offer support for operating costs and encourage a thorough planning stage where objectives and roles are clearly framed, instead of focusing on immediate action or outcomes
Strengthens advocacy and engagement with government	Funders may have to play an expanded role beyond funding and driving accountability for fund utilisation	
Stakeholders are able to get a sense of perspectives and activities across the sector		

“Providing just inputs or guidance to individual SPOs can, at best, help them scale up to 4x. However, the social issues that need to be urgently addressed require a solution that can scale from 10 - 1000x. This magnitude of change requires a collective effort.”

Charles Antoine Jansen

Founder & Managing Director, KOIS Invest

ABOUT EDELGIVE FOUNDATION



EdelGive Foundation is the philanthropic arm of the Edelweiss Group and was established in 2008. Since its inception, almost a decade ago, EdelGive is steadily evolving a philanthropic ecosystem in India. EdelGive works to develop a symbiotic relationship between the different members of the ecosystem viz. investors (donor corporate agencies, partner CSR agencies, and individual donors), investees (NGOs and other sub sets of the NGO sector), and collaborating partners like the government, like-minded agencies, capacity building organisations, and policy experts. EdelGive has fostered the growth of the synergies inherent to an ecosystem, to leverage gains over and beyond its investment, both financial and non-financial.

Visit us at: www.edelgive.org | Reach us on: [022-40094600](tel:022-40094600)

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ABOUT BILL AND MELINDA GATES FOUNDATION



Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life. Based in Seattle, the foundation is led by CEO Sue Desmond-Hellmann and co-chair William H. Gates Sr., under the direction of Bill and Melinda Gates and Warren Buffett.

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ABOUT SATTVA



Sattva (www.sattva.co.in) is a social impact strategy consulting and implementation firm. Sattva works closely at the intersection of business and impact, with multiple stakeholders including non-profits, social enterprises, corporations and the social investing ecosystem. Sattva works on the ground in India, Africa and South Asia and engages with leading organisations across the globe through services in strategic advisory, realising operational outcomes, CSR, knowledge, assessments, and co-creation of sustainable models. Sattva works to realise inclusive development goals across themes in emerging markets including education, skill development and livelihoods, healthcare and sanitation, digital and financial inclusion, energy access and environment, among others. Sattva has offices in Bangalore, Mumbai, Delhi and Paris.

Sattva Knowledge works on research and insights in order to influence decision-making and action towards social impact in the ecosystem in Asia. Sattva Knowledge has partnered with organisations such as CII, USAID, AVPN, DFID, GIZ and Rockefeller Foundation to publish research, case studies and insights, and engages sector leaders through roundtables, conferences and impact circles.

Sattva has co-authored this paper with EdelGive Foundation.

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*For corporates who are looking to deploy their CSR Funds with great NGOs,
EdelGive is eligible to receive funds u/s 135 of the Companies Act and Foreign Funds under FCRA rules.

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