



 EdelGive
Foundation
An Edelweiss Initiative

THE **POWER** OF **TEN**

CONTENTS

- 01 From the CEO's desk
- 15 The power of Ten
- 16 10 years of EdelGive Foundation
- 18 What We Do
- 20 Impact to the Power of 10
- 22 Exponential > Incremental: Transformation through Ecosystems
- 26 Champion Brave New Ideas
- 28 Empowerment: Towards a Gender-equal India
- 30 Invest for Development: Living with Dignity
- 32 Systemic Change from the Ground Up: Nurturing Grassroots Leaders
- 34 Smarter Giving
- 38 Joining Forces for the Greater Good
- 40 Social Investing: Giving is in our DNA
- 42 Engaging Human Capital
- 44 Our Partners
- 46 Our Team
- 50 Our Vision



FROM
THE
CEO's
DESK



“We have created ripples in the philanthropic ecosystem by engineering positive change through the partnerships we have forged and nurtured over the years.”

- **Vidya Shah**
CEO, EdelGive Foundation

I alone cannot change the world, but I can cast a stone across the waters to create many ripples.

— Mother Teresa

EdelGive turned 10 this year. It has been an exhilarating journey of a great idea matched with strategic thinking and a focus on strong execution, to help make our philanthropy more impactful and thoughtful.

Clearly, we did not do it alone.

We have worked with nearly 130 NGOs across 14 Indian states. We were supported by visionary funding partners who joined us in our crusade, and our colleagues at Edelweiss who contributed over 29,500 valuable volunteering hours to our programs. Edelweiss funded our operational costs and this ensured that our funds were dedicated purely to enabling and funding our NGO partners grow their work.

Shareholder versus Stakeholder Capitalism

The evolution of EdelGive was guided by an early but not clearly articulated understanding of stakeholder capitalism as opposed to shareholder capitalism where the focus is only on creating value for the shareholder. A stakeholder approach on the other hand includes customers, employees, regulators, government and society at large. It involves building the ability to manage multiple bottom lines beyond the bottom line related to profits; such as those related to customer centricity, employee welfare, government and regulator interactions and most importantly the value added to society by creating jobs, making efficient investments and directing CSR budgets, strategically and thoughtfully.

These ideals guided and augmented our work, as we evolved from a gut and grit-driven young organisation, to a strategic entity that not only gives, but influences giving and shapes opinion on the asymmetric returns of philanthropy. In the pages that follow, we bring you the **EdelGive 10**, ideals that are the keystone to our vision of *generating 10x returns for society*.

Asymmetric Impact

EdelGive was incubated at Edelweiss, whose parentage and patronage steered our evolution as the philanthropic arm of the company. EdelGive was an experiment, but in true Edelweiss style, it was nurtured as an idea or 'market opportunity' that we built a small team around, built the guardrails of 'risk', added Edelweiss oversight and an MIS culture. We accelerated the pace as we began to see some early success in the quest to achieve asymmetric payoff. This has been our credo with all our businesses.

Our roots in the financial services industry guided our journey in philanthropy. We view philanthropy as 'social investments' that aim to deliver asymmetric returns; i.e., funds invested or influenced into developmental programs help create ten times the impact of the funds invested. Our 10x theory of change transcends monetary investment, offering in addition, 360-degree support to our partner organisations. This support ranges from funding, linkages to other donors, mentoring on strategy to aid efficiency and effectiveness, and mobilising intellectual capital through volunteerism. In the following narrative, you will learn more about some of these organisations and our association with them.

Learning by doing — building our mettle by making mistakes

The Edelweiss approach of building businesses in a much nuanced, thoughtful way has, in most cases, led us to double down rather than quit. Even so, I am struck by how much we got wrong. For one, I underestimated the skill and knowledge that goes into identifying ideal NGO partners.

We **applied Investment Banking due diligence checklists to social sector investments** (I must admit to being an Investment Banker in the past!), assumed that an MBA and a corporate background qualifies one to advise social sector leaders and naively equated poverty to economic deprivation alone without delving deeper to understand the underlying threads of unequal

Asymmetric Payoffs and Philanthropy¹

The primary goal of any investment portfolio is to accrue returns. Even more specifically, asymmetric returns are what an investor is looking for – investment strategies that maximise upside potential while capping downside risks. So is the case with philanthropy. Ideally, the philanthropic investment should have zero downside risk. The reality is sometimes different because of external factors spanning across political, social, religious and cultural norms. Therefore, it is not only important to pick the right avenues for societal investment, it is also important to diversify these avenues. And most importantly, once the process is complete, patience is the key. Like no investment gives instant returns, so is the case with philanthropy. Social change is a long, slow process and the social investor needs tremendous patience. It is of course important to continuously track and monitor how the investment is doing but it is also important to let the process take effect.

> We have created ripples in the philanthropic ecosystem by engineering positive change through the partnerships we have forged and nurtured over the years.

¹ Edelweiss Financial Services Limited (2018) Chairman's Letter 2018.



› **Building a balanced team with people from both sides of the spectrum with an in-built mechanism for cross-pollination of ideas, outlook and cultures, is a more interesting, vibrant and effective approach, and one that we have now embraced fully.**

opportunity and class, caste and gender variables. These would have been grave mistakes to the detriment of the programs and the impact we aimed for; had it not been for the fact that we had humility, a willingness to admit what *we did not know*, and a *disposition to learn and experiment*, in generous amounts.

I also decided to have an early team comprised exclusively of young, social sector experts (except me who was neither!). My belief was that understanding the grassroots with its tendency towards frugality (we also had a small office in Charni Road, away from Edelweiss) would bestow us with a credibility, respect and genuineness not usually accorded to corporate foundations. In hindsight, we also realised that not all programmatic approaches were for us, even though everyone around us believed in them. **We confused access to schooling with learning achievement.** We learnt the hard way that non-profit models in skilling are not necessarily effective. We also realised gold-plated programs usually don't afford scale, sustainability or replication.

And finally, in our quest for data and measurement, we had to learn about **causality versus correlation**, unintended consequences and attribution errors. So while we expect regular attendance to cause better/higher learning, they are not strongly correlated. If we attribute correlation here, programmatic efforts will be focused on attendance and retention and not on nurturing better teachers and better learning environments for children, and thus we as funders may focus on funding the wrong programmes.

Similarly, Female Labour Participation Rates² (FLPR) cannot be correlated only to economic progress, though it has been an important factor. World Bank's report on FLPR states that, "Though cross-sectional data do indicate that there is a U-shaped relationship between female labour force participation and GDP per capita, this relationship is not robust and it is not a consistent trend at the country level. Ultimately, women's employment is driven by a range of multifaceted factors, including education, fertility rates, social norms, and the nature of job

creation." This means that funders focused on employability, skilling and the economic empowerment of women may need to focus on a multiplicity of approaches, including as the report states, "access to better education and training programs and access to childcare, as well as other supportive institutions and legal measures to ease the burden of domestic duties, enhance women's safety, and encourage private sector development in industries and regions that can increase job opportunities for women in developing countries."

Similarly, while Randomised Controlled Trials (RCTs) are costly and time-consuming, they bring rigour, help us distinguish between causalities and correlations, minimise attribution errors and hopefully identify positive and negative unintended consequences. **Finding the middle path to measurement**, between anecdotal evidence or fragments of data on the one hand and RCTs on the other, is an important one, for as philanthropists, we hesitate to fund surveys and longitudinal research.

However, as Tavneet Suri, development economist at MIT Sloan School of Management has written³, not focusing on data and measurement means ignoring the "all-important economic principle of opportunity cost. Every dollar you spend on a non-effective, or less effective, programme is a dollar that is not working as hard as it could." For instance, for years, philanthropists and governments touted micro-loans as a way of lifting people out of poverty. She cites the example of the work of six independent teams of economists, running separate RCTs of micro-loan programmes in different countries that reached the same disappointing conclusion: while the poor liked and repaid the loans, going into debt did not bring the average borrower out of poverty.

Treading the Middle Path: Ask questions, many questions!

Sometimes, the middle path is simply combining standard output-oriented metrics with asking, "Where the bullet holes aren't"⁴ Abraham Wald, mathematician at

² International Labour Organisation, India, and IZA, Germany (2014) *Female labor force participation in developing countries*; World Bank.

³ Suri, Tavneet (2017) *The Data Gap: measuring what matters*; *The Financial Times*.

⁴ Ellenberg, Jordan (2014) *How Not To Be Wrong: The Power Of Mathematical Thinking*; Penguin Press
Ritholtz, Barry (2018) *There's a right way and a wrong way to fail*; *liveMint*, HT Media Limited.

Columbia University was a member of the War Department's statistical research group during World War II. The challenge posed before the group was how to armour bombers so that they could better survive anti-aircraft fire and the fearsome attack of fighter planes. The group reviewed a study showing the damage patterns of returning aircraft and recommended adding armour to those areas that showed the most damage: the wings, the fuselage and tail. Wald rejected this recommendation: if a plane could return with its wings shot up, that was not where the armour was needed. Wald advised that the group consider the larger data set of all planes, especially the ones that did not return. "The armour doesn't go where the bullet holes are. It goes where the bullet holes aren't", he said. "On the engines".

Some Thoughts on Sectoral Focus

Our early areas of sectoral focus were education and livelihoods, areas that we took up intuitively. Being a corporate Foundation and wanting to be closely tied with Edelweiss, we wanted thematic areas that would resonate with our Edelweiss colleagues. But we came up with gender equality issues all the time. Girls not being able to continue their education, early marriage, early motherhood, continued involvement in unpaid household work, being paid unequally to their male peers at the workplace, being forced or led into occupations without any choice, being exposed early and continually to violence and abuse—this smacked of deep-rooted biases and discrimination that a traditional approach to education and livelihoods could not address with any success.

So, six years after funding education and livelihoods-related initiatives, we began developing a women's empowerment portfolio. Our first partner was Mann Deshi Foundation; the route was economic empowerment through financial inclusion and supporting women's entrepreneurship, a field we understood well as Edelweiss. But persistently, the question of what we know as voice and agency kept coming up. Then and therefore

we added CORO, Ibtada, Majlis as partners; beginning our investments in social empowerment. Today we work with 15 organisations across 10 states of India, dealing with issues such as freedom from violence and discrimination, access to rights and entitlements, building grassroots leadership of women and girls as well as women's entrepreneurship and livelihoods.

The Dangers of a Single Story

In asking where the, "bullet holes aren't", we need to be aware of what Chimamanda Ngozi Adichie calls the Dangers of a Single Story⁵. Referring to her American roommate at university in the United States, Ms Adichie says, "What struck me was this: She had felt sorry for me even before she saw me. Her default position toward me, as an African, was a kind of patronising, well-meaning pity. My roommate had a single story of Africa: a single story of catastrophe. In this single story, there was no possibility of Africans being similar to her in any way, no possibility of feelings more complex than pity, no possibility of a connection as human equals." These are powerful words.

She goes on to say, "The single story creates stereotypes, and the problem with stereotypes is not that they are untrue, but that they are incomplete. They make one story become the only story. The consequence of the single story is this: It robs people of dignity. It makes our recognition of our equal humanity difficult. It emphasises how we are different rather than how we are similar.

Stories matter. Many stories matter. Stories have been used to dispossess and to malign, but stories can also be used to empower and to humanise. Stories can break the dignity of a people, but stories can also repair that broken dignity.

She emphasises, "(...) stories are how we make meaning of our lives. When we reject the single story, when we realise that there is never a single story about any place, we regain a kind of paradise."

› **In our quest to understand the impact of our work, the challenge will be how to hear many stories, how to embrace doubt, how to be open and tolerant to voices and contexts different from ours, how to not let our education and hubris get the better of us.**

› **Because society is a complex system, no one organisation, individual or sector can drive lasting social change. The interplay of relationships among government, communities, businesses, civil society, the media, technology, the environment, culture and norms and the legal system makes a single approach untenable as well.**

⁵ Ngozi Adichie, Chimamanda (2009) *What Are The Dangers Of A Single Story?* TED.com.



Systems Thinking

The rudimentary principles of systems thinking that we have adopted are:

Being open to know that we don't know: Hence finding partners who are good at identifying causes and dimensions of the problem. Ideally using data, being highly community-based and community-led, deeply committed and invested in the communities they serve.

Knowing that solutions may involve changes in beliefs, attitudes or approaches: That they may be context-specific, and cannot be derived from generic 'best practice' solutions that may therefore require experimentation and adaptation over time. Hence: risk capital, patience, a move towards an advocacy and right-based approach and an acceptance of a lack of short-term measurability.

Finally, that we need multiple stakeholders to diagnose the problem: The solutions will have to be driven by the affected stakeholders, 'adversaries' like patriarchal communities are also stakeholders. Solutions will be required across organisational and systems boundaries – across societal, political, market, governance, ecological systems. And into the personal, social, political and economic sphere of our communities.

A systems approach therefore looks at the entire social impact framework and its interdependent elements and identifies opportunities that could deliver the most positive social outcomes. We have made some initial steps towards adopting a systems-thinking approach to our work: the problems we face are messy, multi-faceted, so we seek to better understand the system and ask the right questions, but consciously focus on specific challenges.

Collaboration

As we grew our work in education, livelihoods and women's empowerment, we repeatedly heard our fellow-travellers in the development terrain, complain about the lack of collaboration in the sector. Their indignation was understandable, as philanthropy, especially, is expected to be free of the constraints that we see in the corporate world: competition, egos, unbridled growth and a strong, "what-is-in-it-for-me?" mindset.

I think we should all shed this notion of nobility. Collaboration is very difficult even in the corporate world, and even among businesses within the same corporation, where one would

assume that there is commonality of the profit maximisation objective. But it is possible to align objectives by providing the right incentives - not just monetary, but also non-monetary that encourage the right behaviour, such as promotion, recognition and faster growth opportunities.

My bigger worry is that of communication or the risks of it falling short: The need for knowledge sharing – of best practices (both intra-country and global), mistakes, experiences, sector understanding, case studies, research, and impact studies—is inevitable. This is why the philanthropic industry has been very slow to change and evolve and we see very few cutting-edge players. In fact, my fear is that philanthropy is more of a closed system.

Open versus Closed Systems

Because of the high stakes involved, the study of, “where the bullet holes aren’t” has made aviation an excellent case study for systems thinking in action. The rigour applied in analysing data over almost a century has resulted in advanced Cockpit Voice Recorder (CVR) and Flight Data Recorder (FDR) or Black Box technology being subject to exhaustive review and improvement⁶. In fact, the black box is now orange (Orange is the new Black!), has submersible locator beacons, making it easier to spot and locate. For some context with regard to air safety, the ratio is 1 accident for an average of 2.4 million flights.

Compare this with a closed system like healthcare and hospitals. In the US alone, preventable medical errors result in half a million deaths at a cost of USD 17 billion every year; the #3 cause of death after heart disease and cancer, equivalent to two 747 jumbo jets falling out of the sky every day, killing roughly 900 people. That’s how many people die daily from medical errors. Why is healthcare so different from aviation? First, there is little publicly available data and no sort of standardised review process when errors occur. Whatever self-examination takes place is sealed and not readily available for public scrutiny. There is an attitude among some, that doctors are infallible saviours, creating a reluctance to admit error. Insurance costs, litigation and protecting reputations reduce the desire for a public accounting. In short, healthcare is everything that aviation is not.

I would call healthcare a closed system – a closed system has little publicly available data and standardised review process when errors occur. There is only private self-examination, if any and nothing is readily available for public scrutiny.

My fear is that philanthropy is also more of a closed system. There is a feeling that like doctors, philanthropists and NGO leaders, and indeed everyone in the philanthropy eco-system are infallible saviours, creating a reluctance to admit error and share failures; indeed open up our work to public scrutiny.

A closed system also fosters lack of trust between funders and NGOs and an aversion to risk. Most NGOs complain that funders are apathetic to grassroots challenges, ask, “the most ridiculous” questions, refuse to fund organisation costs but still demand detailed audits and monitoring reports, want great leadership but at inadequate salary costs. Funders believe that accountability and transparency are absent in the sector, NGOs cannot or do not want to scale, do not measure their work adequately or effectively and are poor at fundraising. NGOs say that funders only fund projects that can have their name on the door, so there is no support for advocacy and rights work. And funders say that this does not fit in with their theory of change, or that their Boards are the real problem!

We understand both sides. So our approach has been the following:

- Invest directly and indirectly in capacity building of NGOs, through Edelweiss, ToolBox and Social Lens (our capacity building partners)
- Work with all eco-system players – funders, intermediaries, consultants, advisors, governments, NGOs and build sustainable platforms for knowledge and best-practice sharing such as EDGE and At the Same Table
- Fund pilots, but those inherently designed for scale if they work out, such as the Daily Cash Credit Programme for Women Entrepreneurs at Mann Deshi, the Labour Helpline at Aajeevika Bureau and the TB Treatment Loan and Housing Loan products at Shram Sarathi.

⁶ Matthew Syed (2015) *Black Box Thinking: Why Most People Never Learn From Their Mistakes (But Some Do)*; John Murray publishers.

SOME MORE LEARNINGS



“We are true to our creed when a little girl born into the bleakest of poverty knows that she has the same chance to succeed as anybody else.”

- Barack Obama

Collaboration and Partnerships

In the course of our 10 year journey, here are three more lessons we have learnt. Our education and livelihoods portfolio evolved intuitively. By 2015, we had funded a number of NGOs addressing the issues of access, retention and learning outcomes in poor communities. While their work was growing steadily and made deep impact in the communities they served, we soon realised that the scale of problems in India demanded a fresh, new way of problem-solving. We have 220 million school-going children, out of which nearly 85% access the government system. We are told constantly that we have a big jobs crisis looming if we do not create 10 million new jobs every year. And the statistics on discrimination of and violence against women are very worrying.

We also have the problem of broken systems; a system of government delivery of services too old, and completely unready to meet the challenges of today, let alone 2030 - the deadline for the delivery of the Sustainable Development Goals (SDGs).

If private philanthropy was to make any dent, it would need significant but intelligent financial and intellectual investment over a prolonged period of time; patience, collaboration and risk-taking, traits unfortunately that are currently uncommon in philanthropy.

Given the sheer size of the problem and the multiple levels at which it needs to be addressed, we knew we could not tackle this alone. Our first coalition in Education was born out of this thinking. We prototyped a gradual, scalable plan that could be implemented all over Maharashtra and indeed in other states as well. Partnerships with funders, non-profits and the Government and were integral to the collaboration.

Men and Women's Empowerment

As we grew our work in women's empowerment, we began to face the issue of male engagement in advancing gender equality and equity. We have begun to see this as critical in the process of transformation of the social and gender norms that reinforce patriarchy and inequality that harm both women and men. The tightrope that we as philanthropists need to walk is, "how to engage men and boys effectively without instrumentalising them as a pathway to women's empowerment or marginalising women and girls in the process."⁷ Indeed the many organisations that we have worked with have spoken to men and boys' struggles with masculinity stereotypes, the pressures of being the sole breadwinner as also their construct of violence seen during their early childhood in communities as well as popular cinema.

For instance, Henry Fawcett, the husband of Millicent Fawcett, the face of the Suffragette movement in Britain, was one of the key figures in the story of change for women in the Victorian Age. He supported Millicent in her campaigns with unstinting enthusiasm and money, and alongside John Stuart Mill, was among the male Members of Parliament who presented the Women's Suffragette Petition to Parliament in 1866. In India, Mahatma Phule is venerated as a crusader of women empowerment for having enabled his wife Savitribai to become literate. The couple is credited with setting up India's first school for women, homes for destitute widows as well as for running campaigns protesting female infanticide and child marriage.

We are currently curating our next coalition, on women empowerment; which in addition to focusing on addressing the vulnerability and marginalisation of women, will acknowledge and augment the participation of men and boys in positively redefining gender roles.

› I also believe that we must recognise and celebrate the many men who have encouraged, supported, promoted and at times, even led the change for women.

› When the community is involved from the very early stages in diagnosing problems and drafting a course of action, there is greater ownership of outcomes and solutions become more sustainable.

The Role of Communities in Watershed Development and Livelihoods programmes

Several studies have shown that the involvement of communities in participatory planning⁸ and budgeting in livelihoods programmes has been critical in ensuring improved service delivery and accountability of the public sector. We have experienced this in our watershed development programmes. When the community is involved from the very early stages in diagnosing problems and drafting a course of action, there is greater ownership of outcomes and solutions become more sustainable. Communities also contribute financially and well as through their labour, engage actively with government bodies in seeing projects being completed on time. This ownership also helps in ensuring that assets thus created are maintained properly. Where community participation is high, NGOs and experts are only needed as facilitators, and this works very well for funders who see greater impact for relatively smaller costs. When the community is involved from the very early stages in diagnosing problems and drafting a course of action, there is greater ownership of outcomes and solutions become more sustainable.

⁷ ICRW (2018) *Gender Equity and Male Engagement: It Only Works when Everyone Plays*.

⁸ Participatory budgeting is a process where people have the opportunity to affect the allocation of public resources by means of a local government perspective taking into account sectoral priorities.



**KEY
TRENDS WHICH
WILL DEFINE
PHILANTHROPY**

I. Ample headway for growth in Indian philanthropy

If you look closely at the private philanthropy numbers published by Bain Capital in its India Philanthropy Report of 2017, one could extrapolate that the percentage of private Indian philanthropy to the Gross Domestic Product (GDP) was 0.31% in FY 2016. As India moves rapidly to become a five trillion dollar economy by 2025, even at conservative growth rates compared to historical growth rates, the share of private Indian philanthropy to GDP will go marginally up to 0.33%; while the absolute quantum of philanthropic rupees will be very impressive. We do believe that there is ample headroom for growth in private philanthropy; i.e., our numbers are conservative. The United States became a five trillion dollar economy in 1988 when annual charitable giving was \$87 billion or 1.74%. Instead of 0.33%, if the number were to be 0.5%, we would see an incremental ₹100,000 crores or \$8.5 billion at 2025 exchange rates invested into the Indian development sector.

If we were to look at China, according to the China Charitable Giving Report (2014), the total sum of domestic and international charitable donations in 2014 amounted to 104.23 billion RMB (approximately \$16.40 billion) and accounted for 0.16¹² per cent of the GDP. (Incidentally, private Indian Philanthropy as a percentage of GDP for India in 2011 was 0.16%). Clearly, with economic development, philanthropic giving tends to expand with the comparable numbers for the UK, Australia and the United States being 0.54%, 0.77% and 1.44% respectively for 2016.

2025 ESTIMATES OF PHILANTHROPY											
	2011			2016			2011-16		2025 (E)		
	Rs crores	USD b		Rs crores	USD b	%	CAGR	CAGR(E)	Rs crores	USD b	%
GDP	82,03,500	1,823		1,52,35,800	2,274				5,65,97,545	5,000	
Exchange Rate (₹-\$)	45			67			8%	6%	113		
Private Individuals	6,000	1.3	24%	36,000	5.4	51%	43%	18%	1,59,676	14.1	68%
Corporations	7,500	1.7	30%	10,500	1.6	15%	7%	12%	29,117	2.6	12%
Foreign Funders	11,500	2.6	46%	23,500	3.5	34%	15%	8%	46,977	4.2	20%
Total	25,000	5.6	100%	70,000	10.4	100%	23%	14%	2,35,770	20.8	100%
% Indian Philanthropy to GDP	0.16%			0.31%					0.33%		
% Total Philanthropy to GDP	0.30%			0.46%					0.42%		

Sources:
 Trading Economics India - GDP 1960-2018⁹
 Bain and Company - India Philanthropy Report 2017¹⁰
 EdelGive/Edelweiss Estimates
 Bank of England - USD to INR exchange rates for 2016¹¹

⁹ Trading Economics - India GDP - 1960-2018.

¹⁰ Sheth, A et al (2017) India Philanthropy Report 2017; Bain and Company.

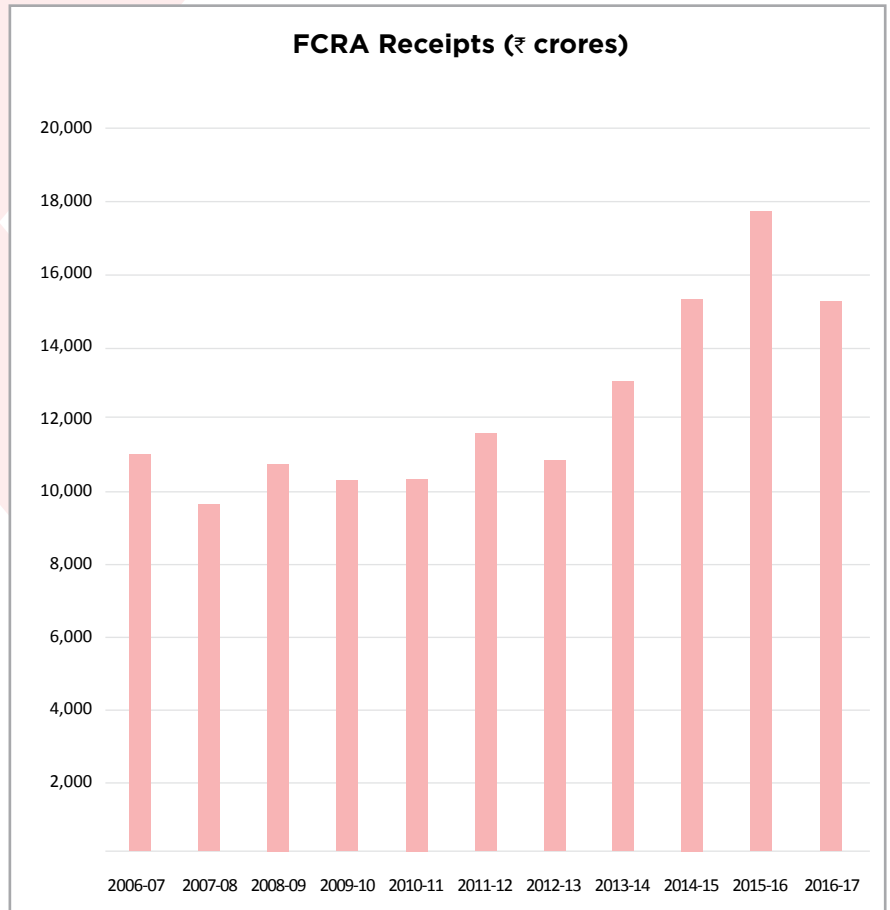
¹¹ Pound Sterling Live - U.S. Dollar to Indian Rupee Spot Exchange Rates for 2016 from the Bank of England.

¹² UNDP (2015) Unleashing the potential of Philanthropy in China; published by Information for United Nations Development Programme/51Give.

II. Foreign charitable contributions will grow at a cautious, modest pace

Foreign charitable contributions from private foundations, the Indian diaspora as well as foreign aid organisations have played an important role in the Indian development sector. Growing steadily from 2001-02 (INR 4,872 crores), FCRA receipts reached in 2006-07 at INR 11,007 crores¹³ just before the financial crisis. FCRA receipts have seen growth with some volatility since, perhaps a combination of the financial crisis and the huge rationalisation of NGOs' FCRA registrations over the past several years (see graph below).

While foreign aid has been coming down steadily over the past several years, foreign private Foundations such as the Bill & Melinda Gates Foundation, MacArthur foundation, Ford Foundation and Rockefeller Foundation have been large and significant players in the Indian development sector. As Indian private wealth grows, there is greater expectation that Indian philanthropy should address Indian development needs. The emergence of Azim Premji Foundation, Bharti Foundation and Piramal Foundation should be understood within this context. My estimates shared in the earlier section, therefore assume the ascendancy of Indian philanthropists, as India moves to become the fifth largest economy in the world by 2025.



Sources:
 Ministry of Home Affairs (from FY 2007-07 to FY 2011-12) - Receipt and Utilization of Foreign Contribution by Voluntary Associations - Annual report¹⁴
 News report, Times of India, 2014¹⁵
 News report, DNA, 2015¹⁶

¹³ Ministry of Home Affairs, Foreigners Division, FCRA Wing (2012) Receipt and Utilization of Foreign Contribution by Voluntary Associations; National Informatics Centre.

¹⁴ Ministry of Home Affairs (From FY 2006-07 to FY 2010-11) Receipt and Utilization of Foreign Contribution by Voluntary Associations - Annual Report; National Informatics Centre.

¹⁵ Kaby, Lubna (2014) Delhi NGOs get most foreign donations; Times of India.

¹⁶ Press Trust of India (2015) NGOs got ₹13,051 crore foreign funding in 2013-14; Government; DNA.

III. Democratisation of technology

Democratisation of technology—the process by which access to technology rapidly continues to become more accessible to more people—has been one of the most defining features of the 21st century. Technology has been critical in the latter two processes, facilitating the rapid expansion of access to specialised knowledge and tools, as well as changing the way that people view and demand such access.

The increase in mobile, smartphone and internet users has enabled dissemination of critical weather and price information to farmers. Initiatives like Internet Saathi aim to improve digital literacy among rural women. This also improves understanding of and access to government schemes, enables small entrepreneurs expand markets and get connected to the wider world. Visionary philanthropists like Rohini and Nandan Nilekani have also envisioned societal platforms as a way to solve our large-scale and complex problems rapidly. In their words, “societal platforms are built on elegant yet light digital infrastructure, they create spaces for co-creation and participation by all entities with a stake in positive change – from state institutions and entrepreneurs to non-profits or individual citizens. This idea is inspired by the earlier work of many visionaries and philanthropists. We are excited by our initial experimentation with Societal Platforms in early education with EkStep¹⁷, and see the potential for scaling up diverse solutions.”

IV. Being data driven

I wrote about data and measurement earlier, but in the context of causality versus correlation, unintended consequences and attribution errors. We already know about the large investments corporations and governments make in data analytics, but in the social sector, the use of data based decision making can not only accelerate positive change but also bring efficiency in the application and allocation of scarce resources. For example, in education, when teachers use student-wise strengths and deficiencies in competencies, they align teaching methods and resources to bring

considerable improvement in overall learning outcomes in schools. Similarly, primary healthcare centers use disease incidence data to tailor care, more efficiently and cost-effectively.

Most importantly, many of us tend to use impressions and a broad understanding of the world to make judgments and decisions. The recent book, *Factfulness: Ten Reasons Why We're Wrong About the World and Why Things Are Better Than You Think* highlights very effectively how many of us do not opine from the foundation of fact – whether on poverty and wealth, population growth, education, health, gender, violence, energy and the environment – basic global patterns and trends. And the worrisome thing is that if the most educated and influential people don't have basic facts right, then how can we expect policy makers and governments to respond to the challenges of the present and the opportunities of the future?

V. Multiplying outcomes through partnerships

Finally, only partnerships and collaboration can multiply outcomes. Our sectors has been forever accused of working in silos, but as our report *Accelerating Social Impact through Collective Efforts in India* shows, this is changing. There is growing dialogue and debate on ‘collective impact’ and our own fledgling efforts, whether in the form of our coalitions in Education and Gender give me confidence that we should see more openness and trust going forward.

Designing a coalition therefore can be a work of art! Investing time in this design while keeping common pre-agreed outcomes front and center is an essential pre-requisite to success.

› **Thomas Friedman argued that the era of globalisation has been characterised by the democratisation of technology, democratisation of finance, and democratisation of information.**

› **Collaborations require effort, however. The role of the backbone cannot be underestimated. In our collective, we play the role of anchor funder and the backbone organisation; we co-ordinate with our co-funders, government, and our implementing partners, and hold accountability for progress and results.**

¹⁷ EkStep is a not-for-profit educational platform bringing together different partners to develop the digital tools and infrastructure to enable access to learning opportunities for every child.



Looking ahead!

“To see their humanity, you must put yourself in their shoes. That requires a willingness to ask people what it’s like in those shoes. It requires curiosity about others and the world beyond. Once we lose the desire to understand, to be surprised, to listen, to bear witness – we lose our humanity. You must guard it, for curiosity is the beginning of empathy. To see humanity in others, you must put yourself in their shoes.”

We see a future of opportunities ahead:

- Of effecting large scale impact rather than incremental improvement through leveraging our funds, our partners’ funds and our capacity building efforts, and our networks and collaborations.
- Of social transformation through systemic change that liberates and empowers.
- Of partnerships that will transcend isolated programs and reap more and better benefits for the people in disadvantaged situations for whom we exist.

The importance we place on empathy, equity and evidence shall guide us as we capitalise on these opportunities by investing in people and organisations, and innovations having potential to translate inertia into action. Collaboration shall continue to be core to our intent and intervention and in the months to come, we shall initiate and nurture partnerships across the philanthropic ecosystem, through co-funded programs, coalitions, convening and consulting.

Our conviction and faith about the merits of working towards collective impact, has been validated with Collaborators - our Education coalition reporting remarkable results in the first, two-year phase. I am happy to share that we have exceeded the state and national averages in learning outcomes in two of the four Special Focus Districts where the program runs, and have improved them significantly in the other two enabling them to compete with the national average.

Emboldened by the success of our first coalition and the collaborative approach, we have launched our Women Empowerment coalition, aimed at pooling, sustained funding to programs that are fostering social and economic empowerment of women at the grassroots.

In the next decade I am confident we will grow closer to achieving our vision of building a strong, efficient and high-impact social sector for a better India. We shall lead by example and continue to embed partnership in the fabric of social impact strategy and programs in the sector. We shall lend and leverage our knowledge and expertise to the sector and offer no-cost advice on philanthropic decision-making. We shall strive for 10x impact that transcends the value of the funds but yields priceless returns in the form of positive, social change that challenges the status quo in the favour of the disempowered. The ten virtues you will read about in the following pages will drive this journey of adventurous synergy and asymmetric payoffs.


On behalf of EdelGive I thank you for your faith and support in making our first decade memorable and welcome you join us as we celebrate the dawn of the next!

Warm Regards

Vidya Shah

Vidya Shah
CEO, EdelGive Foundation

¹⁸ Dr. Atul Gawande (2018) *Curiosity and What Equality Really Means; The New Yorker.*



THE
POWER
OF **TEN**

10 YEARS OF EDELGIVE FOUNDATION



2008

Small beginnings for the greater good.

EdelGive Foundation is established, supporting 10 NGOs.

2011

EDGE EdelGive Engage

The first edition of what is now our flagship annual event.

2012

India NGO Awards

A joint venture with the Rockefeller Foundation and Resource Alliance.



2015

The Collaborators - EdelGive Coalition for Transforming Education

A partnership with the government of Maharashtra and two NGOs to improve learning outcomes in the state.



2016

Genpact Social Impact Fellowship (GSIF)

➤ A programme facilitated by EdelGive wherein Six Sigma experts from Genpact help NGOs optimise their operational capacity.

FICCI CSR award -

Under the category of Women's Empowerment, we were recognised for our work with CORO.



2009

EdelGive Social Innovation Honours (ESIH) Awards

2010

Olympic Gold Quest

EdelGive begins supporting leading female athletes starting with M C Mary Kom.

2013

Employee Engagement

- ▶ We institutionalised the volunteering programme at Edelweiss. In the first year, over 3,500 employees contributed over 7,000 hours.
- ▶ 40 NGO partnerships established.



2014

Collaborative Philanthropy

Through our distinctive brand of giving, our partners have reached 4.5 lakh people.



2017

Bill and Melinda Gates Foundation

- ▶ Collaborative Partnership to drive change in marginalised communities across India.

Won iVolunteer award -
Leader in Employee Volunteering.





WHAT WE DO

EdelGive Foundation, the philanthropic arm of Edelweiss Group, was set up in 2008, long before the CSR bill of 2014—a time when there were few 'best practices' to follow in a sector desperately in need of innovation.

We chose to invest our energies in three key areas—starting with education and livelihoods; and a few years later, incorporating women empowerment. We began by funding small to mid-sized NGOs, and as we grew, we evolved from intuitive decisions to strategic funding, to adopting a venture capitalist approach, to ultimately embracing collaboration as the primary way forward.

We soon realised that while many corporates want to be involved in the social sector, they may lack the time, resources, or know-how needed to be fully immersed in philanthropy.

A decade later, EdelGive has charted a course of investing in social transformation. Armed with knowledge and expertise through an extensive network of partners, foundations, NGOs, programmes, governments and more, we have

Guiding Principles



We will maintain the highest levels of integrity, transparency and ethical conduct.



We will be a learning organisation – we will embrace new ideas, opinions and perspectives, and a deep generosity of spirit.



We will bring a deep commitment to inclusiveness as a fundamental operating principle.



We will treat all our stakeholders—our NGO and funding partners, our employees, and volunteers with respect and empathy.



We will promote responsible and effective philanthropy through our actions: as custodians of the resources and reputation of our parent Edelweiss, and all our funding and NGO partners.



We will remain secular in our work, beliefs and outlook.

grown steadfastly in scope and scale thanks to our brand of ‘collaborative philanthropy’. EdelGive has forged strategic partnerships with for-profits like Genpact, First Data India Pvt. Ltd, Bajaj Group, RARE Enterprise; philanthropic foundations and trusts such as Tata Trusts, Bill & Melinda Gates Foundation, Great Eastern CSR Foundation and Volkart Foundation; as well as a group of high net-worth individuals, to further the cause of social change.

We offer our corporate partners a range of services—from co-funding an NGO or programme to finding the right organisations to fund. We match donors with well-validated NGOs, and we assume the onus of identifying, monitoring and evaluating NGO progress, as well as keeping donors updated on all programme-related successes and challenges.

Since EdelGive’s early days, we have been guided by ten core values that have served as the bedrock for our efforts over the last decade. The stories in this report highlight these values in action and the role EdelGive has played and will continue to play, in amplifying change.

We believe in

- 10x Impact
- Social investing, rather than the notion of ‘giving back to society’
- Asymmetric payoff, where the returns (in terms of impact on society) far outweigh the investment
- Collaboration
- A data-driven approach

NEARLY
₹150 CR

in philanthropy over 10 years

Through partner NGOs, reached over

4.5
lakh people

Support (financial and non-financial) to over

130
organisations, in
14
states in India

Nearly

30k

hours of social engagement contributed by Edelweiss employees

Our Mission

To leverage the capacity and capital of the for-profit world to equip and enable the social sector to achieve the greatest impact on India’s poor.

“EdelGive is the rarest of the rare partners because they go far beyond funding the cause and really help individuals and organisations think through the process.”

- Dharendra Pratap Singh
CEO & Co-founder, Milaan

1 IMPACT TO THE POWER OF 10



We strive for 10x impact — systemic change that goes far beyond the investment — by leveraging all means at our disposal to provide 360-degree support where it matters most. This is the core of our mission, the benchmark against which we handpick the organisations to support and the kind of partnerships we need to forge.

There is growing awareness that small, localised, unconnected development programmes do not create far-reaching, sustainable impact. We partner with NGOs by weighing the risks to possible rewards, placing great value on an organisation's potential for social transformation. Once we evaluate the sustainability of an NGO's model and identify problem areas and skills gaps, we either provide funding ourselves or connect with other donors, and offer guidance and capacity building services through a structured, skilled volunteering programme.

For us, impact is not solely defined by financial metrics but by our ability to benefit people. We strive to transform systems across our three focus areas of education, women empowerment and livelihoods. And to achieve this, we need to grow as an organisation and equip ourselves to meet greater challenges and complexity. We have devised a roadmap towards 10x growth for EdelGive Foundation by 2025 by expanding and fortifying our core services, building large-scale programmes and partnerships, collaborating with government departments (especially at the district level), and creating greater funding opportunities for our partner NGOs.

Case Study: Milaan Girl Icons

From seed to scale

When we met Dharendra Pratap Singh in 2015, he was hard at work creating his NGO Milaan's Girl Icon Fellowship. 25 exceptional girls from all over Uttar Pradesh had been invited based on their academic merit and desire to create social change. This wonderful programme was designed to boost the confidence of adolescent girls by investing in their education and teaching them leadership skills.

In a nation of over a billion, 25 girls might seem insignificant. Others might have brushed it off as being too small for consideration. But we were drawn to the exciting implications of nurturing young grassroots leaders. Here was a chance to train these girls before they had started to absorb the traditional gender roles, and the opportunity to show them, their families and communities an alternate future.

After all, if girls don't have strong female role models, or see women in leadership positions, how will they aspire to lead? And if boys only see men in such roles, how can they learn to accept women as leaders?

The need to make Girl Icons scalable is immediate because the potential for impact is so huge. However, for a small organisation such as Milaan, scaling up can be a daunting task and the lack of know-how can discourage one from even attempting this kind of growth.

From an initial 25 youth leaders, Girl Icon enrolled 100 fellows in 2017, and has set its sight on 500 fellows this year. We spent some time understanding their mission and hearing their plan. Over lengthy discussions, we worked with Milaan and guided them on how to navigate growth—what kind of partners they should tie up with as well as explaining the technology and logistical requirements involved. We opened up our extensive network to them and connected them with our Genpact Social Impact Fellows, who helped them consolidate processes to become Six Sigma compliant. We connected them with The PaperSeed Foundation who advised them on building a curriculum that could be implemented at scale. Anything they needed, we were no more than a phone call away. Once we form an alliance, we ensure that our partners have all the tools and resources they need to make their big ideas take shape.

2 EXPONENTIAL >

Transformation through ecosystems



"EdelGive Foundation is an institution that goes deep into the potential impact of a Social Programme. It has consistently demonstrated empathy, trust and respect for the innovation being pursued by the partner NGO."

- Daljit Mirchandani
CEO, Gyaan Prakash Foundation

INCREMENTAL:

Social transformation doesn't happen overnight. The problems are systemic, and if not addressed, those of tomorrow will be even more so. It's no secret that they stem from deep-seated norms and attitudes that may be holding the weakest portions of society back, hindering their access to equality and justice. Lack of resources, corruption, apathy and a variety of other issues contribute towards a complicated environment that hinders progress. Change demands significant financial investment over a prolonged period of time—sometimes over generations—before any tangible results can emerge and be measured. It requires patience, and involves taking the entire community along.

Over the course of ten years, we have come to the conclusion that isolation often leads to duplication of effort and a wastage

of resources. As information has become democratised, funders are increasingly knitting together around causes, regions, and approaches to giving, to form their own networks. This is triggering big collaborations with larger pools of resources, allowing for scale and replication (across geographies).

We are convinced that coalitions show great promise, particularly when tackling systemic problems. But managing them can be tricky and requires, humility, understanding, and a data-driven approach. The participation of governments and the public sector is integral when implementing for lasting and sustainable impact. Thus rather than creating parallel systems, we partner with the government to optimise use of resources.

The Case for Collective Impact

Benefits of a coalition vs. a siloed approach

- 1 Platform to address urgent and complex social problems at scale
- 2 Holistic view across a sector vs. isolated view of individual efforts
- 3 Wider knowledge base with wealth of data, feedback and insights on many issues
- 4 Potential to participate irrespective of volume of funding
- 5 Efficiencies in cost and resources
- 6 Allows for sharing of risk
- 7 Reduced complexity of engaging with government

Case Study: The Collaborators

Anchoring a Coalition

According to the Annual Status of Education Report (ASER), reading levels of Class V children slipped from 94% to 74% from 2010 to 2015. The State Level Assessment Tests by Maharashtra Academic Authority (MAA), formerly Maharashtra State Council for Education Research and Training (MSCERT), shows that Class V children have an average language skill level of 53% and numeracy skills of 51%.

As mandated in the Right To Education (RTE) Act, schools have been built at a distance of one kilometre from each other. While this has made education accessible and achieved almost universal enrolment, the quality of education is still a concern.

The government of Maharashtra's objective is clear: To improve learning outcomes of children in the state. The need to reconfigure the existing system is immense, albeit fraught with wide-reaching challenges at all levels, beginning from the way target communities perceive education, to access to schools, implementation issues, and the lack of reliable data to measure progress. Pragat Shaikshanik Maharashtra (PSM) was implemented as a response to these challenges.

“Providing just inputs or guidance to individual SPOs (Social Protection Office) 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

Our approach: Given the sheer size of the problem and the numerous levels at which it had to be addressed, we knew from the start that EdelGive was not equipped to tackle this alone, and that we would need to prototype a gradual, scalable plan that could be implemented all over the state. Partnerships were integral, and all stakeholders had to achieve a level of autonomy—become self-sustaining, while remaining part of the larger framework. It was also clear that for the changes to last, the Maharashtra government had to be on board from day one. A Public Private Partnership (PPP) was essential to its success.

In July 2016, we entered into a partnership with the government of Maharashtra, Department of School and Sports Education to develop a robust roadmap for transformation. After performing a thorough audit to identify gaps in the system, we created an alliance between donors and NGOs, and proceeded to match funds and expertise based on the requirements at hand. Together, we formed the EdelGive Coalition for Transforming Education or ECE (now known as Collaborators) under the premise of PSM; which was initially proposed for five years in four Special Focus Districts (SFDs)—Amravati, Gadchiroli, Nandurbar and Parbhani.

We act as the key point of contact on behalf of the coalition. As the anchor organisation, we are responsible for mobilising funds and coordinating delivery of outcomes. We take away any risk from other funders investing in the coalition, who also have flexibility in the mode and level of commitment. For example, they have the option to fund only one district or directly into the pool. This facilitates easier participation and clearer attribution of outcomes. This model has helped reduce the risk and effort of participation for other partners and funders in the initiative.

We monitor all activities and liaising across this complex network, even though EdelGive is not directly involved on the ground. All stakeholders have an essential role to play, irrespective of their experience or volume of funding. We constantly review progress across all parameters

simultaneously—as one tier begins functioning optimally and becomes self-sufficient, we have already begun to zoom out to tackle the next one. In this manner, EdelGive along with its partners hopes to build a fully sustainable education system across the entire state of Maharashtra, one district at a time. Collaborators is a model for successful dynamic public-private coalitions that result in exponential social impact, a model that we believe has the potential to address other issues with a similarly high degree of complexity. After completing its first phase, learning outcomes of children in Grades I-V have shown significant improvement. The results have exceeded national averages in the districts of Nandurbar and Parbhani, and have been brought closer to national and state averages in Amravati and Gadchiroli.

The Collaborators

Provide access to schools and infrastructure. Enable smooth functioning of programme.

GOVERNMENT OF MAHARASHTRA

Anchor funder & backbone support. Liaison between all partners. Facilitate reviews, co-learning and programme growth.

EDELGIVE FOUNDATION

In addition to funding, bring in networks and knowledge.

FUNDERS

**Sita Devi Malhotra Charitable Trust
Tata Trusts
Great Eastern CSR Foundation**

NGOS

Implementation partners work with Government's education machinery to deliver interventions.

**Gyan Prakash Foundation
Kaivalya Education Foundation**

“We take the risk and society as a whole reaps the reward.”

- **Rashesh Shah**
Chairman, Managing Director & CEO,
Edelweiss



3 CHAMPION BRAVE NEW IDEAS

Above all, we invest in people.

It doesn't matter where they are from, we are drawn to individuals with a singular purpose and mission; willing to do anything to transform communities by leaps and bounds. We make partners for life because we don't believe in being limited by traditional funder-investee relationships.

Going out on a limb and funding bold ideas so nascent that there is little more than the entrepreneur's passion in their favour, is something we take great pride in. And in doing so, we have applied our own version of **'asymmetric payoff'** to development. With a healthy appetite for risk, we assume the responsibility of providing financial and non-financial support to partner NGOs. Over the years, we have encountered some exceptional social entrepreneurs—people whose zeal and determination to drive social transformation has been recognised and rewarded.

Case Study: OGQ

Realising India's Olympic Dreams

Poverty alleviation, education, and healthcare tend to earn maximum CSR funding in India. There are very few organisations investing in women, and even fewer investing in sport. Geet Sethi and Prakash Padukone started Olympic Gold Quest (OGQ) with a simple mission: Spot medal-worthy talent in select competitive sports and provide them with the international exposure, world-class coaches, training, experts, and equipment they need to win gold. OGQ complements the efforts of the Indian government and sports federations by bringing together prominent athletes, trainers, doctors, business leaders and talent scouts towards a unified goal. The benefits are clear: Shortlisted athletes have much more than a fighting chance at realising their Olympic dreams, undeterred by financial strain or lack of adequate resources.

How we helped: We came across OGQ when it was still at a very early stage and were immediately impressed by its vision. While there is no shortage of sponsorships and limelight for male athletes, it is only in the last few years that female athletes have started to receive some attention. We saw the potential to develop young girls and women into inspirational role models—who may have overcome similar demons on their journey to becoming professional athletes.

EdelGive joined forces in 2010, becoming one of OGQ's very first corporate donors. We lent our support and credibility to what was no more than the seed of an idea; we were the 'proof of concept' that their non-profit model was feasible and filling a gap in Indian sport. OGQ was able to use our partnership as a test case while approaching other corporates for funding.

Our focus was directed towards female athletes, the first among whom was MC Mary Kom, the five-time world boxing champion and winner of many prestigious awards. From a small village in Manipur and a family of farmers, she has literally fought her way to the top. An Olympic bronze and three children later, she continues to compete internationally and is an active animal rights activist with PETA.

Over ₹2 crore funding for

6 OLYMPIC

level athletes



MC Mary Kom



P. V. Sindhu



Ayonika Paul



Madhu Vedwan



T Thotyala

For us, programmes like OGQ are an extension of our commitment to women's empowerment. But more than that, the aspirations of these women and men become tied with those of an entire nation and in turn promote sport and a healthy lifestyle. After all, it is only after India's big wins in London 2012 and Rio 2016, did 'Khelo India' take shape. With the #BeUnlimited campaign our parent company Edelweiss has further cemented its commitment to sport, partnering with the Indian Olympic Association and sponsoring Team India at international competitions in 2018, including the Commonwealth Games and Asian Games.

4 EMPOWERMENT: Towards a gender-equal India



Of the 17 Sustainable Development Goals (SDGs), Gender Equality stands at number five. This is the age of #metoo, and it has become shockingly clear that Violence Against Women (VAW) affects all levels of society, not only the poor and marginalised. Furthermore, domestic violence cuts across caste, class and geography.

In the last decade, there has been a global outcry as astonishing accounts of exploitation have come to light. In India, equality for men and women is still a distant dream. Cities tell stories of unequal pay and sexual harassment; meanwhile in tribal and rural areas, as well as urban slums across the country, women are still denied basic needs of food, healthcare and education, with little control over their bodies and minds.

While there have been some gains in the 70 years since Independence, there is still much more to be done. Only 2% of the total CSR spend from 370 major companies (BSE listed) is allocated to women empowerment and gender justice. Gender Equality in particular is the least funded SDG in India and also has the lowest SDG score.

Development is impossible if half the population is unable to move forward. We believe that women and girls are the key to pulling us out of poverty and achieving our full potential as a nation. We collaborate with exceptional NGOs that are combating the problem of violence against women and women's safety through advocacy and grassroots leadership.

Case Study: Majlis

Breaking the culture of silence

According to National Crime Records Bureau (NCRB) and the National Family Health Survey, 40% of married women in India reported emotional, physical or sexual spousal violence. But as staggering as this statistic is, these numbers are at best a conservative estimate. In a patriarchal society, women tend to internalise domestic violence inflicted on them as 'natural' and remain silent.

The Protection of Women from Domestic Violence (PWDV) Act was implemented in Maharashtra in 2006. However, few have availed of it, either due to lack of awareness, or a lack of understanding among Protection Officers (POs) and Supervisors who may not be equipped to handle such sensitive issues. Moreover, the duties of various stakeholders involved are largely unclear.

Majlis is an all-women team of lawyers and social activists working to provide dignity and justice to victims of domestic violence. They offer legal support to women in court, train key stakeholders, conduct policy interventions and public campaigns. Majlis is unique in that it centres its activities on legal rights for women, which demands very close cooperation with the government of Maharashtra.

POs play a very important role in raising awareness about the PWDV Act and educating women about the legal procedures when seeking relief. Their role is to support and guide aggrieved women, right from helping them find a safe shelter to stay, to getting them medically examined, and filing reports and paperwork as part of due process. POs are not required to have any legal background but do need to have an understanding of the protocols. Above all, they must be sensitised to handle an extremely delicate issue.

How we helped: Our initial association with Majlis was to provide infrastructure in the form of auditoriums or meeting rooms to conduct their training. In 2015, they approached us to support them with their MOHIM initiative, established to ensure effective implementation of the PWDV Act in the state. Their mandate is to evolve best practices and to train and guide all stakeholders under the Act. We assisted Majlis in the process of training POs based on guidelines in the domestic violence handbook. While it is too early to document impact, we have seen that POs are far better prepared and more efficient in prepping cases.

With the growing number of cases every year, we helped Majlis automate its systems to make it easier to document and track cases, and locate older case histories. With our assistance, they digitised all their data so that officers could create, update and manage cases, generate reminders when action was needed, monitor non-case related tasks and generate reports and analyses from the data that was now easily accessible. Through capacity building, our objective was to reduce the turnaround time for administrative functions so that the team could devote their time to programme activities.



5 INVEST FOR DEVELOPMENT: Living with Dignity

“Our partnership with the EdelGive Foundation has been immensely significant in the development of RSSA’s financial literacy, social security and credit programme for migrant labourers through the incubation of the Shram Samrudhi Programme. As a result of the Foundation’s strategic investment in RSSA, we now have evidence that demonstrates the creditworthiness and viability of migrant workers as a unique customer segment for financial institutions.”

- Rupal Kulkarni
CEO, Shram Sarathi

Case Study: Shram Sarathi

Wealth creation below the poverty line

There are roughly 150 million migrant workers in India, primarily unskilled labourers in construction, mining, manufacturing or domestic work. As such, they are excluded from formal financial services because of their low wages, risky nature of work, and constant movement between villages and cities.

They are typically daily wage earners, for whom a trip from their remote village to the bank in nearest town means the loss of a day's income.

Most receive payments only in cash, and try as they might, are never able to rise out of poverty. Resorting to a hand to mouth existence, the notion of savings is a fantasy.

How we helped:

Edelweiss Group works with individuals and families to make saving a habit, and helps them convert these savings into investments resulting in wealth creation. We decided to apply this expertise towards providing financial inclusion to those living below the poverty line.

Focusing on labourers, who have limited or no access to banks, in regions where technology also does not penetrate into (thus no option for doorstep banking), EdelGive began to create localised solutions for saving and banking, in partnership with RSSA.

RSSA works with migrant populations (individuals and households). In addition to grants, at an organisational level, we have supported the NGO in a number of ways:

- Building their HR capabilities through a series of training sessions.
- Mentorship from Edelweiss's senior HR managers to develop a compliance manual for internal use.
- Nikhil Johari, a senior member at Edelweiss, is personally providing strategic inputs and is an advisor on their board.
- The tech team at Edelweiss helped evaluate vendors and shortlist the right one for a software application they wanted to purchase.

- EdelGive provides hands-on support for fundraising and has helped build their network in the industry.
- Showcased RSSA to the donor community at our ATST events and invited their CEO to speak at EDGE.
- Invited them to Edelweiss Leadership League Talks so that our employees could imbibe leadership lessons from RSSA's young and talented CEO.

With our support the NGO offers three kinds of financial services to migrant communities:

I. Savings and bank linkages through Gullak Savings Groups:

Small groups of women are each given piggy banks and taught to add money on a regular basis to inculcate a saving habit. When it reaches a substantial amount, they are assisted with opening bank accounts (the Gullak negates the necessity of frequent trips to the bank). The women can use this money to pay off debts, for small scale enterprises or can invest it to create wealth.

II. Credit: Over and above the grant from EdelGive, in 2014 we created an initial 10 lakh revolving fund to provide credit to the target community whereby RSSA was able to offer small one-year loans (upto 10,000 rupees) to workers and their families.

Over the last few years, the repayments have been so well maintained that EdelGive has extended more such funds to RSSA. Last year, Edelweiss took over from EdelGive and earmarked 2.5cr for the purpose of micro-loans.

III. Insurance, pension and social security:

Provided by Edelweiss Tokio Life Insurance (ETLI) through EdelGive's intervention. ETLI's Raskha Kavach Policy was launched in 2014 and is ongoing.

Every person deserves a fair chance to earn a living and to provide a decent life for themselves and loved ones. Urban poor, tribals, and landless labourers are the most vulnerable groups in India, subsisting entirely on meager wages or the land they till. Women in these communities are even worse off, as they are often denied access to education and paid work, as well as ownership of property. This further aggravates the vicious cycle of exploitation.

The first two Sustainable Development Goals—No Poverty and Zero Hunger—are the foundation for the remaining 15 SDGs and also the two biggest challenges facing humanity. The term 'sustainable' is key here, as any action put into motion must be scalable to achieve lasting impact. In line with the Government of India's commitment to achieving the SDGs, we see the way out of poverty and hunger through empowerment and education. Over the years, we have honed in on four domains that drive our work: Water for livelihood, financial inclusion, skill and institution building, and employability.

EdelGive, through 15 partner NGOs working on livelihoods, operates in 10 states: Maharashtra, Gujarat, Jharkhand, Odisha, Madhya Pradesh, Rajasthan, Uttar Pradesh, Tamil Nadu, Karnataka, and Chattisgarh.



6 SYSTEMIC CHANGE FROM THE GROUND UP— Nurturing Grassroots Leaders

In the last few decades, there have been significant efforts by the Government and NGOs towards upliftment. However, it can be argued that issues faced by marginalised communities are best understood and tackled by those directly affected by them. This is why we support NGOs that develop grassroots leaders, particularly in the area of women empowerment and social justice. We believe that identifying and nurturing individuals with the power to lead from within is critical. This energises communities to become active participants in the process of transformation; leading to a nuanced approach that fosters inclusive growth wherein all voices are heard.

Case Study: CORO

From 'victims of circumstance' to 'change-makers'

Single women have an unenviable position in staunchly patriarchal communities. They are often subject to exploitation and violence, sometimes even by men in the house, including relatives or in-laws. They are stigmatised for being unmarried, widowed, divorced, or abandoned; losing their sense of self-worth and confidence in the bargain.

Empowerment is a term with many interpretations, but in its simplest form, to us it means the ability to live on one's own terms without fear and to choose one's own course in life. Traditionally, women have often been discouraged or forbidden from doing something they might enjoy. Their identities tend to be governed by the men in their lives, resulting in a fragmented sense of self.

Our programme with Mumbai-based CORO is aimed at empowering single women in remote areas of Maharashtra to become community leaders and champion issues at various governing levels. CORO was formed in 1990 with the aim of promoting adult literacy in Mumbai's slums. Initially created by wealthy individuals from outside the community, in 25 years it has evolved into a fully community-owned and run organisation.

215
villages

96
single women
leaders

2908
women linked to
Govt. schemes

24
women claimed and
received property rights

70
cases of domestic
violence prevented

18
women went for
remarriage

48
women readmitted
to education

How we helped: In 2015, EdelGive began supporting a single women leadership programme in Marathwada, where the prevalence of VAW is very high. Of the four chosen districts, Beed had the worst gender ratio (801 girls for 1000 boys) indicating that sex selection was common practice in the area. This was a region where violence against women was so ingrained into the community that those who deviated from this norm were subjected to 'policing'. There were no support systems available for these women, who in spite of no education, employment and income, were also found to be caring for their children alone. Women believed husbands had a right to beat their wives, and blamed themselves for 'singlehood' when deserted by them.

The purpose of our intervention was to address unequal gender norms and help women realise that violence was not the 'fate' of womanhood. The programme was designed to inspire collective action and encourage women to organise themselves into groups such as mahila mandals in order to influence governance at village and district levels. The women identified specific areas where they needed support, such as enrolling in government schemes, obtaining property rights, and getting remarried - which require considerable shifts in mindset.

In one of the most remarkable activities conducted by CORO, three mirrors were placed around a room stocked with clothes (including Western wear like jeans), makeup and music. Women were free to go in, dress up, dance, sing; do anything their hearts desired. Filled with glee, they entered the room in groups and were able to shed their inhibitions for a few hours. This incredible, albeit small gesture helped bolster their confidence and self-esteem.

In a span of three years, the campaign has grown from 35 to over 4,000 single women leaders and 215 villages. In 2016, our collaboration with CORO won the FICCI CSR Award in the Women Empowerment category.



7 SMARTER GIVING

At The Same Table (ATST)

We bring donors together at regular intervals at a unique platform called At The Same Table (ATST). This is a 'no holds barred' forum for open dialogue on issues that concern the development sector. We follow Chatham House rules, whereby all discussions are anonymous and cannot be quoted back to a specific individual. Typically an all donor event, we invite no more than two NGOs to discuss a significant issue that may not have received due attention. Some topics are sector-specific, while others address larger issues that cut across sectors. Donors and NGOs are brought together on an equal plane to debate core themes and are encouraged to voice their views freely.

At the most recent edition of ATST in June, the topic up for discussion was 'Role of women collectives in growing rural economies'.

The Indian development sector is a vast, tangled landscape and it can be daunting for donors to navigate their way around it. The sheer number of causes and NGOs can be overwhelming, and the process of evaluating whom to support can be challenging when there is a dearth of information on how funds are disbursed. As with any investment, we all want to be assured that our funds are reaching the right people and that every resource is being utilised efficiently.

There seems to be a common misconception in India that donors and non-profits have to exist in parallel worlds; tackling the same problems but separated from each other by an imaginary wall. We invite exceptional grassroots organisations, corporates, individual philanthropists and development experts to break this myth and join us in creating an environment of collaborative philanthropy.

NGOs working at the grassroots level come face to face with the issues that we are all attempting to overcome. In spite of their groundbreaking efforts, for one reason or other, they might be unable to break in to the philanthropic circles within metropolitan cities and fail to meet the right people to establish themselves within the community.

EdelGive attracts a unique breed of philanthropists who are not satisfied with merely giving from a distance—they are eager to play an active role in social change. For them, we want to make the process as transparent as possible, by helping them understand the nuances and challenges faced by NGOs.

Some of the issues that have been tabled at ATST include:

- Scaling up capacity building
- Investing in capabilities through philanthropy
- Developing grassroots leadership as the vehicle of empowerment and change in society
- Establishing a monitoring and evaluation model in CSR
- Collective Impact: Focus on collaboration and coalition
- Water; as a bridge for livelihood
- Application of the New Education Policy



Our flagship event EDGE is a true meeting of minds, designed to facilitate discussion and knowledge exchange between donors and NGOs.

EDGE

It is an annual symposium held over three days with a clear focus on forging partnerships and showcasing the grassroots work of NGOs supported by EdelGive. We invite strong, committed individuals from the development sector to share their stories, what keeps them going, the solutions they have co-developed and challenges they have faced over the years in their quest for sustainable growth.

The event brings together the funding community and NGOs from across the country. It is the starting point for us to liaise with research and media agencies such as India Development Review and Sattva Consulting. Members of the senior management team at Edelweiss Group, including the Chairman's office, are also present. With diverse stakeholders—including research agencies—attending the event, there is considerable media interest, which is covered in print, TV and online.

NGOs and funders alike can benefit from:

- 1 Peer-to-peer learning
- 2 Presentations of case studies and on-ground examples
- 3 Awareness of 'better' if not 'best' practices—from systems and processes to manpower and leadership management, among others
- 4 Honing their networking skills: Because of geographic and time constraints, donors and NGOs tend to communicate through emails and calls. Here they are finally brought face-to-face.

NGOs and donors take a single and equal platform at EDGE. Here, we facilitate both sides of the conversation: The donor community is able to increase their sector knowledge, and the NGO communities gain a better understanding of the funders' and donors' needs. Aspirations, opinions and views are shared. This is the place to hear first-hand the pains, promises and perspectives of the giving community.

After the event, we keep the momentum going with regular communication and updates. Connections made are actively pursued through reminders and email follow-ups.

EDGE reinforces the good work that is being carried out across India and the idea that collaboration is a need more than a choice. Through the theme of 'Growing Together', the 2017 forum showcased the value in collective action.

Testimonials from EDGE attendees -

“The expertise, the information and advice you have shared have been extremely useful. The entire event was truly value addition to my knowledge in terms of learning more about what you do at EdelGive. Really appreciate the time, effort and skills of all the EdelGive Team.”

- Prateek Manohar
Navneet Foundation

“Thank you for extending the invite for last week's event. It was a tremendously inspiring and thought-provoking two days! I am currently in a phase of exploring solutions & opportunities beyond my current realms of expertise and this event was just the fertile ground I was looking for.”

- Zahra Merchant

“At the outset, we would thank you for organising such an interactive platform and bringing in a diverse set of people. It was nice to hear and learn the perspective of different stakeholders. The complete event was organised to perfection, kudos to the team, you have made it happen. Once again thank you very much for the enriching experience...”

- Samuel Ebenezer
HCL Foundation



8
**JOINING
FORCES FOR
THE GREATER
GOOD**

At EdelGive, we believe in the power of partnerships. However conventional wisdom tells us that business, by definition, must be competitive—That we must participate in an endless game of one-upmanship in order to succeed. When it comes to development however, we have found that the opposite holds true. Only by joining hands and working together can we eliminate social inequity and exploitation systematically and effectively. Rather than individual corporates investing in isolated areas to attain small-scale social change, we build structured alliances that are capable of achieving far greater impact.

As a zero cost philanthropic advisory platform, EdelGive helps partners—including HNIs, family offices, foundations and corporates—define their strategy of giving. We mediate between the for-profit and non-profit worlds in the following capacities:

Advisor: Develop philanthropic goals and guide corporates on where to give their money or how to expend their CSR budgets.

Reference partner: Connect relevant NGOs to donors by understanding their internal mandates.

Aggregator: Collect funds from high net-worth individuals and corporates and collaborate on large projects for collective impact.

Public sector liaison: Anchor strategic partnerships between the government and private funders

Knowledge creator: Collect learnings and data through our partners and programmes and publish our insights.

Case Study: GSIF

The Genpact Social Impact Fellowship (GSIF) was created as a response to the sheer number of promising grassroots organisations that lacked the tools and resources to scale, amplify their impact, or effectively deliver support to their targeted underserved communities.

GSIF is a rare example of a partnership between two corporates and NGOs, in this case Genpact and Edelweiss, led by EdelGive Foundation and Social Lens.

Genpact brings its competencies in process transformation; EdelGive brings deep experience in philanthropy and capacity building; Social Lens, a bridging partner, provides organisational support to non-profits and connects them with corporates that can provide skills and expertise they may lack. The aim is to actively engage with a multitude of stakeholders, including management teams, founders and advisors, civic organisations, corporates and communities in order to gain a deeper understanding of both the big picture as well as pick up every little detail; drawing on experiences and expertise across sectors and domains to design solutions that are meaningful, sustainable, and which deliver maximum impact to society at large. Currently in its third year (3.0), GSIF now has an expanded pool of 15 NGOs and 25 Fellows.

Employability is an emerging area that a number of organisations are working towards. The shared purpose powering them is the need for scale and a commitment towards creating better solutions to tackle prevalent issues—This year the thematic focus is on education and skills development, particularly for women.

GSIF 3.0 has a mix of NGOs of various sizes and in different stages of their life cycle, such as Magic Bus and Nasscom Foundation on one end representing scale and maturity; meanwhile Saajhaa and Milaan represent early stage initiatives.

“EdelGive has been at the forefront of several interventions aimed at transforming the social sector landscape in India. We are happy to collaborate with Genpact, who share our vision of leading the change in the social sector. By leveraging our respective core competencies, we aspire to create a platform for sustainable and inclusive social development.”

– Chetna Malaviya

Senior Vice President (HR),
Edelweiss

Policy makers, industry experts, corporate India and the Indian government have shown a keen interest, as the country stands on the threshold of a huge emerging demographic that needs to be career-ready. As the fellowship progresses, the envisioned outcomes include not only enhancing efficiencies within the selected organisations, but also developing benchmarks and frameworks in the core area of process transformation.

“We make a living by what we get, we make a life by what we give.”

- **Winston Churchill**



9 **SOCIAL INVESTING:** Giving is in our DNA

India has a centuries-old culture of giving and the practice of helping the less fortunate is deeply ingrained in our culture. In 2005, Vidya Shah—then CFO at the Edelweiss Group and in charge of the company’s philanthropic allocations—began visiting grassroots non-profits to understand their challenges. These organisations faced issues around management, administration, technology, and financial systems, which were impeding their growth.

Vidya realised that there were skills and lessons from Edelweiss that could be of considerable benefit to its philanthropic arm, EdelGive Foundation and its non-profit partners. Many of Edelweiss’ employees were already donating towards causes and charities. There appeared to be an opportunity to streamline and organise their activities to deliver greater impact. This led to the creation of the capacity building initiative and shaped the Employee Engagement (EE) policy of the Foundation. Starting with five events per year, the programme has grown to 30-40 immersion activities on average every year.

While the desire to volunteer and donate among Edelweiss employees is strong, creating a structured engagement programme is harder than it seems. Through trial and error, we arrived at a formula that works for us: We have a dedicated EE team that works in tandem with HR to give the right push to volunteering activities. Flexibility is key, as is an exhaustive calendar of programmes that employees can choose from based on their availability and

Today, we work with over **100** cities and **125** branches in the Edelweiss network.

EdelGive raised **₹2.5 CR** through employee donations.

85% of Edelweiss employees engaged in financial and non-financial giving.

interests. We encourage our employees by connecting them to causes they wish to support, even if these are outside our mandate. In time, we have advised external agencies and partners in adopting similar programmes, guiding them towards integrating structured employee engagement into their organisation’s DNA.

To date, Edelweiss employees have been engaged in nearly 30,000 hours of social engagement and pro bono support.

Testimonials from EE volunteers—

“The visit to Wada was a remarkable experience and an eye opener. 80 km from the financial capital of India, we have a village, a community, and children, who are still waiting for some basics in life. The idea to create a self-sustaining village by way of organic farming is also noble. Kudos to corporations like ours that have taken steps in helping NGOs like Learning Space Foundation who are making a difference in the lives of people.”

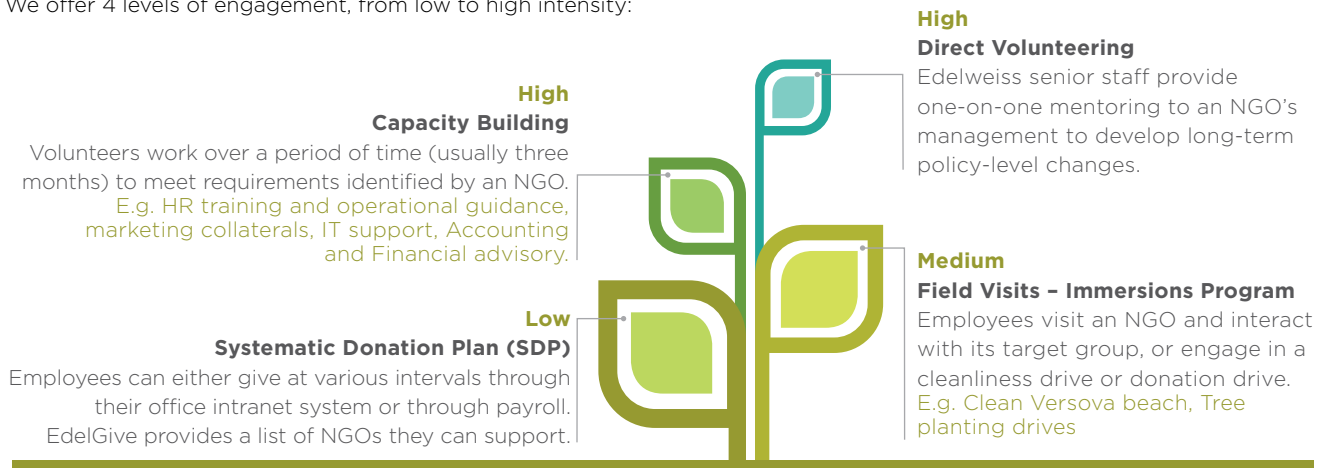
– Sameer Singhvi
Chief Manager (Emerging leader)

“NDTV Fortis More to Give Walkathon – A step towards informing people about the importance of Organ Donation. I feel fortunate to walk for such a noble cause, and felt immense satisfaction after PLEDGING to donate my organs. With organ donation, you can save or transform lives. A big thanks to EdelGive for giving us this opportunity.”

– Moumita Chakravarty
Product Manager, Retail Fin, (Mumbai)

EdelGive’s Employee Engagement Model

We offer 4 levels of engagement, from low to high intensity:





10 ENGAGING HUMAN CAPITAL

“We do not fund projects, we fund the possibility of building great social organisations.”

— **Vidya Shah**
CEO, EdelGive Foundation

Case Study: Masoom

Helping a fledgling NGO find its feet

Migrant workers and their children living in major cities often get the raw end of the deal when it comes to education. Days are meant for work and earning a meager living to support their families. Many miss out on an education entirely, or are forced to drop out of school mid-way because of financial constraints. Still, a desire to learn remains, and this is where night schools can make a difference.

Night schools in Mumbai often lack basic tools like textbooks and notebooks and rooms are usually borrowed from day schools. Teachers are forced to cram as many lessons as they can into the few hours available each evening, with far fewer facilities than day schools. To add to that, many students come in hungry, unable to afford a meal.

Journalist and social worker Nikita Ketkar started Masoom when she realised the schools in Mumbai were not up to the mark in helping students reach their full potential.

How we helped: Nikita began with a team of nine college students who had no background in social work. She soon realised that there were few funders willing to take up this cause. While the intent was there, she lacked the know-how to bring her vision to life. When we began funding Masoom in 2008, they were not yet registered as a non-profit and were linked with only two schools.

With over 150 night schools in Mumbai in desperate need of reform, capacity building was the demand of the hour. We covered everything from how to make proposals to financial planning, creating an outcomes map, managing logistics and recruiting. Edelweiss volunteers signed up to work at schools and at an organisational level. We helped put systems in place so that Masoom could run with its vision and grow.

Masoom now works with 60 schools in Mumbai, with a systematic plan for expansion. It provides training to night school teachers and offer students vocational guidance and extracurricular activities such as life skills, yoga and meditation. Finally, the organisation works as an advocate for night schools and their students, encouraging the government to assume more responsibility in this area.

We connected Masoom with funders such as the US-based Michael and Susan Dell Foundation, and the NGO is now able to sustain itself through such contributions. Today, even though we are no longer funding them, our CEO Vidya Shah remains on the board. Nikita meets with her regularly to discuss challenges and develop ideas to manage scale; Vidya provides inputs at every step of the way. As one of our alumni NGOs, we continue to provide direction, guidance and even gap funding as and when needed.

EdelGive's strength lies in developing self-reliant NGOs that are equipped to handle not only the challenges of today but those that are yet to come. We offer them 360-degree support in the form of funding, networking and most critically, capacity building. Our system of skills sharing is mutually beneficial—we learn and gain as much as we teach and give.

Capacity building through our Skilled Volunteering programme is an extension of Employee Engagement, but with a relatively higher level of commitment and time investment.

We partner with ToolBox India Foundation and Social Lens, organisations that connect volunteers from the corporate world to bridge organisational gaps within social enterprises. Employees are matched based on the non-profits' specific requirements and their own skills and availability. They are encouraged to develop effective, long term solutions, helping organisations increase efficiency, better implement strategies and grow. Some projects are specifically created for Edelweiss volunteers, taking into account their unique skill sets particularly in the financial sector. In addition to this, we are often approached by NGOs that may not be funded by us, with whom we assign mentoring projects independently.

Not only do volunteers experience the realities of social change 'in action', we are able to collect data and evaluate best practices for managing large-scale development programmes. These learnings are documented in an ever-expanding knowledge base, and we are working towards building a repository of insights and resources that will benefit NGOs and donors, as well as the giving community at large.



OUR PARTNERS

NGOS

Education

Agastya International Foundation

Adharshila Shiksha Samiti

Centre for Civil Society (CCS)

Centre for Unfolding Learning Potentials (CULP)

Gyan Prakash Foundation (GPF)

Kaivalya Education Foundation (KEF)

Leap For Word (LFW)

Learning Space Foundation (LSF)

RAZA Educational and Social Welfare Society

South Odisha Voluntary Action (SOVA)

Samaritan Help Mission (SHM)

Sshrishti

Shikshasandhan

Livelihoods

Action for Food Production (AFPRO)

Action Related to the Organisation of Education, Health and Nutrition (AROEHAN)

Basic HealthCare Services (BHS)

Gramin Vikas Vigyan Samiti (GRAVIS)

Medha Learning Foundation

Pragati, Koraput

Shram Sarathi

Sambandh

Torpa Rural Development Society for Women (TRDSW)

Utthan

Vikas Sahyog Pratishthan (VSP)

Vrutti

Yuva Rural Association (YRA)

Gramin Vikas Evam Chetna Sansthan (GVCS)

Manuvikasa

Women Empowerment

Area Networking & Development Initiatives (ANANDI)

Association for Advocacy and Legal Initiatives (AALI)

Breakthrough

Committee of Resource Organisations for Literacy (CORO)

Foundation for Promotion of Sports and Games (Olympic Gold Quest)

Ibtada

IT for Change

Jan Sahas Social Development Society

Kolkata Sanjog Initiative

Kutch Mahila Vikas Sangathan (KMVS)

Majlis Manch

Mann Deshi Foundation

Milaan-Be the change

Nishtha

Shaheen Women's Resource and Welfare Association (SWRWA)

Vacha Charitable Trust

OUR TEAM



Vidya Shah, CEO

Under Vidya's leadership, over the last ten years, EdelGive Foundation has become a catalyst for change, dedicated to collaborative philanthropy.

In addition to being a board member of Edelweiss, where she worked as a CFO for many years, she serves on the board of various prominent organisations like Agastya International Foundation, Janaagraha Centre for Citizenship and Democracy, Asian Venture Philanthropy Network (AVPN), Common Purpose, Women on Wings, Toolbox India Foundation and Masoom. In each of these organisations, her role enables her to contribute strategically to help build stronger and more sustainable institutions.

Vidya earned an MBA degree from IIM-Ahmedabad and spent the first 11 years of her career in the field of investment banking with companies like ICICI, Peregrine and NM Rothschild after which she served as CFO - Edelweiss Group.



Naghma Mulla, COO

A Chartered Accountant by profession, Naghma works towards creating and maintaining a sustainable philanthropy network to support the EdelGive investee portfolio with the funder community. She is responsible for, and heads the

Fundraising and Partnerships division at the organisation.

In addition to ensuring smooth organisational processes across all the divisions, Naghma is also responsible for strategising and promoting collaborations between different stakeholders in the social space i.e., the NGOs, donors, Edelweiss employees, and companies.

Naghma serves as the director of Railway Children India and is also a mentor with N S Raghavendra Centre of Entrepreneurial Learning in IIM Bangalore.



Investment

Atul R. Gandhi



Atul leads Investment and M&E functions at EdelGive Foundation.

He comes with over 14 years of development sector experience and has worked with organisations like Mahatma

Gandhi Institute of Medical Sciences, Pathfinder International, Tata Institute of Social Sciences on programs supported by agencies like Aga Khan Foundation, USAID, Bill & Melinda Gates Foundation, The Global Fund to Fight AIDS, TB and Malaria.

He has experience in developing and implementing M&E frameworks for interventions on Maternal and Child Health, HIV/AIDS Targeted intervention, Training and Institutional Capacity building programs, etc. He has been involved in supporting other organisations for conducting baselines, mid-term and end-line evaluations, and designing computerised MIS application.

He has four publications in national/international journals to his credit including a book and has also participated and resented papers at international conference.

He holds a M.Sc. in Statistics and also a Master's degree in Population Studies and Doctorate in Population Studies from International Institute for Population Sciences (IIPS), Mumbai.

Ankita Luharia



Ankita is responsible for the Women Empowerment portfolio. Her role encompasses developing strategy for the portfolio, portfolio management and maintaining strategic alliances with different stakeholders.

Prior to EdelGive, she was associated with ActionAid International and had also worked with organisations like Pragma and United Way.

Ahmad Bari



Ahmad actively works on developing partnerships with NGOs working towards the safety and security of women, and promoting entrepreneurship opportunities for women. He previously worked with New Concept Information

Systems, New Delhi, where his role involved conducting research and documenting various social development issues.

Paramita Ghosh



At EdelGive, Paramita is leading the Education portfolio, which includes developing overall strategy, engaging with organizations to build their capacity, assisting them to facilitate partnerships, and measuring the grant processes. She is

engaged in managing EdelGive's flagship program The Collaborators for Transforming Education. With a working experience of 9 years in the Development sector, and 5 years of research experience, she was also awarded the Junior and Senior Research Fellowship from ISI to pursue her Ph.D. on the state of education in India. Paramita previously worked with CCDT, Muktangan and Kotak Education Foundation

Arpita Roy Karmakar



Arpita works on streamlining the Monitoring and Evaluation processes for investees under the Education portfolio. She advises investees on organisation strategies, enabling better direction in mapping of the future. She is also an

active member of the Program Management team of Collaborators and ensures that implementation of the program aligns with the Pragat Shaikshaniik Maharashtra Program.

She has previously worked as a Gandhi Fellow with Kaivalya Education Foundation, and other large-scale organisations like Hippocampus Learning Centre and Naandi Foundation.

Vijayata Verma



Vijayata is responsible for the strategic development and management of the Livelihood portfolio. Her role envisages scoping of new NGOs, conducting due diligence, reviews and providing strategic support to partners.

She previously worked in the disability sector with Action for Ability Development and Inclusion (AADI).

Partnership

Shilpa Jain



As part of the Partnerships team, Shilpa aligns and assists individual donors, corporates and family offices with strategic philanthropy.

With brief stints at GE Capital and Trikaya Grey, Shilpa spent over a decade with Isha Foundation, largely in the domains of fundraising, relationship and event management, and program coordination.

Aiswarya Ananthapadmanabhan



Aiswarya is responsible for building value in EdelGive's partnerships by convening forums designed for knowledge sharing and cross learning. A former journalist, with extensive experience in program monitoring and impact reporting,

Aiswarya oversees donor engagement; crafts and communicates stories of impact to funders through conversations and communiques.

Dr. Sujay Joshi



At EdelGive, Sujay's primary responsibilities include ensuring effective donor servicing and reporting. Sujay works very closely with our internal teams to ensure an effective relationships with the donors. Over the last 10 years, Sujay

has worked with several national & international non-profits where he acquired extensive experience in program and donor relationship management, and servicing.

Nicole D'Lima



Nicole works in a strategic capacity to enable philanthropic investments from foundations, corporates and individual donors to the social sector. She is responsible for donor management and partnerships including driving unique

collaborations and flagship initiatives through meetings, convening and knowledge sharing.

She previously managed CSR for Disney India.

K. Meiyun Seleyi



Meiyun assists the Partnerships team in donor relationship management, servicing, reporting and curating events. She also manages all technological and systems facets that track correlations between the donor community and

the social sector.

As an intern with the State Council of Science, Technology & Environment, Govt. of Meghalaya, Meiyun was engaged in extensive research and documentation of livelihood, rural development and natural resource management projects.

Employee Engagement

Priti Jaswaney



Priti manages the Employee Engagement and Capacity building vertical of the Foundation. With over nine years of experience at Edelweiss, she effectively drives the skill-based and mass

volunteering programs across the organisation, creating opportunities for employees to get connected to the social sector through their interest, availability, and skill level. Priti looks over end-to-end management of all capacity building projects, working with Edelweiss volunteers and the Toolbox India team for execution of these projects.

Previously, Priti worked as a Human Resource - Business Partner with Edelweiss Financial Services for over five years.

Communications

Shreya Kumar



Shreya's primary responsibilities include formulation and execution of EdelGive's communication strategy, and developing and effectively implementing communication, content and media-related efforts, both internally and

externally, to consistently articulate EdelGive's mission in developing meaningful connections across the Indian philanthropy space.

Shreya is deeply passionate about edu-tech. She has previously worked as a Chief Content Strategist, Senior Communications Manager, Program Manager, Fundraising Consultant and a copywriter at various organisations.

Finance & Compliance

Sandhya Rao



Sandhya looks into Finance and Compliance matters. She comes with 18 years of experience across the corporate and development sectors in the areas of finance, accounting and audit.

She has earlier worked with accounting firms viz. RSM&Co, Pricewaterhouse Cooper and Ernst & Young. Her stint in the social sector began with Dasra where she worked closely with the finance team on board and donor reporting, donor audit and budgeting, amongst other things.

Karen Miranda



Karen is responsible for maintaining regulatory compliance controls to ensure all necessary governance requirements are met. In addition to this, she maintains the cash flow and MIS of EdelGive.

Prior to joining Edelweiss, Karen worked with PriceWaterhouseCoopers Pvt. Ltd. as an analyst in the Tax and Regulatory Services.

Monitoring & Evaluation

Ankita Sukthankar



Ankita provides technical support for M&E capacity building of team members and investees, and works to strengthen the grant making, monitoring and evaluation processes.

Prior to this, she has worked at a market research and consulting firm in the US.

Administration

Samantha Pereira



Samantha works with internal teams to handle vendor co-ordination, travel and ticketing, event curation and file management, as well as provides day-to-day administrative and logistic support.

Prior to this, she worked with Bureau Veritas, a company specialising in ISO Certification, Trainings & Operations.



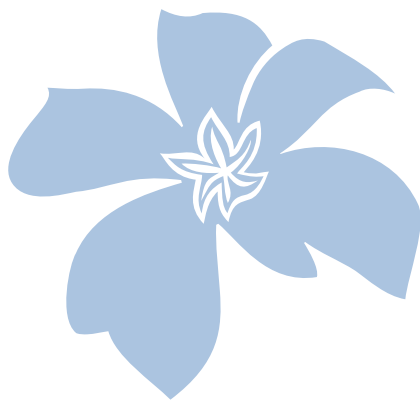
OUR VISION

**To build a strong, efficient
and high-impact social sector
for a better India.**

At EdelGive, we want to make philanthropy as accessible and effective as possible, and promote a culture of informed giving in the country. We believe the challenge is bigger than obtaining investment and how to best utilise the funds and resources received. Our goal is to effect sustainable, systemic transformation by nurturing the most promising NGOs and developing organisations and solutions that are built for scale.

We intend to create a robust body of knowledge with data collected from partners to validate our philanthropic model. Our Skilled Volunteering programme harnesses the power of Edelweiss's financial acumen; along with the expertise of our partners we will sharpen our focus to provide non-financial support where it matters most. We will pool our efforts towards attaining a position of authority by working with the public sector to implement change at a policy level and build ecosystems for philanthropy.

We see partnerships made up of private-sector organisations, NGOs and governments as a promising way forward and aim to become a gateway for investing in the development sector. 10x impact and asymmetric payoff will be at the heart of our continued evolution.





Registered Office:

EdelGive Foundation
Edelweiss House, Off CST Road
Kalina, Mumbai 400 098
Maharashtra, India

 edelgive@edelweissfin.com

 022 4019 4794

 www.edelgive.org

 The EdelGive Foundation

 @edelgive

 The EdelGive Foundation