

Growing at Scale: Best Practices in Scalability

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Introduction to the Best Practices Series

NGOs often emerge as a response to community needs. They typically begin with a vision to be realised, and efforts are driven by passion and commitment. Program implementation and direction is ever-evolving as the NGO faces and works through ground realities.

It has been EdelGive's endeavour to support these visionaries and emerging NGOs and help them develop solid programs. EdelGive Foundation believes that 360-degree support is critical for these visions to translate into reality. It is thus committed to contributing towards the philanthropic ecosystem of donors, government, civil society, academia and researchers, media, and others. Besides providing funds to an NGO, EdelGive links NGOs to relevant and effective capacity building efforts, to aid its progress and growth.

This series of '**Documentation of Best Practices**' is born out of EdelGive's commitment to enhancing the knowledge and skills of its partners within this philanthropic ecosystem. The findings from this series will be used to aid capacity building of EdelGive partner NGOs (through cross learning); inform donors about existing best practices in the sector, thereby enabling them to optimise funding decisions; and to contribute to the existing knowledge on the development sector in India.

This series explains selected Best Practices that directly help NGOs scale, in size and reach. The papers are a mix of secondary research and interviews with representatives of NGOs which are recognised for being mature and effective players in the development sector. The Documentation of Best Practices series is a set of five papers:

- a. Paper 1: Best Practices for Building Strong Foundations
- b. Paper 2: Best Practices for Building Sustainability of NGOs for Social Impact
- c. Paper 3: Growing at Scale: Best Practices in Scalability
- d. Paper 4: Skilled Futures: Best Practices in Capacity Building and Community Engagement
- e. Paper 5: Convergence to a Coalition: Best Practices in Outreach and Advocacy

The Best Practices identified throughout the series are overarching practices that can be adopted and applied to achieve scale, reach and impact, by any NGO irrespective of sector focus. Each paper outlines a different set of Best Practices relevant to a broader goal. The figure below shows the methodology followed.



Figure 1: Mapping the Methodology



Growing at Scale: Best Practices in Scalability

Scaling-up for non-profits essentially refers to ‘expanding impact’ in addition to and beyond ‘becoming large,’ the latter being one of the many possible ways to achieve the former. A new paradigm of scaling-up is emerging, where NGOs become catalysts of policy innovations and social capital, creators of programmatic knowledge that can be spun off and integrated into government and market institutions; and builders of vibrant and diverse civil societies.¹

For instance, non-profits focusing on health constantly struggle with the harsh reality that the Indian government spends only 1.4 percent of its GDP on health care, less than half of what China (3.1 percent) and Brazil (3.8 percent) spend.²

Although there are more than 1.5 million NGOs in India,³ their impact often remains restricted and localised because the systems and structures which determine the distribution of power and resources within and between societies remain largely unchanged. Such challenges make it essential for NGOs to make critical linkages between their work at the community-level and wider systems and structures. Additionally, NGOs also need to be mindful of the socio-political environment both nationally and internationally in order to scale-up effectively.⁴

According to Edwards and Hulme (1995),⁵ scaling-up not only entails increasing the size of an NGO’s programs, but also adopting other strategies to increase impact. These include lobbying and advocacy (nationally and internationally), creating networks and federations, interacting with and working within the structures of government, training, legal reform, and large-scale NGO operational programmes.

There are three specific aspects this paper considers, drawing from the larger set of steps for developing an effective scaling-up strategy by the World Health Organisation⁶:

(a) Scaling-up via working with governments:

Working in collaboration with other stakeholders like the government can help organisations gather resources and obtain support to scale-up effectively.⁷ This can result in NGOs playing a more active role in the political process, as well as engaging with wider state and sub-national institutions;

(b) Scaling-up by geographical, vertical, and horizontal expansion:

Geographical expansion refers to replicating the project/programme in a neighbouring area, across a district, across the nation, or in another country, whereas vertical and horizontal expansion are associated with adding sectoral activities to existing programmes and creating ‘upstream’ or ‘downstream’ activities in existing programmes, respectively. It is essential for organisations to adapt their functional model/program not only to suit ‘geographical contexts,’ but also to suit the “cultural, administrative, political, and economic dimensions of the selected location.”⁸

(c) Scaling-up via lobbying and advocacy:

Lobbying and advocacy are effective strategies for NGOs to impact government policies. This is because many of the underlying causes of community-wide issues targeted by NGOs lie in the political and economic structures of an unequal world that need large-scale interventions. It is only through active lobbying and advocacy that an NGO can ensure continuance of its own program goals and bring these goals to the notice of state institutions and foreign donors.

The process of scaling-up requires focused attention, strategic planning, and management. Scaling up and designing pilot projects demand that organisations assess their needs and priorities and reallocate resources accordingly. However, every Indian NGO that seeks to grow beyond its immediate community grapples with scale and scarcity of resources.

¹Uvin, Peter, Pankaj S. Jain, and L. David Brown. (2000). Think large and act small: Toward a new paradigm for NGO scaling-up." World Development 28, no. 8 : 1409-1419.

²Pandey, S., R. Menezes, and S. Ganeti. (2016). Why Indian non-profits are experts at scaling-up. ³Asian Development Bank. (2009). Overview of Civil Society Organizations: India. Manila. Retrieved from <https://www.adb.org/sites/default/files/publication/28966/csb-ind.pdf> ⁴Edwards, M. and Hulme, D. (1995). scaling-up NGO impacts. Boiling Point, 35, pp.1-3. ⁵Ibid. ⁶World Health Organization. (2010). Nine steps for developing a scaling-up strategy. Retrieved from http://www.who.int/reproductivehealth/publications/strategic_approach/9789241500319/en/ ⁷Weber, C., Kröger, A., & Lambrich, K. (2012). Scaling social enterprises—a theoretically grounded framework. Frontiers of Entrepreneurship Research, 32(19), 3. ⁸Weber, C., Kröger, A., & Lambrich, K. (2012). Scaling social enterprises—a theoretically grounded framework. Frontiers of Entrepreneurship Research, 32(19), 3.

Thus, while it is vital for NGOs to scale-up their operations in order to increase their reach and consequently their impact, it is also important to consider issues of scale within the organisation as well as in its environment. Without building the capacity of the organisation, it is impossible to execute large-scale expansion, replication, or diversification.

Based on the research done, this paper looks at four Best Practices that include the ways and means of scaling-up of NGOs:

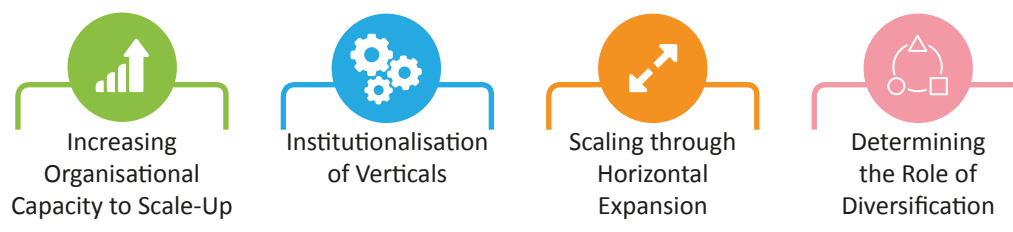


Figure 2: Best Practices in Scalability

To illustrate and explore these best practices in scalability in India, key parameters were used to shortlist NGOs. These parameters are:

- Program reach (State-level or Pan-India): Profiling NGOs with a localised presence, state-level presence, or have a pan-India presence.
- Maturity of NGO (Time since incorporation): NGOs that are at least a decade old were selected to enable a study of the nature of scaling-up in their organisation.
- Focus area (Urban, rural, or both): To contrast best practices between NGOs with a rural focus and those with urban or both.
- Cross-sectoral nature of NGOs: NGOs that work in various thematic areas (example: health, livelihood, education, sanitation, women empowerment, media advocacy, among others).

Increasing Organisational Capacity to Scale-Up⁹

"It meant that we had to change our approach to our work, which was largely through above-18 young adults to a younger age group, which meant child safeguarding policy in the organisation, a child protection plan for all our partners. We were going to scale up beyond our direct capacity, which meant that we took on community-based partners who had community hold and were able to implement the program the way we wanted to."

*-Sohini Bhattacharya
(President and CEO,
Breakthrough), when
asked about the
strategy of
scaling-up*

What is Increasing Organisational Capacity to Scale-Up?

- The concept of increasing organisational capacity for scaling-up involves making an appropriate evaluation of the organisation's strengths and weaknesses, along with capacity building of its key personnel to support the process of scaling-up.¹⁰ This leads to enhancing sustainability, indicating the movement of NGOs from the uncertainties of the entrepreneurial beginnings to the long-term stability of programmatic institutions.¹¹

How does Increasing Organisational Capacity help in Scaling-Up?

- Once the intervention has been tested and proven successful, a scaling-up strategy needs to be formulated, including the setting where the intervention is planned to be scaled, along with other components such as training, supervision, and managerial processes.
- Organisations looking to scale-up require realistic expectations as well as strategies that help to build institutional capacity.
- Scaling-up as opposed to routine program implementation requires special technical, managerial, leadership, and financial inputs as scaling-up comes with a variety of challenges, especially related to managerial expertise and skills in advocacy.
- The resource team should ideally consist of a group of facilitators who are guided by or work under the supervision of a technical advisory group, consisting of prominent opinion leaders, technical experts, or policymakers to obtain technical and political guidance while also securing the support of a critical set of stakeholders.

Excerpts from the Case Study

Breakthrough

About Breakthrough

Established in 1999, Breakthrough is a global human rights organisation working to end violence against women and girls with multimedia campaigns addressing global issues of HIV/AIDS and immigrant rights.

What is the Gang of Stars Program?

Initiated in 2013, this program is a response to Breakthrough's ongoing work in Haryana on gender-based sex-selection. In collaboration with the government and the state education team in Haryana, the focus is on building a curriculum that will help young adolescents identify gender-based discrimination and build their own agency.

How has Breakthrough scaled up 'Gang of Stars' by increasing capacity of the resource team?

- *Testing the intervention in a different context*
 - Starting with 18,000 children across 150 government schools in Haryana, it targeted 400,000 adolescents in Uttar Pradesh in the first phase of scaling-up, 150,000 adolescents through the training program, and 225,000 adolescents through community-based programs.
 - Since scaling-up was beyond the direct capacity of Breakthrough, they partnered with five community-based organisations, building capacity for their personnel to enable effective implementation of the program.
- *Formulating strategies to build institutional capacities*
 - The plan for scaling up this program was to approach state governments systematically. However, the program remains primarily supported by private foundations such as the IKEA foundation, who pledged their resources to help scale up.

⁹World Health Organization. (2010). Nine steps for developing a scaling-up strategy. ¹⁰Ibid. ¹¹Uvin, Peter, Pankaj S. Jain, and L. David Brown. (2000). Think large and act small: Toward a new paradigm for NGO scaling-up. World Development 28, no. 8 : 1412

- A curriculum, in partnership with J-PAL along with technical experts to train groups of people, aimed at enabling the government's scale-up of the program.
- Recruitment drives across schools and colleges helped identify appropriate people to work as community developers and trainers.

Challenges and Considerations

Recruiting skilled and sensitised personnel in the organisation is important to ensure availability of appropriate technical and managerial expertise in the planning and implementation phases of scaling-up.

Best Practice 2

Institutionalisation of Verticals¹²

What is Vertical Scaling-Up?

- Vertical scaling-up refers to the policy, political, legal, regulatory, budgetary, or other systems changes needed to institutionalise an innovation at the national or sub-national level through advocacy (public sector), strategic alliances, and collaborations (private/NGO sector).¹³ Vertical scaling-up calls for an understanding of the existing policy concerning the theme on which the organisation is working. This could then facilitate linkages to macro-level development, other donor-supported funding mechanisms, and ongoing efforts in the same sector by other NGOs.

How does Vertical Scaling-Up take place?

- Vertical Scaling-Up becomes easier when the government is interested in the intervention and its eventual expansion from the time a pilot is designed. Vertical scaling focuses immediately on specific actions needed to incorporate the intervention into the system at the national or subnational levels.
- The organisation must use multiple channels for advocacy such as policy briefs for decision makers, dissemination meetings for key stakeholders, personal advocacy, political influence, input into national policy and budgetary processes for dissemination and advocacy.
- Once the intervention has been linked to ongoing government reforms in the same sector, it then becomes essential to track activities and accomplishments related to expansion.
- The pace and scope of scaling-up is determined by various factors such as policy context and political system, the availability of donor support, bureaucratic structure and culture, other relevant governmental sectors, the socioeconomic and cultural context, and people's needs and rights.

"What also worked was the initiative taken up by the government in rolling it across states, thereby creating an enabling enabling environment. For example, for the village health and nutrition day... the government adopted the practice across ICDS platforms, leading to continued ownership."

-George Kurian, (Head of Impact Measurement), CARE India, when asked about what contributed to successful implementation and vertical scaling-up of the Integrated Health and Nutrition Project (IHNP).

Excerpts from the Case Study

CARE India

What is CARE India?

CARE India is a not-for-profit organisation that has been working in India for over 68 years focusing on poverty alleviation and social exclusion, with comprehensive programmes including in health, education, and livelihoods, many of which are with different government departments.

What is the Integrated Health and Nutrition Project (IHNP)?

Originally funded by USAID in three phases, the IHNP of CARE India was initiated in 1996 and focused on maternal health and child nutrition that can be implemented across different Indian states.

¹²World Health Organization. (2010). *Nine steps for developing a scaling-up strategy*, p21.

¹³World Health Organization. (2010). *Nine steps for developing a scaling-up strategy*, p23.

How does Institutionalisation of Verticals contribute to scaling-up of the IHNP?

- *The scaling-up strategy involves making choices with respect to dissemination, advocacy, and other processes*
 - CARE India completed a pilot implementation of this project in seven states, having an outreach of about 6.6 million pregnant and lactating women and children, which expanded to other regions in the next two phases with an outreach of 6.83 million and 15.5 million beneficiaries respectively.
 - CARE India synthesised the results of this pilot implementation for later phases for government implementation.
 - A system comprising Anganwadis, supervisors, and block and district level authorities, along with a state level review panel was created for implementation and review of the program in collaboration with state governments.
- *With linkages to government reforms, tracking activities and accomplishments became imperative to strategise for scaling-up*
 - Post-project evaluation by USAID provided M&E insights on the best practices for scaling-up.
 - A platform called the Nutrition Resource Platform was created as a central archive with the Ministry of Women and Child Development to access all resources that can facilitate scaling-up processes.

Challenges and Considerations

The NGO needs to be aware of the current socio-political environment at the time of lobbying and advocacy for successful institutionalisation of its interventions at the governmental level; for instance, through legislative and policy reforms.

Best Practice 3

Scaling through Horizontal Expansion

“Our main focus is to identify communities and help in building their knowledge. These collectives then work on understanding the needs and achieving them via the collective.”

–Rohini N, Executive Director, Youth for Unity and Voluntary Action (YUVA) when asked about the organisation’s process of choosing and moving to new communities.

What is Horizontal Expansion?

- Horizontal expansion refers to expansion or replication of interventions by making strategic choices on how the intervention will be disseminated to new areas or to different population groups.¹⁴ This is done to increase impact for an NGO to become a larger organisation, manage more funds, employ more skilled personnel, and foremost, cover a larger population in a larger geographical area.¹⁵

How does Horizontal Expansion happen?

- In order to expand horizontally, the organisation needs to evaluate expectations about the scope and pace of scaling and establishing targets, the strengths/capacities of the resource team as mentioned in the first best practice, and the opportunities/constraints in the environment.
- Leadership in terms of the organisational capacity is essential at the beginning of the process of expansion as it can help in decision-making, such that the success of interventions can serve as models and build momentum for further expansion. To reiterate Best Practice 1, this focuses on the importance of developing organisational capacity for supporting the expansion of the NGO.
- After adapting to various components needed in different geographical settings, it is important that there is effective coordination between various stakeholders, including community members.
- The organisation needs to use existing data to get reliable information to then decide relevant indicators (consisting of both qualitative and quantitative data) to monitor.

¹⁴World Health Organization. (2010). *Nine steps for developing a scaling-up strategy*, p25. ¹⁵Uvin, Peter, Pankaj S. Jain, and L. David Brown. (2000). *Think large and act small: Toward a new paradigm for NGO scaling-up*. *World Development* 28, no. 8 : 1413

What is YUVA?

Founded in Mumbai in 1984, YUVA is a non-profit organisation committed to enabling vulnerable groups to access their rights. YUVA encourages the formation of people's collectives that engage in discourse on development, thereby ensuring self-determined and sustained collective action in communities.

How did YUVA scale through horizontal expansion?

- *YUVA focused on understanding capacities of the resource team and the environmental context, with effective coordination between various stakeholders*
 - YUVA's initial work involved training and capacity-building of young people, which later led to developing an integrated community development model focusing on issues of housing, labour, and livelihoods, through empowering collectives.
 - As part of their strategic plan, this was replicated in other cities in five states.
 - For housing, YUVA works on a model of having a basic service centre with resource people that anchors their work around organising labour in each of the communities where they are working.
 - For children and youth, integrated centres act as safe spaces to work on issues of empowerment, life skills, and livelihoods. YUVA facilitates these collectives and centres across different communities to work together.
- *YUVA focuses on building leadership to guide the expansion process*
 - Expansion has to fit in the organisation's larger strategy and involves building resources that support this process. While in case of expansion to a different city, a field office has to be set up, within the same city, some staff are transferred so as to provide support to this process.
 - The organisation invests in development processes such as leadership development where field leaders, thematic leaders, and research leaders work together for scaling-up.

Challenges and Considerations

While planning for expansion and replication of the project across geographical regions, the NGO should be mindful of differences in cultural context across project areas, and be prepared to adapt the model as per the needs of the region.

Best Practice 4

Determining the Role of Diversification

What is Diversification/Functional Scaling-Up?

- Diversification, also called functional scaling-up or grafting, is pursued when new needs are identified during the process of scaling-up, and interventions to address them are tested and incorporated into the original intervention.¹⁶

How does Diversification/Functional Scaling-Up happen?

- Diversification consists of an expansion in the number and diversity of the activities undertaken, which co-occur with vertical scaling-up and horizontal expansion to seek better control of the environment and ensure sustainability of impact.¹⁷
- Diversification also happens through collaboration, formal partnerships, and strategic alliances that falls somewhere between expansion and replication.

¹⁶World Health Organization. (2010). *Nine steps for developing a scaling-up strategy*, p29.

¹⁷Uvin, Peter, Pankaj S. Jain, and L. David Brown. (2000). *Think large and act small: Toward a new paradigm for NGO scaling-up*. *World Development* 28, no. 8 : 1411

"We started with the concept of education as both a means and an end, but while working on the ground, we realised that without health, education cannot happen. So, we started extending our thought from education to including health as a part of education."

-Santanu Mishra (co-founder and executive trustee, Smile Foundation), excerpts from an interview with the Socio Political Observer of India (SPOI)

- While collaborating for expertise and diversification, it is important to check the viability of the model and to assess how similar the organisational contexts, capacities, and values are; how much adaptation and capacity-building will be needed; and what resources will be required.¹⁸
- As in the case of vertical scaling-up and horizontal expansion, diversification also needs to be monitored and evaluated at every step, in order to assess achievement of intended objectives.

Excerpts from the Case Study

Smile Foundation

What is Smile Foundation (SF)?

Smile Foundation was established in 2002 to work with grassroots initiatives for effecting positive changes in the lives of underprivileged children, their families, and communities.

How has Smile Foundation scaled up its initiatives via Diversification?

- *SF has diversified its activities hand-in-hand with vertical scaling-up and horizontal expansion to ensure sustainability of its impact.*
- SF currently has 250 active projects on education, healthcare, livelihoods, and women empowerment, in over 950 remote villages and slums across 25 states.

- Starting with the education of underprivileged children, SF has adopted a lifecycle approach as it acknowledges that improvements in children's education cannot be achieved without improving the welfare of the family – a child can go to school regularly only when the family, (particularly the mother) is healthy and empowered; the family has decent livelihood opportunities and a steady income, and when an elder sibling is employable and begins earning.

- *SF has focused on building collaborations and strategic alliances to help diversify its initiatives as well as its funding partners.*
- SF has partnered with development agencies, donor organisations, and associations across the globe such as Proctor & Gamble (P&G), Samsung, Union Bank, Save the Children, Tech Mahindra Foundation to facilitate its initiatives in each functional area.
- *SF has assessed availability of resources, along with the viability of its working models.*
- SF has adopted two working models as part of its expansion and diversification initiatives: **(a) Social Venture Philanthropy (SVP)** and **(b) Outreach** programme. Depending on the program and the need of the region, these models are used independently or in combination with each other.
- **SVP** focuses on identifying, handholding, and building capacities of grassroots NGOs to achieve accountability, sustainability, scalability, and leadership by providing funds for new projects; it emphasises capacity building of grassroots NGOs, communication, and good governance. **Outreach**, on the other hand, involves direct work with underprivileged communities residing in remote villages as well as urban slums through partnership with corporate bodies, PSUs, and international development organisations.

Challenges and Considerations

Funding received by the NGO to meet specific goals or targets (such as achieving specific health outcomes in a community) might impact the NGO's decision to diversify its interventions in core areas (such as education) leading to a dilution of the program goals. It is therefore important for the NGO to consider targeted funding requirements in the context of its existing goals for a target community while planning for diversification.

¹⁸Cooley, L., & Kohl, R. (2006). *scaling-up—from vision to large-scale change: a management framework for practitioners*. Washington, DC: Management Systems International.



Key Lessons from Best Practices

Best Practice 1 Increasing Organisational Capacity to Scale-up

- While planning for scaling-up, the organisation needs to be mindful of a number of factors, such as whether there is a perceived need for scaling-up, whether they have the appropriate implementation capacity, and whether the timing and circumstances are right for scaling-up.
- An NGO needs to be able to identify all the components that are necessary for scaling-up, such as organisational resources as well as training, supervision, and other managerial interventions, and then focus on achieving these components for successful scaling-up.
- Non-profits can establish the cost-effectiveness of scaling-up the project during the planning stage, and also consider the funding available for the same.
- It is useful if the organisation focuses on building partnerships with institutions/people that can provide technical and subject matter expertise and this would aid in successful implementation of the scaling-up strategy.

Key Tip:

- *The organisation should be conscious in their screening process during recruitment to ensure availability of appropriate technical and managerial expertise in the planning and implementation phases of scaling up.*
- *In case of limited resources (both technical/subject matter expertise and financial) that might impede the process of scaling up, the NGO can start expansion in areas where the capacity is stronger, and the process of capacity-building must be included within the holistic strategy for scaling-up.*

Best Practice 2 Institutionalisation of Verticals

- The NGO needs to understand related policy and political processes, as well as have knowledge of fiscal budgetary cycles. This understanding would aid in negotiating and lobbying with the government for institutionalising the intervention.
- The organisation can also focus on linking scaling-up to macro level development as well as other ongoing efforts in sectoral reforms.
- One needs to focus on developing indicators for monitoring and evaluating the vertical scaling-up process.
- By employing both formal and informal channels of advocacy, the NGO can lobby for institutionalising its interventions through multiple strategies. For interventions in areas that are not addressed through government policies, smaller NGOs can focus on building collaborations with larger NGOs for institutionalising their innovations at the national/state level.

Key Tip:

- *The NGO can consider identifying key decision-makers at the national and state levels who would be able to impact the implementation of the intervention at a larger scale. A strategy of targeting advocacy and lobbying activities at key individuals would result in greater visibility of the intervention, thus increasing the possibility of standardising it at a macro level for implementation.*
- *The organisation needs to be cognisant of ongoing government schemes in their area of work to conceive methods of collaboration to further the scaling-up. In case of a successful intervention model that has been tried and tested in the field, one should aim for the government to adopt the intervention for standardised implementation.*

Best Practice 3 Scaling through Horizontal Expansion

- NGOs need to remember that successful scaling of interventions rarely involves mechanical replication. Rather, it means adapting the process of expansion to suit different contexts.
- Non-profits can focus on identifying governmental and non-governmental actors who would be instrumental in allowing the expansion to move forward and find ways to effectively engage them.
- It will be beneficial to complete a pilot implementation of the horizontal expansion of a project in a realistic setting before commencing with a more widespread expansion.
- Periodic assessment and evaluation of the process of expansion would aid in revising the intervention when required and would also help in adapting its different components to the needs of different sites.

Key Tip:

- *During horizontal expansion, the organisation should take care to streamline the project, i.e., ensuring that only the replicable, essential components are maintained for a more standardised implementation. This means that instead of attempting to blindly replicate the entire intervention irrespective of the needs of the context, the organisation needs to retain only those components that are required.*
- *The NGO should evaluate expectations about the scope and pace of scaling-up and establish targets in light of the nature of the intervention, strengths/capacities of the resource team, and the opportunities/constraints of the environment.*

Best Practice 4 Determining the Role of Diversification

- It will be useful if the NGO examines the need to scale its interventions through diversification, and determine the optimal extent of diversification. This is to ensure that the newer activities are in sync with its original vision and mission.
- Diversification requires sufficient demands for newer interventions from target communities. Ideally, this will require a thorough needs assessment as part of the strategy.
- Where direct diversification of the NGO's interventions is not possible, the organisation can look to build strategic alliances and partnerships with others working in the same sector.
- Much like vertical and horizontal scaling, diversification also needs strong monitoring and evaluation protocols, and should be tested through pilot implementations.

Key Tip:

- *Diversification begins with identifying the linkages between areas that the NGO is working on and the corresponding themes that will make their primary intervention more effective in nature.*
- *Adopting a holistic approach to an intervention will enable seeking avenues for diversification, and consequently vertical scaling and horizontal expansion.*

ABOUT EDELGIVE FOUNDATION



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

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ABOUT BILL AND MELINDA GATES FOUNDATION



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

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