Philanthropic Collaboratives in India: The Power of Many

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Collaborating to accelerate social impact

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"The key benefits of a collaborative are to mitigate individual risk, be greater than the sum of its individual parts, and to enable ideas and missions to scale."

ROHINI NILEKANI, FOUNDER-CHAIRPERSON, ARGHYAM

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Executive Summary

Call it the collaboration conundrum: Conceptually, social sector actors who are working to tackle chronic social challenges know they benefit by drawing on others' resources, skills, and experiences. At the same time, comparatively few philanthropies and stakeholders act collectively, not least because it can be challenging to build consensus across multiple partners, negotiate the risk that some partners might fail to deliver, or share credit. This is particularly true in India, where the relative dearth of collaborations involving multiple funders and stakeholders is arguably reflective of these tradeoffs.

Nevertheless, some Indian funders, non-governmental organizations (NGOs), and intermediaries are overcoming the perceived pitfalls and beginning to realize collaboration's potential to positively impact many more lives. "If we want to do scale-related work, the only way forward is through collaboratives," says Vidya Shah, CEO of EdelGive Foundation. "There is no other option to tackle these big social problems."

Building on The Bridgespan Group's 2018 investigation of eight bold philanthropic initiatives in India—which found that collaboration is a key catalyst for driving social impact—this report takes a deeper look at how funders and other actors are joining forces to amplify and sustain their efforts over time.

Specifically, this six month research effort looked at "philanthropic collaboratives" in India, which we define as follows: *Co-created by three or more independent actors—including at least one philanthropist or philanthropy—a philanthropic collaborative is an entity that pursues a shared vision and strategy for achieving social impact, using common resources and prearranged governance mechanisms.* There are other forms of social sector collaboratives in India that are worthy of study but are not covered in our definition. To that end, the philanthropic collaboratives researched in this report do not seek to be exhaustive of all types of collaborations.

Most of India's philanthropic collaboratives are less than five years old. There is much to learn about *why* Indian philanthropists and other actors collaborate, *what* conditions give rise to impactful collaboratives, and *how* they work to overcome obstacles and reach many more people. This report seeks to answer those questions. While this might well be the first, sector-wide study of philanthropic collaboratives in India, it also builds on the work of other investigators, including Bain & Company, Dasra, and EdelGive Foundation, as well as previous Bridgespan research on funder collaboration in the United States and also on how some philanthropic collaboratives succeed and why others fail.

This report draws on a survey of 35 stakeholders affiliated with 13 Indian philanthropic collaboratives, as well as more than 50 interviews with different stakeholders of Indian and global collaboratives. A large majority of them indicate that based on their experience, the benefits of collaborating outweigh the costs and risks. Specifically, more than 70 percent of survey respondents strongly agree that working collectively has enabled them to make more progress against India's looming social challenges than working alone.

Philanthropic collaboratives typically organize their mission around at least one of three goals: a) scale solutions; b) build or strengthen a field; c) build a case for promising innovations. To bring these goals to life, the majority of collaboratives take on at least one of six roles, as outlined in the graphic below.

The primary roles of philanthropic collaboratives range along a spectrum

Inform public policy	Develop and disseminate knowledge	Mobilize or channel funding	Conduct research and development	Facilitate implement-ation	Implement programs
NFSSM Alliance	India Sanitation Coalition	Independent and Public-Spirited Media Foundation	CDFI Centre for Digital Financial Inclusion	ASMAN Alliance for Saving Mothers and Newborns	Maharashtra Village Social Transformation Foundation
	India Climate Collaborative	India Climate Collaborative		The Education Alliance	Bhavishya Alliance
	Coalition Food & Nutrition Security	10to19 Dasra Adolescents Collaborative		TRI Transform Rural India	
	CDFI Centre for Digital Financial Inclusion			The Collaborators for Transforming Education	
	Tribal Health Collaborative (Expected to launch in 2020)			Tribal Health Collaborative (Expected to launch in 2020)	
	Platform to Tackle Air Pollution (Name anonymized for this report)			Partnership for Nutrition Results in India	
	NFSSM Alliance			10to19 Dasra Adolescents Collaborative	

Note: Some philanthropic collaboratives might have two or more primary roles.
Source: The Bridgespan Group

Given their ambition to achieve bold goals, philanthropic collaborative interviewees and survey respondents cite three main motivators for working collectively: First, by leveraging the diverse skills and experiences of different partners, collaboration's total effect can be greater than the sum of its parts. Second, collaboration expands the circle of influence and the impact of individual actors. Third, collaboration mitigates risk by spreading it across multiple players.

Despite the potential advantages of working collectively, building and operating a philanthropic collaborative is a complex undertaking. India's collaboratives are distinctive, in that most consist of multiple stakeholders—not just funders, but other actors including implementing organizations, government, intermediaries, and technical experts. It is no easy thing to organize many stakeholders around a mission, agree on their respective roles, align on a strategy, and build consensus when circumstances change and midflight corrections are required.

Adding to the complexity, philanthropic collaboratives typically encounter different challenges as they progress through two primary life stages: *coming together* (where the core partners[1] map out the philanthropic collaborative's vision, set and agree on its strategy, and determine how it will organize itself and make decisions) and *working together* (where they execute the strategy and track progress against shared goals). For those collaboratives that enter a *reinventing and/or exiting* stage, where the partners pivot from working together to working independently or simply ending their relationship, they too encounter a distinct set of challenges. (Please refer to accompanying graphic.)

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1 Core partners are individuals, institutions, and organizations who co-created or are aligned with the vision, initial strategy, and operating model, and provide strategic guidance to the philanthropic collaborative (typically by participating in its governance).

Key challenges faced by philanthropic collaboratives in India

Coming together	Working together	Reinventing and/or exiting
☆ Lack of trust, **leading to excessive control** from core partners	☆ **Siloed approach** by partners, and difficulty in **balancing partners' organizational priorities with the collaborative's agenda**	☆ **Inability to adapt** to disruption due to transition from the collaborative model
46% "Philanthropists don't trust other people or civil society actors to deliver anything of importance."	**54%** "We haven't been able to convince donors to move out of silos, this is our biggest challenge. Most funders have preset agendas and priorities."	"Disruption can be in multiple forms, e.g., need to form a new board or need to manage perception of stakeholders in one's ecosystem so that the right message is conveyed."
Difficulty in **obtaining long-term funding**	Difficulty in **getting access to unrestricted funding**	☆ Inability to **find suitable anchor funders** for the collaborative
77% "Finding funders which can contribute in the long haul and not just provide short-term, project-tied funding is tough."	**51%** "A collaborative needs to be able to function autonomously and independently and for that you need sustained and unrestricted funding."	"The funding challenge was insurmountable... collaborative was dissolved.....approach to work independently was taken by patron funder."
☆ **Lack of clarity on roles** and responsibilities of partners	Difficulty in **demonstrating and quantifying impact**	
49% "Role clarity must exist...my major lesson was that we need to understand that we might be convening this but not driving it."	**40%** "What do outcomes and outputs look like... and what does it mean for us as an intermediary is a challenge...our value add can be intangible."	◐ % is the share of survey respondents who "agree" they faced the challenge in their collaborative ☆ Challenges unique to collaboratives vis-à-vis stand-alone NGOs

Note: Results are based on a Bridgespan survey, with responses from 35 individuals across 13 philanthropic collaboratives.

Source: Expert interviews, Bridgespan survey on "Philanthropic Collaboratives in India."

There is no blueprint for philanthropic collaboratives to overcome these challenges. However, the real-world learning experiences of the core partners and leadership at Indian collaboratives have helped us identify a heuristic—the "3Cs"—that current and aspiring collaborators might keep in mind.

First: It takes *commitment* to collaborate. Working through the complexity of collaborating and making progress towards outsized goals requires a nontrivial investment of time, imagination, and persistence. It also behooves philanthropic collaboratives to secure anchor funders who are willing to provide long-term (at least three years) unrestricted funding.

Second: *Clarity* (and communication) can streamline collective action. Clarity emerges when there are regular, consistent conversations around who does what, as well as on how core and implementing partners are faring against the commitments they have taken on. Such transparency minimizes the potential for surprising setbacks and counteracts people's tendencies to push their own agendas or retreat to silos.

Third: Be prepared to *course correct.* It is almost inevitable that as a philanthropic collaborative moves from strategizing to executing, some assumptions will not prove out. By continuously tracking progress and results, collaboratives can get an early signal on what needs to change, as well as reap the opportunity to learn and improve. Should the partners decide to shift from the collaborative model to working independently, anticipating and managing change becomes even more paramount.

Although philanthropic collaboratives in India are relatively young, interest in them is accelerating. During the course of this research, we learned that some global collaboratives, as well as domestic philanthropists, are actively considering setting up philanthropic collaboratives in India. We will learn more over the next five years, as new collaboratives emerge and existing collaboratives produce far more outcome data.

What is already clear is that as more funders and stakeholders shift from considering collaboration to actually pursuing it, philanthropic collaboratives will become a little less of an exotic pathway in India's social sector, and a little more the new normal for taking on specific, complex issues. That will require enough vision to recognize the potential of many people pulling together, as well as the persistence to keep at it.

"We need to think more deeply about how we can get more people to work together," concludes Ajay Piramal, founder of Piramal Foundation. "Collaboration requires a long-term commitment. The problems we face will not be solved in one or two years."

Section A: Introduction

Indian Philanthropy and Collaboration

Human rights and social justice movements. Wikis and learning circles. Networks and crowdsourcing. Throughout history, collaboration—where people work together towards a shared purpose—has been a critical multiplier of human endeavor. The same holds true for philanthropy, where funders and change makers aggregate capital, networks, and talent to pursue audacious, seemingly impossible challenges. And in India, outsized challenges abound. Consider climate change.

"No country in the world is as vulnerable, on so many dimensions, to climate change as India." So claims one of India's former ministers of state for environment and forests. It is hard to argue otherwise, nor is it difficult to conclude that it will require the best and brightest minds, working together, to combat this existential threat to India's (as well as the world's) future.

In March 2018, several Indian philanthropies came together and decided that the vast scale and complexity of climate change requires a *collective* response. Out of those discussions, the India Climate Collaborative (ICC) was born.

With over nine philanthropies[2] and more than 40 members and partner organizations, the ICC is a philanthropic collaborative—a union of partners pursuing a shared goal and strategy for improving people's lives—which is working to build a holistic response to climate change, by filling critical gaps in the field. "The goal is to help get the entirety of India's philanthropic sector advancing on climate change," says Shloka Nath, the ICC's executive director.

The ICC is still in its early days. But our research, which examines more than a dozen philanthropic collaboratives in India and includes interviews with many of their stakeholders, underlines the notion that ICC's core logic is sound: it will take the power of many—funders and stakeholders working together—to bend back the worst effects of climate change.

Our interest in philanthropic collaboratives can be traced back to 2018. That year, The Bridgespan Group studied eight ambitious philanthropic initiatives in India—what we called "bold philanthropy." Those eight efforts focused on tackling chronic social challenges in high-need areas, such as improving the private healthcare system's capacity to control tuberculosis and enhancing urban governance through a digital platform. The report found that collaboration—partnering with actors that can contribute needed assets, such as funding streams and technical support—is a key contributor to catalyzing bold, social change.

Philanthropic collaboratives in India have a distinctive design, in that they often consist of many different stakeholders, not just funders. In this report, we have focused on how India's philanthropists and social sector stakeholders, by forming collaboratives, might combine forces and collectively amplify and sustain their missions over time.

This research was prompted in part by funders and implementers who are confronted with the multidimensional complexity of India's socioeconomic challenges, such as the 194 million people who are undernourished, or the 22 million teenage girls who are not currently enrolled in a school or college, or the aforementioned climate threat.[3] [4]

They have concluded that multiple funders, working on their own, are unlikely to take on all of the critical components of these and other pressing problems at scale. Increasingly, these funders and stakeholders are realizing that if they join forces and work together, their total effect will add up to far more than the sum of their individual efforts.

This is not to suggest that go-it-alone philanthropies, which dominate India's social sector, are ineffective. Quite the contrary. Over the past decade, they and NGOs, as well as government agencies, have contributed to India's substantial progress against some of its biggest social and development challenges. For example, the number of Indians living on less than US$1.90 per day has fallen dramatically, from 268 million in 2011 to less than 50 million in 2019.[5]

In addition to making significant headway against such systemic problems as extreme poverty, funders and NGOs are innovating approaches to tackling bold impact goals. Internet Saathi, for example, has thus far trained more than 81,500 rural women to teach more than 28 million rural women how to use the Internet and thereby vault the digital gender divide. In almost any other country, that kind of progress would be staggering. But in India, much more work remains, as more than 200 million women have not even gained access to the Internet, let alone become digitally literate.[6]

Although philanthropic collaboratives are not a panacea, sector leaders who have supported solo as well as collective initiatives argue that partnerships between funders and other stakeholders hold considerable promise, if designed and implemented effectively. Given that many funders and NGOs in India aim to help improve many more lives, we set out to investigate the why, what, and how of philanthropic collaboratives in India.

Objectives and Value Proposition

Bridgespan has previously researched philanthropic collaboratives in the United States, as have many other keen observers such as the Center for Effective Philanthropy, Rockefeller Philanthropy Advisors, and The Foundation Center. In India, Bain & Company, Dasra, and EdelGive Foundation have published some work on collaboration.

However, there is still much to learn about the key characteristics of collaboratives in India, the rationale for funders and stakeholders to collaborate (or not), and the ways in which funders and stakeholders can come together and work jointly towards a shared social goal. This led us to conduct what we believe is the first, sector-wide landscape study of Indian philanthropic collaboratives. To bring the study to life, we interviewed over 50 individuals who are involved with collaboratives. We focused on three collaboratives in detail, which are profiled in this report. To elicit frontline insights on both the benefits and challenges of collaborating, we also surveyed 35 core partners, leaders, and stakeholders at 13 philanthropic collaboratives.[7] (For more on the study's and the survey's methodology, please refer to Appendix A.)

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7   We reached out to 15 philanthropic collaboratives in India through the survey. We received responses from 13 collaboratives.

Over the past few years, the number of philanthropic collaboratives in India has grown, although most are less than five years old. With more of these green shoots of collaboration emerging across the sprawling field of Indian philanthropy, we decided to dig a bit more deeply into a select group of collaboratives, to better understand the promise as well as the pitfalls when philanthropists and other actors partner with each other.

Our value proposition: By identifying potential obstacles as well as smart practices, we seek to help philanthropists learn from peers who have committed to collaboration, and have a real-world sense of what works and what does not.

This report is aimed primarily at Indian philanthropists and other actors who are collaborating and want to better understand the landscape in India and learn from their peers, as well as those who are leaning towards collaboration and want to understand how best to pursue it.[8] Although this report focuses entirely on India, we hope that international organizations and other external observers might also learn from the successes and struggles of the subcontinent's philanthropic collaboratives.

Our research is informed by three animating questions:

- Why should Indian philanthropists and other social sector actors collaborate?

- What are the conditions that give rise to impactful philanthropic collaboratives?

- How can a philanthropic collaborative's stakeholders surmount the inevitable obstacles and increase the odds of amplifying their impact?

Section B: Overview of Philanthropic Collaboratives in India

Defining "Philanthropic Collaborative"

Co-created by three or more independent actors—including at least one philanthropist or philanthropy—a philanthropic collaborative is an entity that pursues a shared vision and strategy for achieving social impact, using common resources and prearranged governance mechanisms. (For more on the features that comprise a philanthropic collaborative, please refer to Appendix C.) As shown in the graphic below, India's philanthropic collaboratives can include a variety of potential actors.[9]

Types of stakeholders involved in philanthropic collaboratives in India

Individual philanthropists

Philanthropic institutions (foreign, domestic)

CSR/corporate foundations

Philanthropic funders

Research organizations (think tanks, academic institutions, research institutes)

Government

Philanthropic Collaborative

International organizations (bilaterals, multilaterals)

Implementing organizations (NGOs, CBOs, operating foundations)

Intermediaries (consulting firms, service delivery organizations)

Source: The Bridgespan Group

We began this research effort by reviewing a long list of philanthropically funded entities, to determine whether each aligned with the definition of a "philanthropic collaborative." We excluded philanthropic collaboratives that did not originate or work in India, as well as entities that work collectively on an informal basis, government schemes or standalone nonprofits, and entities that raise CSR and other philanthropic funding. That said, our definition does not include every form of social sector collaboration.

We sought out diverse philanthropic collaboratives that are working across sectors (such as health, education, livelihoods, and climate change) and are at different stages in their evolution. We took special notice of those collaboratives that seem to be tracking well on their intended impact, despite the fact that many have only recently moved into their implementation phase.

The Logic for Collaborating

Stakeholders who are associated with philanthropic collaboratives acknowledge the importance of working with other stakeholders. According to our survey, over 70 percent of respondents "strongly agree" that collaboration enables them to make more progress against India's large, complex social challenges than they would have made if they had acted alone.

> **"** Co-created by three or more independent actors—including at least one philanthropist or philanthropy—a **philanthropic collaborative** is an entity that pursues a shared vision and strategy for achieving social impact, using common resources and prearranged governance mechanisms."

Philanthropic collaboratives can help tackle large, complex social problems

"Compared to what my organization could achieve by acting alone, I believe my collaborative has enabled us to **tackle large, complex social problems**."

29% Somewhat agree

71% Strongly agree
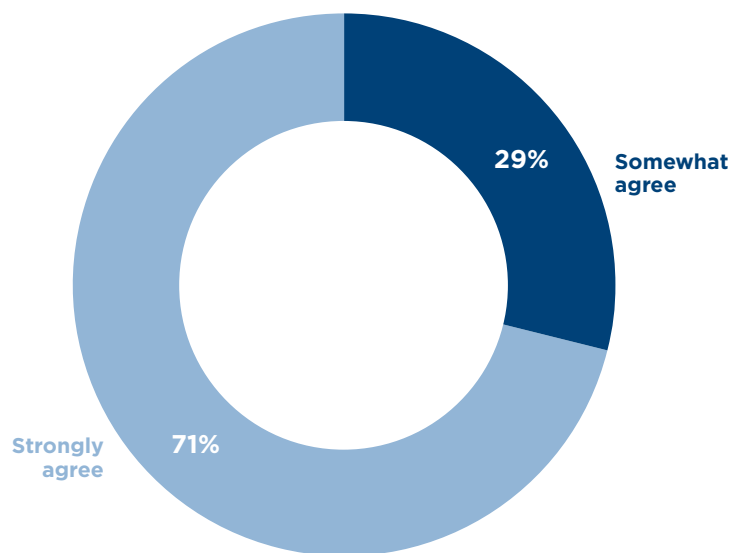
Note: There were no respondents who "neither agreed nor disagreed" or "disagreed" with the statement. Results are based on a Bridgespan survey, with responses from 35 individuals across 13 philanthropic collaboratives.
Source: The Bridgespan Group

Several leaders of India's philanthropic collaboratives told us that for a collaborative to succeed, partners must invest not only their capital, but also their experience, expertise, and networks, as well as that valuable nonrenewable resource, their time. For any single funder, that is a big ask. Hence, for each stakeholder who enlists in a collaborative, the benefits of working collectively must significantly exceed the resources they will have to expend. To varying degrees, a majority of respondents we interviewed and surveyed indicated that based on their experiences, the possibility of improving people's lives through collective action makes it worth investing the extra resources, as well as pushing through the inevitable setbacks.

Benefits of collaboration exceed investments in the philanthropic collaborative

"The benefits received by me/my organization from the philanthropic collaborative have exceeded the investments made by me/my organization in the collaborative."
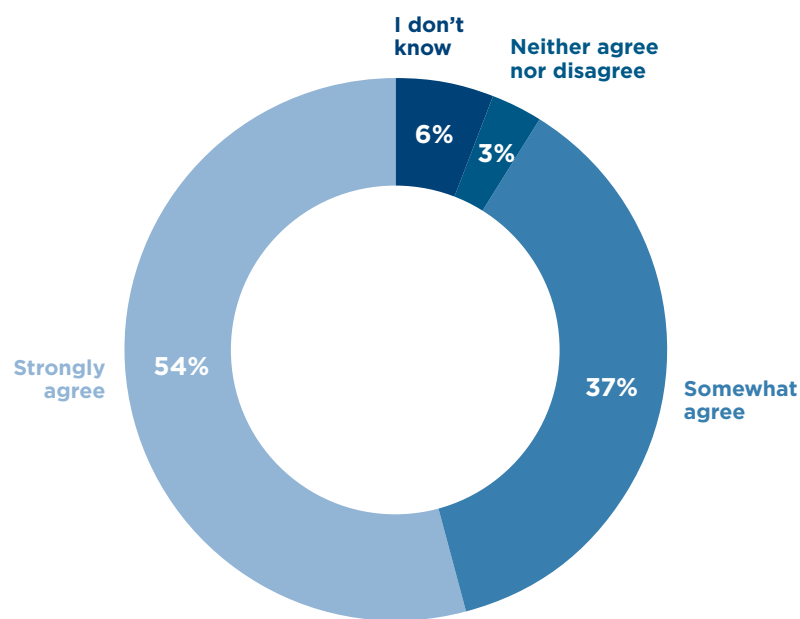
I don't know — 6%

Neither agree nor disagree — 3%

Strongly agree — 54%

Somewhat agree — 37%

Note: Results are based on a Bridgespan survey, with responses from 35 individuals across 13 philanthropic collaboratives.
Source: The Bridgespan Group

When we dove deeper into the survey data and interviews, we found that respondents tended to cite at least one of three reasons that pushed them to act collectively:

- Philanthropic collaboratives can help leverage the diverse skills and experiences of different partners
- Philanthropic collaboratives can expand the actors' circle of influence and impact
- Philanthropic collaboratives can help mitigate risk

Taken together, these three drivers comprise the overriding logic for uniting core stakeholders, who are working to solve thorny social challenges, with philanthropists who are compelled to provide transformative capital and expertise. It is worth briefly unpacking the logic for collaborating.

Philanthropic collaboratives can help leverage the diverse skills and experiences of different partners

A philanthropic collaborative taps into different but complementary skills and funding streams from a diverse array of actors. There is a two-sided payoff from activating the core partners' skills and experiences: collaboration helps make individual stakeholders more effective and it can significantly reduce operating costs.

- **Making stakeholders more effective.** Addressing complexity often requires stakeholders to think and act holistically. Consider the challenge of transforming 1,000 villages in Maharashtra, by enhancing access to drinking water, improving education outcomes, reducing infant and maternal mortality, and increasing agricultural income. Rising to that challenge requires multi-sectoral, integrated approaches and an advanced understanding of the local contexts that shape these problems. Typically, such a bold goal exceeds the capacity, resources, and influence of any single actor.

VSTF utilizes the experience and expertise of its partners to drive holistic development in rural Maharashtra[10]
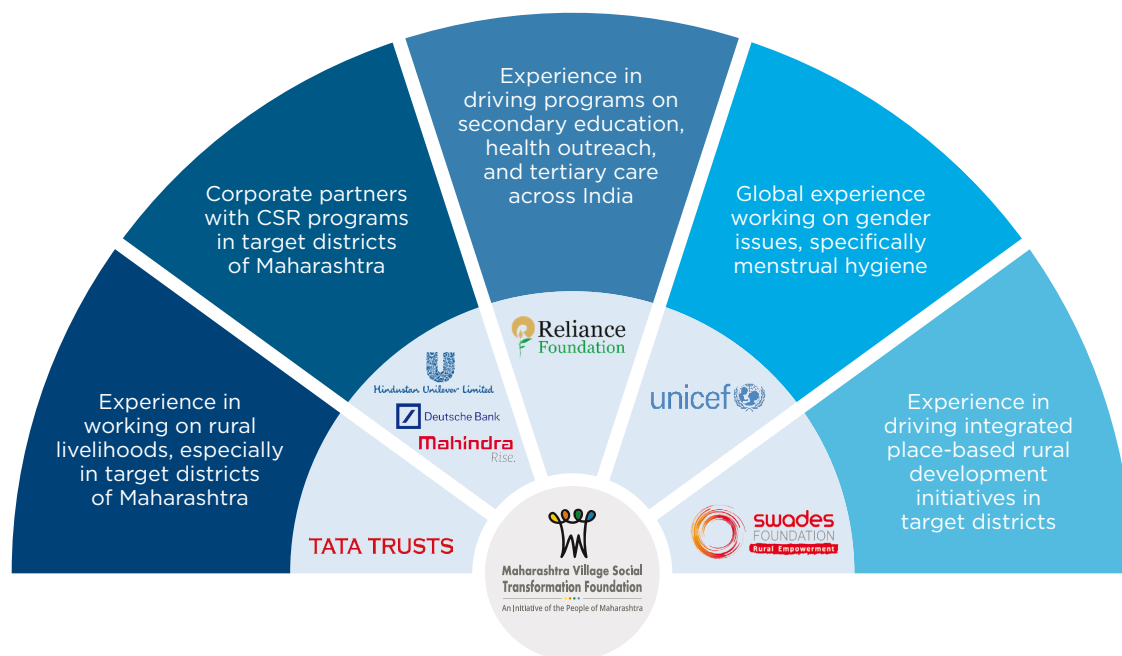
Source: The Bridgespan Group

However, a philanthropic collaborative can tap into diverse streams of knowledge and know-how from a variety of sources, which can enhance the ability of individual actors to drive towards large-scale results. Indeed, about 80 percent of the survey respondents say they "strongly agree" that being affiliated with a philanthropic collaborative enables them to access more knowledge and expertise than they ever could working alone. If the collaborative has a strong governance structure—one that clearly maps

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10   The organizations shown in the graphic are illustrative and not exhaustive of all partners. VSTF is also supported by Axis Bank Foundation, HT Parekh Foundation, JSW Foundation, Hans Foundation, Syngenta, A.T.E. Chandra Foundation, D-Mart, Wildlife Conservation Trust, Rare Enterprises, ENAM, Idea-Vodafone, and the Government of Maharashtra.

out the organization's strategic mandate, roles and responsibilities, and decision-making processes—it has a better chance of capitalizing on partners' resources and experiences.

- **Lowering the cost of operations.** When we look across the social sector, it is evident that go-it-alone funders and other actors do not share their learnings with each other and hence sometimes duplicate their operations. Funders build their own operational systems for, say, assessing the impact of their funding, a replication that can be avoided if their impact measurement tools and requirements are more synchronized.

  Some 94 percent of the survey respondents agree (37 percent of them "strongly agree") that being associated with a collaborative has helped them lower the cost of their operations, by sharing resources. Specifically, they gain efficiencies by combining their programmatic as well as organizational capabilities with other actors.

A philanthropic collaborative's members align their programmatic efforts around a common agenda, so they can learn from each other's missteps as well as advances. Individual actors can also access a collaborative's organizational resources—people, systems, and processes—which can help them avoid or at least reduce the expense of setting up those systems on their own.

> 66 There are so many things that the philanthropic sector is not doing efficiently. For example, multiple funders have different and multiple audits, different monitoring, evaluating, and learning systems and metrics for impact. There is a lot of wastage of resources, time, and energy. Hence, we realized that everyone needs to collaborate to have much larger impact than what they could do alone."
>
> NAGHMA MULLA, COO, EDELGIVE FOUNDATION

> 66 Standard operating practices [HR, finance, etc.] of corporates have helped VSTF build up non-programmatic capacities. Even for programs, funders have provided handholding and capacity building support to our fellows through their on-ground teams."
>
> PRITHA BANERJEE, FUNDRAISING AND PARTNERSHIPS MANAGER, VSTF

Philanthropic collaboratives can expand the actors' circle of influence and impact

It is a safe bet that the majority of funders and NGOs that are endeavoring to improve and in many cases save lives aspire to be resource magnets. That is, they want to attract more resources, and more attention, to the social issues they aspire to affect. Their logic: they amplify their impact if they expand their circle of influence, by enlisting funders, NGOs, the government, and other actors in their cause.

According to the survey respondents, philanthropic collaboratives can pull in significant quantities of capital (as well as other resources) and attention. Some 94 percent of respondents agree that being part of a collaborative helps them raise additional support for an issue and enhance its visibility.

- **Generating greater attention for an initiative.** When a collaborative's individual actors combine the sum of their knowledge, they dramatically compound their intellectual and strategic capital.

  An overwhelming number of survey respondents—91 percent—report that being in a philanthropic collaborative helps them attract more of the public's attention to their

issue than when they worked alone. When a range of stakeholders, including constituents, coalesce around a cause, this can have a compounding effect, by attracting even more supporters and potential partners.

- **Attracting more money for an initiative.** It is often noteworthy when a brand-name funder places a sizable philanthropic bet on making progress against a compelling social issue. However, when several funders combine resources to attack a social problem, their alliance is practically guaranteed to grab the rest of the field's attention. In this sense, when prominent and committed actors combine funding streams, they raise the collaborative's profile, which can help it attract additional capital from external sources. Some 66 percent of the survey respondents "strongly agree" that being associated with a philanthropic collaborative has enabled them to mobilize more money towards an issue than when they worked alone.

> 66 Coming together as a collaborative lent significant weight and credibility when approaching the government, and resulted in policy recommendations that were inclusive, comprehensive, and had buy-in from several stakeholders in the sector."
>
> **BAIN & COMPANY'S CASE STUDY ON THE NATIONAL FAECAL SLUDGE AND SEPTAGE MANAGEMENT ALLIANCE**

Philanthropic collaboratives can help mitigate risk

For many donors, investing in a truly novel idea seems inherently risky, since it is almost impossible to predict the initiative's timeline and potential impact. It is far safer to fund ideas that simply build on a grantee's current programs.

And yet, to make real progress against such ambitious goals as ending poverty in India, improving nutrition, and empowering women and girls, it behooves funders to also invest in a compelling array of new strategic options—high-potential alternatives to the status quo—in hopes that one or two might yield a solution that enhances millions of lives.

For any single funder, supporting a new but untested initiative, no matter its merit,

> 66 In a lot of things that we fund, there is an element of de-risking because we don't want to foot the whole bill… [and we want] to avoid risk from an investment/ return perspective."
>
> **SENIOR MANAGER, PLATFORM TO TACKLE AIR POLLUTION**

means putting financial as well as reputational capital at risk, since at least some new ideas will inevitably fall flat. In a philanthropic collaborative, funders co-invest and hold themselves collectively accountable for the results. That spreads the risk burden, making it easier for any one of the collaborative's funders to shoulder. Perhaps that explains why 91 percent of the survey's respondents say that being in a philanthropic collaborative helps them mitigate risk.

The Goals of Philanthropic Collaboratives in India

Our research revealed that when philanthropic collaboratives map out the future that they want to live into, typically they organize their mission around at least one of three goals. First, there are those collaboratives that seek to scale solutions. Second, some seek to build or strengthen an entire field, such as public health or climate change, to amplify the

efforts of direct-action NGOs, governments, and other actors. Lastly, there is a group of collaboratives that is building the case for unproven but promising innovations.

It is worth noting that these goals are not mutually exclusive. Quite often, a philanthropic collaborative will work towards one overarching goal, while perhaps also devoting a lesser portion of its resources towards secondary pursuits and functions. Over time, as priorities shift or its theory of change evolves, a collaborative might also reorient around a different goal that makes for a more seamless strategic fit.[11]

Goals of philanthropic collaboratives

Scale solutions	The Collaborators for Transforming Education Tribal Health Collaborative (Expected to launch in 2020) ASMAN — ALLIANCE FOR SAVING MOTHERS AND NEWBORNS	THE EDUCATION ALLIANCE — enabling partnerships for quality education TRI TRANSFORM RURAL INDIA	Partnership for Nutrition Results in India Maharashtra Village Social Transformation Foundation — An Initiative of the People of Maharashtra
Build or strengthen a field	INDIA SANITATION COALITION — BUILD • USE • MAINTAIN • TREAT INDEPENDENT AND PUBLIC-SPIRITED MEDIA FOUNDATION Platform to Tackle Air Pollution (Name anonymized for this report)	India Climate Collaborative COALITION Food & Nutrition SECURITY	NFSSM Alliance 10to19 DASRA ADOLESCENTS COLLABORATIVE
Build a case for promising innovations	CDFI — Centre for Digital Financial Inclusion	Bhavishya Alliance — partners for child nutrition	

Source: The Bridgespan Group

Across our interviews with the core partners and leaders of philanthropic collaboratives, one of their most consistent refrains was that in the initial start-up stage, it is imperative that they define the impact they seek to achieve and align around that objective. Almost all of them end up navigating toward one (or two) of the three principal goals we have outlined above, each of which involves a different set of activities and seeks to deliver a unique value proposition.

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11 We also looked for philanthropic collaboratives whose primary focus is to build or support public movements around a pressing social need, but did not find any at this time.

In addition to describing the three goals below, we also identify the value proposition and include one collaborative as an example for each goal (although our interviews and survey results underline that the learnings and experiences of the example philanthropic collaborative also apply to other collaboratives pursuing the same goal).

Scale solutions

Probably all Indian funders working in the field of education know that despite their best efforts, approximately 50 percent[12] of children enrolled in grade five cannot read a grade two textbook. Indian funders working in other fields of social endeavor—not just education but also sanitation, nutrition, climate change, and more—are also up against challenges that are orders of magnitude larger, and more complex, than those of most other countries.

To achieve even a degree of needle-moving impact, India's philanthropic collaboratives must think in terms of benefiting at least hundreds of thousands—but preferably millions—of people in need. To drive population-level change, these collaboratives work with the affected populations directly or support grantees that are already immersed in those communities. That means managing the twin challenge of scaling a high-impact effort while being grounded in the needs of the constituents and communities they seek to serve.

> **❝**We wanted to work at scale and this would require us to [engage] at a grassroots-level with teachers, headmasters, etc. We realized there was no other way to do this apart from setting up a collaborative."
>
> **VIDYA SHAH, CEO, EDELGIVE FOUNDATION**

Value proposition

India has pioneered multiple pathways for scaling solutions—particularly through government, but also through markets, communities, and citizen-led movements. Philanthropic collaboratives that scale solutions know that it can often help to establish mutually enhancing partnerships with government. For example, philanthropic collaboratives help fill the gaps in the government's knowledge, technical expertise, and risk-taking ability. At the same time, government can help extend a collaborative's reach, amplify its influence, and provide access to public systems, such as education and healthcare systems.

If the government is a key partner, it will likely have a big influence on the pace at which the philanthropic collaborative delivers results—which does not always mean that the government bureaucracy will slow down the collaborative. In fact, two of this study's collaboratives credit their state-government partners with helping them secure quick buy-in from other levels of government, such as at the district or community level. Observes Mr. Ramnath Subramaniam, CEO at Village Social Transformation Foundation: "Only an institution like the government can provide access to remote villages, as well as districts and states, to implement a standardized program at scale."

When a philanthropic collaborative has strong political buy-in and support, and works effectively with government and other stakeholders, the results can be promising, as outlined in the following example.

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12   ASER, 2018, https://www.hindustantimes.com/education/50-class-5-students-can-t-read-class-2-text-report/story-doRPvE9NMaFqklvP5oWiwN.html.

Example: The Collaborators

In 2016, faced with the challenge of improving the language and math skills of every child in the state of Maharashtra, EdelGive Foundation helped form the Collaborators for Transforming Education (the Collaborators), an aptly named philanthropic collaborative that brings together seven donors, NGOs, and the government of Maharashtra.

The Collaborators has partnered with two NGOs—Kaivalya Education Foundation and Gyan Prakash Foundation—to engage 1,044 government functionaries and train headmasters and head teachers on how to coach teachers and analyze data on students' performance. These headmasters and head teachers, in turn, have worked with more than 45,000 teachers, to elevate their classroom performance and teaching methods.

Since the Collaborators came together, students' overall learning outcomes have increased by 14 percent in the four special-focus districts in which the collaborative works. Once its model is established at the district level, the collaborative will focus on the state as a whole. Learnings from the districts will be used to design and implement the State Transformation Program and also inform state education policies.

Build or strengthen a field

Philanthropic collaboratives that seek to strengthen a field[13] embrace the logic that they can achieve more by helping multiple actors, such as government, funders, and NGOs, advance toward a shared, ecosystem-spanning goal. Instead of scaling one or two effective programs, these collaboratives endeavor to scale the impact of an entire field, such as the field of primary education or nutrition. They do this by working at the intersection of supply, demand, and the enabling environment of related policies and regulations.

Consider the field of sexual and reproductive health (SRH), where field-building philanthropic collaboratives aim to ensure that families and communities know about SRH issues and have access to quality care. Thus, on the demand side, collaboratives promote the field by raising public awareness, funding demonstration projects, and building a consumer base.

On the supply side, philanthropic collaboratives help the field deliver quality SRH services, by identifying and filling the voids in the field's skillsets. As a result, their activities often blur traditional funders' boundaries. They are a wellspring of philanthropic capital for direct-service actors, and also help improve SRH service delivery and information systems, inform policy—whatever it takes to build quality SRH programs and advance healthy behaviors across large populations.

Finally, on the enabling environment, philanthropic collaboratives inform improvements to SRH policies and regulations. This helps ensure that the collaboratives' impacts go beyond the specific geographies they are working in, by influencing positive social change at a sector level.

Value proposition

Philanthropic collaboratives help elevate the fields they serve by providing critical resources that front-line NGOs, funders, governments, and other actors sometimes lack, such as

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13   To learn more on how field-building intermediaries amplify the efforts of social-change actors, see: Taz Hussein, Matt Plummer, and Bill Breen, "How Field Catalysts Galvanize Social Change," *Stanford Social Innovation Review*, Winter 2018.

technical expertise for improving sanitation systems or informing policy. They might also help align stakeholders around a common taxonomy or a standard set of practices. They could also develop a knowledge base and share it across the field, so that stakeholders are better positioned to accomplish more.

Not least, field-building philanthropic collaboratives add value by mobilizing funding for the field: they aggregate capital from their constituent members, which just might inspire external funders to also contribute. However, their greatest value resides in their capacity to take a wide-angle view of the entire field, not just one slice of it, and fill the gaps as the field evolves and new needs emerge. This puts them in a position to inform and influence enabling policies to support greater impact across the field.

Example: India Climate Collaborative

According to a 2018 report by HSBC Global Research, out of 67 developed, emerging, and frontier-market countries, no other country is more vulnerable than India to climate change.[14] Unfortunately, a unified response to this existential threat has been slowed by cavernous gaps in the field's capabilities, such as insufficient awareness across India's social sector of climate change's downstream impact on people's livelihoods and education, health and nutrition; a dearth of technical expertise necessary to craft holistic policies; and the lack of a common taxonomy that would help philanthropies, NGOs, and government align on actions.

> **❝**We have a chance to clean up the air, steward our water supply, as well as bring the clean jobs of the future to India if we act together and invest in the policies, people, and organizations that promote the climate-friendly changes we all need to make."
>
> **SHLOKA NATH, EXECUTIVE DIRECTOR, INDIA CLIMATE COLLABORATIVE**

The India Climate Collaborative (ICC) views those gaps as an opportunity to help Indian philanthropists' coordinate a united response. To this end, in 2018, the ICC identified two objectives to strengthen the field and address the climate challenge.

On the demand side, the philanthropic collaborative aims to promote the field by connecting and strengthening the Indian climate community. Specifically, the ICC seeks to stimulate more widespread, informed discourse around climate action in India. On the supply side, the ICC will buttress the field by helping organizations access technical expertise, so as to build the field's capacity to respond more effectively to the climate change threat.

Build a case for promising innovations

In the for-profit world, innovation—a novel approach that departs from the status quo—often emerges from a cold calculus: generate lots of ideas, cull a dozen or so that merit experimentation, weed out the weakest and invest in the most promising, in hopes that one or two will yield a windfall.

Some philanthropic collaboratives pursue a variation on the arithmetic of innovation. They might not generate scores of ideas, but they do surface some. These collaboratives then

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14   Ashim Paun, Lucy Acton and Wai-Shin Chan, "Fragile Planet: Scoring climate risks around the world," HSBC Global Research, March 2018.

deploy their risk-tolerant capital to test those ideas that seem to have the most potential. If the innovation is truly effective, the collaborative will not necessarily scale it. Instead, the collaborative will refine the concept, build the case for its potential impact, and encourage other funders to grow it and other implementing organizations to replicate it.

Value proposition

For resource-constrained NGOs and other frontline actors, asking funders to invest in promising but unproven ideas can be a little daunting. It is far safer for NGOs to solicit funding for legacy programs that work and for funders to reinvest in them. But too often, the result is that new initiatives go begging. By over-investing in today's solutions at the expense of tomorrow's possibilities, funders risk forfeiting the chance to truly impact the future. The result: philanthropy is not used as risk capital.

Individual actors know that running pilot programs to test, refine, and implement a market- or technology-based innovation requires two things that are often in short supply: patience and a tolerance for risking failure. Some philanthropic collaboratives provide an antidote to those concerns. Seeking to build a case for promising innovations, they spread the risk across multiple funders, reducing any single actor's exposure. By testing and refining a high-potential innovation, a collaborative also captures data and insights that benefit other stakeholders, which further clears the way for them to scale the innovation.

Example: Bhavishya Alliance[15]

During the six years of its existence—from 2006 to 2012—the Bhavishya Alliance was a multi-stakeholder alliance consisting of funders, key government agencies, international organizations, and leading business and civil society organizations working to reduce the scourge of undernutrition among children in Maharashtra.

Over the course of its lifetime, the Alliance rolled out 11 innovative pilot projects, including initiatives to address the root causes of undernutrition. For example, the Alliance, in partnership with Tata Consultancy Services (corporate partner), VACHAN (NGO partner), and the government, implemented the computer-aided project for adult literacy, health and nutrition awareness (CAALP). The program enlisted women from 30 communities with the highest rates of female illiteracy in Maharashtra's Nashik district. Through CAALP, 63 percent of those women achieved functional literacy and 23 percent successfully completed the health and nutrition training over a one-year period.

> **❝** There are many critical reasons why child malnutrition persists in society—for example, a lack of collaboration between diverse agencies and a lack of [capacity] for innovation. Bhavishya Alliance was set up to tackle these."
>
> **"THE BIRTH OF THE BHAVISHYA ALLIANCE: LEARNINGS & INSIGHTS"**

In April 2012, the Alliance's governing council determined that the collaborative had demonstrated that by co-creating solutions, there was a higher likelihood of making progress against child undernutrition in India. Consequently, the Alliance was dissolved. At the end of its lifetime, four pilots had been taken up by other stakeholders for scaling or replication.

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15   The Bhavishya Alliance, "Legacy and Learning from an Indian Multi-sector Partnership to Reduce Child Undernutrition," 2012, https://syngs.info/files/bhavishya-alliance-legacy-and-learning.pdf.

The Roles of Philanthropic Collaboratives in India

Our interviews and survey revealed that to pursue their goals, India's philanthropic collaboratives adopt at least one of six different roles, as outlined in the graphic below.

Typical roles to pursue the goals of philanthropic collaboratives

Inform public policy

Create widespread support for a cause, by influencing stakeholders who shape and formulate policy. These efforts can include developing an evidence base, producing policy briefs and proposals, or mobilizing stakeholders.

Develop and disseminate knowledge

Deliver insights and information that fuel stakeholders' efforts and impact. Activities can include developing, collating, publishing, and disseminating research, as well as convening conferences and workshops.

Mobilize or channel funding

Combine funding streams to provide unrestricted or program-specific capital to grantees tackling a social issue that aligns with the collaborative's mission.

Conduct research and development

Support research to create or assess products, programs, services, or solutions for a particular cause.

Facilitate implementation

Provide actors that are pursuing social change with vital, nonfinancial support, such as technical assistance, program management, or coordination support across implementers.

Implement programs

Harness the collaborative's own resources to deploy direct, on-the-ground programs to help create social change.

Source: The Bridgespan Group

These roles are not necessarily exclusive. Just as a collaborative might pursue more than one goal, it will often take on more than one role. This is especially true of field-building collaboratives. The ICC, for example, aims to disseminate knowledge and also mobilize funding. That said, many philanthropic collaboratives begin by adopting a primary role. As the collaborative evolves and new needs emerge, it might then take on additional, secondary roles as it works toward its overarching goal.

A number of philanthropic collaboratives in India are focusing on downstream activities such as facilitating implementation or implementing programs. For collaboratives that choose to take on these roles, working with constituents, especially marginalized communities such as tribal populations, gains greater importance. To increase the odds that it will succeed, the collaborative seeks to ensure that the solutions it facilitates or implements align with the community's culture and needs. Hence, when working with marginalized communities, it is important to budget sufficient time to build trust-based relationships and see to it that no program is designed without the full participation of the people affected by the program. As Anish Kumar, co-lead of Transform Rural India observes, it helps to recall this maxim: "Nothing about us without us!"

Section C: Learnings from Philanthropic Collaboratives in India

Our conversations with Indian philanthropic collaboratives reveal that collaboration breeds complexity. This is especially true of the distinct, prevalent philanthropic collaborative model in India—multi-stakeholder collaboratives—which must align not just funders, but also NGOs, the government, technical experts, and other actors as they work to define their strategy and roll out programs.

Complexity can give rise to a tangle of challenges. Are the philanthropic collaborative's founding partners truly aligned around a shared mission and the impact they want to create, or do they simply think they are? Can a collective of diverse leaders summon the willpower to escape short-termism's gravitational pull and sustain the initiative over the long term? How will they manage the maze of funding streams flowing from many sources? How will the governance system work, so all partners have shared ownership and accountability? And who gets to decide on strategy?

As with most organizational life forms, as the philanthropic collaborative evolves, different challenges arise. Most collaboratives progress through two primary life stages: first they come together, then they work together. Just as the problems often vary in accordance with the philanthropic collaborative's life stage, so do the solutions. Before we dig into the latter, we will first unpack the two primary life stages and the corresponding challenges.

Philanthropic Collaborative Life Stages: Challenges and Promising Practices

In the *coming together* life stage, the philanthropic collaborative's core partners and leadership establish the rationale for collaborating as opposed to continuing to work independently. They think through the thorny problem that needs solving—the kind of field-spanning issue that is difficult to resource and solve alone. The collaborative's partners also outline the vision and build out the core concept. Through this iterative process, the design of the collaborative emerges. As it does, the core partners might help refine or sharpen the collaborative's mission and strategy. They also begin to set up governance mechanisms for guiding decision-making, an organizational structure, and a results framework for measuring impact.

In the *working together* life stage, the philanthropic collaborative's leadership and core partners execute on their vision, put their strategy to work, and track their progress. The leadership might also make mid-flight corrections as the collaborative encounters obstacles. If they identify emerging opportunities to accomplish more, they reset strategy. Sometimes, successes or setbacks might mean that the organization requires a restructure. And it is not unusual for the core partners to engage in additional rounds of fundraising. For any of these activities, a philanthropic collaborative needs to drive consensus across all of its partners, which often requires considerably more time and effort.

Key challenges faced by philanthropic collaboratives in India

Coming together	Working together	Reinventing and/or exiting
⭐ Lack of trust, **leading to excessive control** from core partners	⭐ **Siloed approach** by partners, and difficulty in **balancing partners' organizational priorities with the collaborative's agenda**	⭐ **Inability to adapt** to disruption due to transition from the collaborative model
46% "Philanthropists don't trust other people or civil society actors to deliver anything of importance."	**54%** "We haven't been able to convince donors to move out of silos, this is our biggest challenge. Most funders have preset agendas and priorities."	"Disruption can be in multiple forms, e.g., need to form a new board or need to manage perception of stakeholders in one's ecosystem so that the right message is conveyed."
Difficulty in **obtaining long-term funding**	Difficulty in **getting access to unrestricted funding**	⭐ Inability to **find suitable anchor funders** for the collaborative
77% "Finding funders which can contribute in the long haul and not just provide short-term, project-tied funding is tough."	**51%** "A collaborative needs to be able to function autonomously and independently and for that you need sustained and unrestricted funding."	"The funding challenge was insurmountable... collaborative was dissolved.....approach to work independently was taken by patron funder."
⭐ **Lack of clarity on roles** and responsibilities of partners	Difficulty in **demonstrating and quantifying impact**	
49% "Role clarity must exist...my major lesson was that we need to understand that we might be convening this but not driving it."	**40%** "What do outcomes and outputs look like... and what does it mean for us as an intermediary is a challenge...our value add can be intangible."	⭕ % is the share of survey respondents who "agree" they faced the challenge in their collaborative ⭐ Challenges unique to collaboratives vis-à-vis stand-alone NGOs

Note: Results are based on a Bridgespan survey, with responses from 35 individuals across 13 philanthropic collaboratives.

Source: Expert interviews, Bridgespan survey on "Philanthropic Collaboratives in India."

The collaborative might live into this working together stage for many years. In the United States, the Donors' Education Collaborative, an alliance of philanthropic foundations that combine their financial resources and expertise to help improve New York City's public school system, is deep into its third decade.

However, while all philanthropic collaboratives are built to win, not all are built to last. Some might progress to a *reinventing and/or exiting* stage, where the partners pivot from working together to pursuing separate goals through different organizational forms, such as an independent NGO. Other collaboratives might pass into a brief but final exit stage, where the partners, having achieved their initial goals, declare victory and go their separate ways. And of course, despite their will to win, some philanthropic collaboratives run into a wall; the partners decide that their model is unworkable and it is best to dissolve the entity. (For more on the evolutions of philanthropic collaboratives see Appendix D: Stages of Evolution.)

The core partners, leadership, and stakeholders of collaboratives tell us that each of the three life stages come with a distinct set of challenges, as outlined in the graphic above. At the same time, these challenges are not static. A philanthropic collaborative that struggles with winning long-term funding during the coming together phase might run up against the same obstacle in the working together stage. Similarly, collaboratives in the working together stage might have to contend with a deficit of trust, as they sign on new partners or the founding partners take the collaborative into unfamiliar territory. However, according to those who are working in them, the problems below typically arise—and are most acute—during their respective life stages.

There is no single blueprint for how philanthropic collaboratives might push through these obstacles. Regardless of whether they are launching a collaborative, are in full execution mode, or are formulating an exit strategy, all core partners and stakeholders must determine their own way forward, depending on their circumstances. However, the real-world learning experiences of partners and leadership at two Indian philanthropic collaboratives, 10to19: Dasra Adolescents Collaborative and the Collaborators for Transforming Education, and one former collaborative, The Education Alliance, have enabled us to set some navigation points, which might help others map their own journeys. The promising practices captured here are a synthesis of the most critical or commonly cited promising practices being followed by all the philanthropic collaboratives that we spoke to as part of our research.

Coming Together: 10to19—Dasra Adolescents Collaborative[16]

OVERVIEW: 10to19 is a platform that unites funders, technical experts, the government, and social organizations to reach 5 million adolescents and move the needle on outcomes key to adolescent empowerment—completion of secondary education, delaying age at marriage, increasing agency, delaying age at first pregnancy.

PRIMARY GOAL: Build or strengthen the field

PRIMARY ROLE(S): Mobilize or channel funding; facilitate implementation

PRIMARY FOCUS: Equipping adolescents to successfully transit into adulthood

YEAR OF SET-UP: 2017

SEPARATE LEGAL ENTITY: No. Hosted by Dasra

ANNUAL BUDGET: INR 11 Cr (US$1.6M)

NUMBER OF EMPLOYEES: 30

CORE PARTNERS: Bank of America, Children's Investment Fund Foundation, David & Lucile Packard Foundation, Kiawah Trust, Tata Trusts, USAID, Dasra Giving Circle members, CSR organizations, family foundations, state and central government

OPERATING PARTNERS: Aangan Trust, Child in Need Institute, Quest Alliance, Center for Catalyzing Change, 10to19 Community of Practice

GEOGRAPHY OF OPERATIONS: Jharkhand, Assam, Chhattisgarh, Rajasthan

KEY RESULTS TO DATE

- 160,000 adolescents reached across four states through 10to19's programs
- Approx. INR 550 Cr (US$77M) funding leveraged and directed to the sector since 2013
- Four government departments across central and state governments engaged;
- 180+ organizations are part of the National Community of Practice.
- 24 adolescent-focused knowledge products published, to influence giving to the sector and codify learnings and best practices

In 2013, Dasra launched Dasra Girl Alliance, with the aim of empowering adolescent girls and improving the health of mothers and children. Over the next four years, the initiative unlocked US$28 million (INR 197 Cr) to support the cause, helped increase the capacity of 200 social impact organizations to accomplish more, and ultimately reached more than 3.5 million adolescent girls, women, and children. However, having attained those milestones, Dasra concluded it was not enough. Not when India has the world's largest population of adolescents (253 million), and girls in particular face multiple, interconnected challenges.

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16   With its operations beginning in late 2018, 10to19: Dasra Adolescents Collaborative is well into its working together life stage, so it is in a good position to reflect back on its coming together life stage.

"If you address only education for girls without addressing female health, those very health issues will lead to low learning outcomes," says Shailja Mehta, lead at Dasra's 10to19 collaborative. "This age group in particular needs holistic attention, which was not being addressed in a focused manner."

Dasra had worked with three core funders—USAID, Kiawah Trust, and Piramal Foundation—on Girl Alliance. Building on that experience, in 2017, Dasra launched 10to19. The philanthropic collaborative consists of 20 funders (including foundations, corporates, and Dasra Giving Circle members), as well as NGOs, government, and other stakeholders working to improve the health and education of all of India's adolescents, while also ensuring gender equality among the country's women and girls.

With on-the-ground operations beginning in late 2018, the 10to19 collaborative is well into its working together life stage. Thus, the collaborative's leaders have already pressure-tested some practices for overcoming the fundamental challenges that arise during the coming together phase.

First challenge: Lack of trust, leading some partners to exert excessive control

In any organization, trust emerges when teams collectively make real progress towards identifiable goals. As teams prove they can deliver together, trust grows. However, with philanthropic collaboratives, most of the core partners have not had the opportunity to work together prior to the coming together life stage. More than likely, they are aligned on values and they might even know each other well. But at the outset, they need to build a sense of trust and shared engagement around the collaborative's vision and theory of change, which is not always easy.
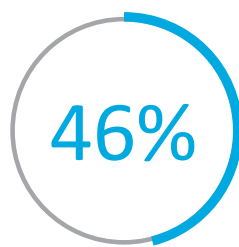
46% of survey respondents agreed that as missteps lead to an erosion of trust, individual partners exerting undue control over strategy, governance, and other factors can make or break a philanthropic collaborative

It takes a big leap of faith for partners to not only invest sustainably and strategically in a complex, ambitious social change effort, but to also share decision-making and take on the other demands of collaborating. Further, in a multi-stakeholder collaborative, core and operating partners, as well as funding and implementing partners, need to balance trust-building within the inherent power dynamic that exists between them.

Moreover, the core partners often bring to the philanthropic collaborative their own sense of what they want to accomplish together. It takes skillful navigation and give-and-take negotiation for partners to find common ground across their value propositions. Thus, it is not unusual for partners to put forward different approaches for advancing the collaborative's mission, which can lead to a misalignment around strategy. Forty-six percent of the survey respondents agreed that as missteps led to an erosion in trust, individual partners began to exert undue control over strategy, governance, and other factors that can make or break a philanthropic collaborative. However, an equal percentage of respondents disagreed that a lack of trust was an issue in their collaboratives.

Promising practices: Dasra's 10to19 Collaborative broke its ambitious impact goals into short-term milestones and aligned on what it would deliver at each stage. As a result, the collaborative was in a better position to *score some quick wins*, such as onboarding certain types of partners, launching pilots, or conducting convenings. This signaled to the core partners that the collaborative was holding itself accountable and was making documented progress against its early stage goals, which helped build and sustain trust.

As the neutral organization that runs the collaborative's day-to-day operations, Dasra was in a good position to mediate differences between partners when needed and spotlight where their interests intersected; this required *constant communication* and skillful negotiation. In preparation for the working together stage, the philanthropic collaborative also built an outcomes dashboard, which would track progress against long-term as well as intermediate goals, such as the progress it would make towards eliminating child marriage.

To drive buy-in and align partners during its start up, Dasra also ensured there was a *consistent and predictable cadence* around its communications, such as fundraising updates, as well as regular opportunities for the core partners to come together and orient new partners, build consensus around the collaborative's measurements framework, and agree on its launch plan. One byproduct from these efforts: a greater likelihood that partners would remain engaged.

Second challenge: Trouble obtaining long-term funding

Philanthropic collaboratives that are bringing multiple stakeholders together require longer runways to test and refine their theory-of-change model. Unfortunately, 77 percent of the survey respondents say that when they try to acquire funding that spans several years rather than one or two years, they bump into significant headwinds.

77% of survey respondents say that when they try to acquire funding that spans several years rather than one or two, they bump into significant headwinds

YEAR 1   YEAR 2   YEAR 3
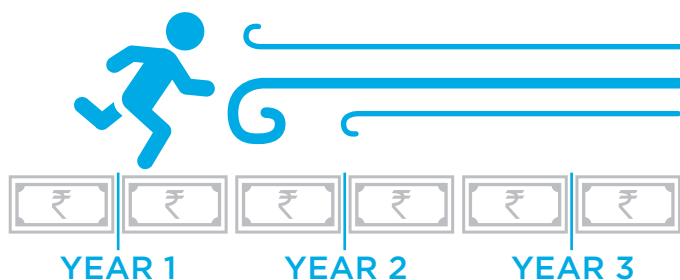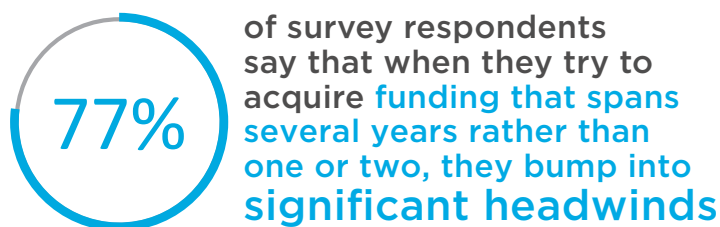
The collaborative concept is still new in India, and funders are not often inclined to invest in the unfamiliar. The appetite for risk varies widely among funders; not many are willing to make long-term bets on solving multi-dimensional, socioeconomic problems. Moreover, several Indian funders, especially CSR organizations, prefer short-term grants of six months to two years, so they have an out option if the initiative struggles. Even when funders are core partners in a philanthropic collaborative, they sometimes struggle to break free from a short-term mindset.

Promising practices: Credibility, the byproduct of success, can help calm funders' apprehensions over taking that first step and investing in the collaborative approach. As a field builder, Dasra had previously worked with multiple funders and NGOs through Girl Alliance, and it had also helped NGOs such as Educate Girls, Magic Bus, and SNEHA advance their impact. Thus, Dasra's work on Girl Alliance *established its credibility* in the sector, which gave funders the confidence to support 10to19.

"This was an evolution of what we were already doing, rather than a completely new capability," says Shailja Mehta. "That gave us much better alignment [with funders and other stakeholders]. It was one of the most important things that helped us accelerate."

To ensure that donors would support 10to19 over a longer time horizon, Dasra made a *three-year funding requirement* a nonnegotiable precondition for joining the philanthropic collaborative.[17] Dasra was also explicit about how it would report progress and the impact it would seek to achieve. For its part, Dasra sought to *mitigate funding risk*, by adding riders to their memorandums of understanding, stipulating that renewal would be based on whether the collaborative delivers on specific outcomes. It also mapped out a clear vision and strategy for 10to19, which smoothed the way for funders to buy into the initiative.

Third challenge: Lack of clarity around the partners' roles and responsibilities

In every coming together phase, the collaborative's founding partners attempt to imagine the future they will live into, which is largely unknown and likely unstable. Clarity can turn people's anxiety over the unknown into confidence—clarity around the roles, responsibilities, and value proposition of each partner. However, because a philanthropic collaborative's founding partners almost always have overlapping competencies and agendas, the lines that demarcate who does what can quickly blur.

48% of survey respondents believe that one of their philanthropic collaborative's fundamental challenges is
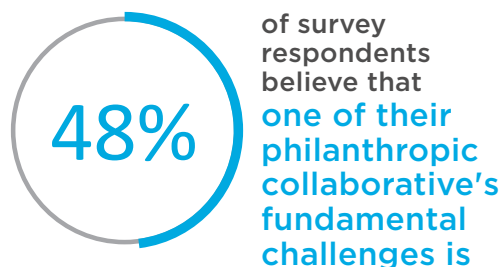
A DEARTH OF CLARITY

A near majority of survey respondents— 48 percent—believe that one of their collaborative's fundamental challenges is a dearth of clarity around partners' roles. Obfuscation around partner roles and responsibilities can often lead to friction, as partners vie over who has decision-making authority over such critical issues as strategy and programs.

Promising practices: Early on, Dasra's 10to19 struggled to ensure there was clarity around roles and responsibilities. "It has been a learning process for us," Shailja Mehta concedes. One lesson that emerged from those reflections is that there needs to be *regular, frequent discussions*, where Dasra solicits partners' feedback, such as when they had to map out the governance structure, which is somewhat fluid and still a work in progress. Within the funding partner group, which includes 20 people, there is a smaller section of anchor and strategic funding partners who deliberate with Dasra on the collaborative's progress and future plans. As for the operating partners, each has a clearly defined role that aligns with their individual theory of change.

"Coordination and facilitation to ensure there is a feedback loop is critical in collaboratives," says Neera Nundy, Dasra's co-founder and managing partner. "It helps to ensure that everyone is able to plug in their specific strengths."

Dasra has also learned that *those who are closest to the problem are in the best position to fix it*. Of course, some problems are so severe, they require collective discussion and decision-making before action is taken. That said, all philanthropic collaboratives encounter low-grade problems that do not have to make it to "high alert." When an issue

arises, Dasra or an operating partner (whoever is closest) will make the decision and ask for feedback, rather than wait for consensus around who decides. This helps ensure that simmering problems do not boil over before action is taken. However, more often than not, this approach is only fruitful when the collaborative has already built a high-trust culture.

Clarity flourishes when there is transparency, an essential ingredient of all philanthropic collaboratives. However, operating partners are typically reluctant to open source their best practices and IP, their most valuable commodities. 10to19 tries to counteract this impulse by ensuring that it consistently engages partners and encourages them to share learnings with each other.

All NGO partners meet quarterly and all partners—core as well as operating—meet annually. At the quarterly meetings, NGO partners share best practices and surface approaches that are working on the ground, so people learn collectively. The annual gatherings allow the whole partner group to discuss emerging opportunities and trends, which allows operating partners to dig into what is working and what is not.

Coming Together Life Stage: Challenges and promising practices

Challenges	Promising Practices
Lack of trust, leading some partners to exert excessive control	Develop the philanthropic collaborative's governance, its decision-making framework, and milestones for achieving impact, and align partners around these three efforts
	Ensure there is a constant and predictable cadence of communications, to reinforce alignment
Trouble obtaining long-term funding	Ensure there is a strong value proposition, with a credible theory of change, a strong leadership track record, and sound governance mechanisms, all of which are aligned around the funders' impact goals
	Make long-term (at least three years), core funding a requirement for anchor funders, and provide risk mitigating riders
	Ensure FCRA and related compliance to mobilize foreign funding. (For example, for the first few years after launching the philanthropic collaborative, host it in a FCRA-approved entity)
Lack of clarity around the partners' roles and responsibilities	Utilize the partners' strengths and reinforce their roles on a regular basis. If needed, formalize the nature of the engagement through a written charter or agreements
	Form sub-committees or smaller groups of partners who are closest to each area of work, so they are in a better position to meet challenges and overcome roadblocks
	Ensure transparency amongst the partners when communicating key roles in the governance structure, important organization decisions, and expected outcomes
	If mid-course corrections are required, remain open minded when considering strategic changes in partners' roles and responsibilities

Note: The promising practices captured here are a synthesis of the most critical or commonly cited promising practices being followed by all the philanthropic collaboratives that we spoke to as part of our research.

Source: The Bridgespan Group

For all of the challenges that philanthropic collaboratives encounter, Shailja Mehta believes the benefits far outweigh the upfront costs in time and effort. "There's no choice here. If you want to move the needle on these issues, collaboration is the only way to go."

Working Together: The Collaborators for Transforming Education

The Collaborators for Transforming Education

OVERVIEW: The Collaborators for Transforming Education (the Collaborators) is an initiative led by EdelGive Foundation, which brings together a consortium of key funders and NGO partners to work with the Government of Maharashtra and local communities, to improve the state's public school system.

PRIMARY GOAL: Scale solutions

PRIMARY ROLE(S): Facilitate implementation

PRIMARY FOCUS: Primary education

YEAR OF SET-UP: 2016

SEPARATE LEGAL ENTITY: No. Hosted by EdelGive Foundation

ANNUAL BUDGET: INR 13.2 Cr (US$1.32M)

NUMBER OF EMPLOYEES: 199[18]

CORE PARTNERS: Government of Maharashtra, EdelGive Foundation, Tata Trusts, HT Parekh Foundation, Credit Suisse, Dalyan Foundation, SDMC Trust, Great Eastern CSR Foundation

OPERATING PARTNERS: Kaivalya Education Foundation, Gyan Prakash Foundation

GEOGRAPHY OF OPERATIONS: Maharashtra

KEY RESULTS TO DATE

- Since inception, the Collaborators is working in/with:
    - 6 districts
    - 1,044 government functionaries
    - 11,826 schools
    - 45,488 teachers
    - 13,299,696 students
- Over this period, students' overall learning outcomes have increased by 14% in the 4 special-focus districts (of the total of 6) in which the philanthropic collaborative operates.
- There has been a marked improvement in the percentage of teachers implementing formative assessments, as well as the percentage of School Management Committees participating in preparations of school development plans and other tools.

In 2008, the Edelweiss Group launched EdelGive Foundation, which is working to strengthen small and mid-sized NGOs throughout India, by providing them with financial and capacity building support. In 2016, leaders at EdelGive decided they wanted to do more to help

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18   This number includes operating partner teams.

build a sustainable education system across the state of Maharashtra and thereby ensure that the state's children are not only "staying in school but also learning in school," as CEO Vidya Shah wrote in EdelGive's 2018-2019 annual report.[19] At the same time, Vidya Shah and her colleagues knew that EdelGive, by itself, lacked the financial capital and on-the-ground capabilities to advance the education of the 15.9 million children who are enrolled in Maharashtra's elementary schools.

EdelGive then launched The Collaborators for Transforming Education (the Collaborators), a public-private partnership that is currently comprised of seven core funders and two operating partners–Gyan Prakash Foundation and Kaivalaya Education Foundation—as well as the state's Department of School Education and Sports. The collaborative's animating goal is to carry out the Quality Education Program of the Maharashtra Government.

It took EdelGive 18 months to set up the philanthropic collaborative and build a funding structure, in consultation with the Government of Maharashtra. Sita Devi Malhotra Charitable (SDMC) Trust and Tata Trusts were the initial funding partners. Having thus far focused on four special districts, where it helped raise students' overall learning outcomes by 14 percent, the Collaborators is well into the process of devising practical solutions to the challenges that arise during the working together stage of a collaborative's lifetime.

First challenge: Balancing partners' organizational priorities with the philanthropic collaborative's agenda

Even those funders who commit to a philanthropic collaborative often have their own particular way of setting priorities, strategizing, and tracking results. It is no easy thing for individual partners to calculate and confirm the value proposition of collaboration, both in terms of what they can reap from the collaborative as well as how it will benefit from their contributions. Sometimes, when partners first join a collaborative, their instinct is to do the same things that have worked for them in the past. The result is that they retreat to their individual silos, which is not exactly conducive to working in concert.
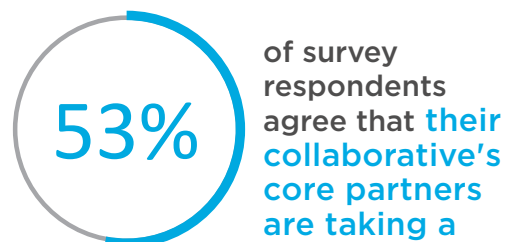
53% of survey respondents agree that their collaborative's core partners are taking a "SILOED APPROACH" TO COLLABORATING
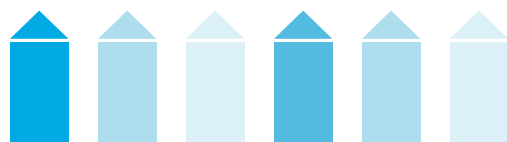
Fifty-three percent of survey respondents agree that their collaborative's core partners are taking a "siloed approach" to collaborating. This can lead to the kind of friction that grates on the collaborative and might even disable it, as the partners' priorities compete with the collaborative's agenda. Observes Noshir Dadrawala, CEO of the Mumbai-based Centre for Advancement of Philanthropy: "Collaborations fall flat due to differences in cultural and individual priorities."

Promising practices: From the very beginning, the Collaborators embraced the notion that when recruiting other funders to the collaborative, it is not simply about the money—it is also about the organization that comes with the money. Working in a philanthropic collaborative requires a cooperative mindset, as well as an alignment around values and vision. This reality has led the Collaborators to only partner

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19   EdelGive Foundation Annual Report 2018-2019, https://www.edelgive.org/documents/251134/0/EdelGive%20 Foundation%20Annual%20Report%202018-19.pdf.

with organizations that can understand and support the unique structure and operations that are at play within a collaborative. "It is why we have only seven funders," says Naghma Mulla, EdelGive Foundation's chief operating officer. Such scrupulousness helps ensure that those funders who do sign on with the Collaborators buy into the pooled funding model and truly share the organization's mission and strategy for driving impact.

Those funders and NGOs that join the philanthropic collaborative can opt into steering committee meetings and *engage in frequent conversations* on how they will drive impact and overcome challenges. The Collaborators has also committed to *consensus-based decision-making* on the big issues, such as whether to alter its strategy.

However, when it comes to operating on-the-ground programs, the *operating partners decide.* The collaborative closely monitors its NGO partners' performances and drives the conversations around what is working and what is not. For their part, Gyan Prakash and Kaivalaya have the latitude to run their programs as they deem appropriate, within the boundaries of the philanthropic collaborative's shared impact goals. Because they have the space to create, presumably they are less inclined to box themselves into a silo. Additionally, the collaborative periodically holds forums, where operating partners share best practices. Learning collectively can also be an antidote to retreating into silos.

Second challenge: Accessing unrestricted funding

Many donors in India have not experienced the power of unrestricted funding, which frees grantees to invest in whatever makes the most sense for driving impact. That often includes the core administrative and operational tasks—leadership development and IT systems, recruiting talent, and developing strategy—which underpin their programs and services. Because unrestricted funding is difficult to access for the vast majority of NGOs, they are in a constant struggle to pay for their indirect and organizational development costs, meaning those operational and other expenses that are not directly linked to a specific program.
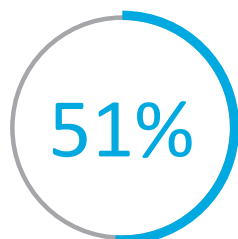
51% of survey respondents said they recieved

"LITTLE OR NO SUPPORT" for building their operational capabilities—the very things that can help them make substantial progress without losing momentum

Philanthropic collaboratives also find themselves in an ongoing struggle to win over donors who are willing to provide unrestricted funding to support the collaborative, as opposed to supporting its operating partners. Donors prefer to put their money toward programs only, which enables them to highlight the impact they have generated vis-à-vis the funds they have invested.

This problem is especially acute during the working together life stage, since that is when the philanthropic collaborative has the greatest need for its own capacity- and institution-building support. Over half of the survey respondents say they received "little or no support" for building their operational capabilities—the very things that can help them make substantial progress without losing momentum.

Promising practices: One solution to tapping into unrestricted, long-term funding streams is to *secure one or more anchor funders* who understand that to achieve real impact, capital must flow to operations as well as to programs. Luckily for the Collaborators, it has an anchor funder in EdelGive's corporate parent, Edelweiss Group.

The Collaborators' pool of funds supports the implementing partners on direct and indirect costs. With Edelweiss as its anchor funder, the Collaborators is able to *channel two primary funding flows*. Edelweiss, via EdelGive, funds the operating partners' indirect costs, such as HR and administrative activities. At the same time, the Collaborators' seven core funders, such as Tata Trusts and Credit Suisse, fund the collaborative's programs, which are operated by the two NGOs. "We basically remove the administrative burden from the NGOs," says Naghma Mulla. "They do not have to deal with funders. They just have to deal with us."

Importantly, while money matters, EdelGive did not create the Collaborators simply to tap into a larger pool of funds. It launched the philanthropic collaborative to solve a larger problem: how to significantly improve the education of Maharashtra's children. "We did not chase people or funding," says Vidya Shah. "We chased the work, and good people and funding followed."

Third challenge: Difficulty in demonstrating and quantifying impact

At first glance, it would appear that measuring impact is not much of a problem for India's philanthropic collaboratives, as 57 percent of survey respondents *disagree* with the statement: "A challenge that my collaborative has faced is the absence of a framework to measure results or impact." However, most of the surveyed collaboratives are less than five years old. Several have not yet reached the working together stage, where they need to demonstrate results.

At least six of the collaboratives that we interviewed believe that demonstrating impact is, in fact, a difficult code to crack. Young philanthropic collaboratives do not always have hard outcomes to measure, since signs of progress can take multiple years to surface. Meanwhile, because collaboratives often work indirectly to advance the efforts of direct-service providers and other actors, their efforts are sometimes enigmatic and difficult to quantify. Says Kanchan Lall, the director of partnerships and operations at The Education Alliance: "As an intermediary, it is harder to quantify our outcomes, since our value-add can sometimes be intangible."
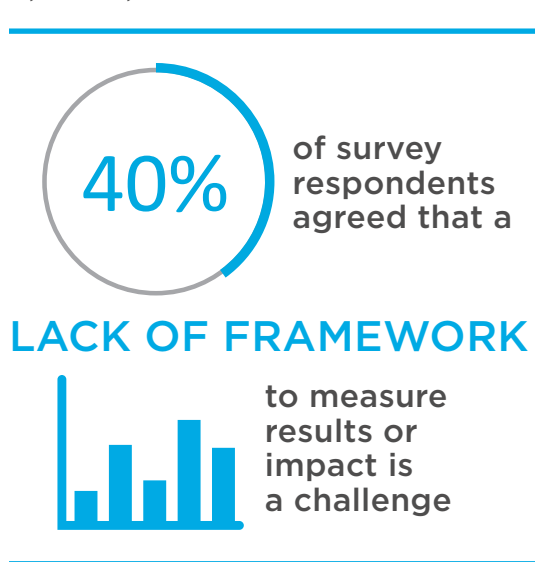
40% of survey respondents agreed that a **LACK OF FRAMEWORK** to measure results or impact is a challenge

At the same time, some collaboratives, especially those with downstream roles of supporting implementation and working directly with constituents, typically establish their results framework upfront and even link the defined outcomes and milestones to their goals. However, it can prove challenging to set up mechanisms for measuring results reliably and for communicating them consistently.

Promising practices: Before the Collaborators even rolled out its education initiatives in Maharashtra, the organization strove to *create clarity* around its impact measurement, by deciding to put its entire focus on students' learning outcomes. But even this proved problematic, as the state government dramatically changed its assessments after the Collaborators' first year. It took the better part of a second year for the Collaborators to figure out how to track students' competencies and align on its approach with the government. Today, the collaborative uses an external, independent firm to analyze students' learning outcomes.

Of course, the numbers and analyses do not mean much if they do not lead to *transparent, honest conversations* among the partners about what is working and what is not. These impact-focused conversations are critical for building momentum and sustaining the partners' commitment to the collaborative.

In its third year, when its impact numbers dipped in certain areas, the Collaborators' leadership had to "own up" to the fact that it would not achieve its goals within the agreed-upon, five-year timeframe. That led to some difficult conversations with some funders. However, because this disappointing news was communicated early and often with a clear rationale, it was able to reset expectations and realign funders around the longer time horizon.

Working Together Life Stage: Challenges and promising practices

Challenges	Promising Practices
Balancing partners' organizational priorities with the philanthropic collaborative's agenda	Ensure upfront that funders are strongly aligned with the philanthropic collaborative's mission and strategy, before onboarding them
	Regularly communicate the collaborative's progress as well as roadblocks, to benefit from the partners' collective expertise and drive their alignment and support
	To avoid siloed mindsets, allow implementing partners to run their programs the way they see fit and encourage them to share best practices
Trouble accessing unrestricted funding	Try to secure at least two anchor funders who understand that core funding for running the collaborative is critical for driving impact
Difficulty in demonstrating and quantifying impact	Develop upfront the results framework and collectively agree on the process for measuring outputs, outcomes, impact metrics, and milestones
	Ensure that there are baseline studies before the philanthropic collaborative begins its work and invest in independent and rigorous impact assessments (quantitative and qualitative)
	Build a performance dashboard that is updated in real time and accessible to all partners. Ensure there are honest, periodic conversations with partners on what is working and what is not working (that is, wins and challenges)

Note: The promising practices captured here are a synthesis of the most critical or commonly cited promising practices being followed by all the philanthropic collaboratives that we spoke to as part of our research.
Source: The Bridgespan Group

Reinventing and/or Exiting: The Education Alliance

OVERVIEW: The Education Alliance is a nonprofit organization whose mission is to empower government schools to create the next generation of leaders. It aims to catalyze a transformation in India's education system, to be more accountable, collaborative, and equitable.

PRIMARY GOAL: Scale solutions

PRIMARY ROLE(S): Facilitate implementation

PRIMARY FOCUS: Primary education

YEAR OF SET-UP: 2014

SEPARATE LEGAL ENTITY: Yes. Independent entity

ANNUAL BUDGET: INR 5-6 Cr (US$0.7-0.9M)

NUMBER OF EMPLOYEES: 7

CORE PARTNERS: Government education departments, NGOs focused on implementation in education, researchers, philanthropists, and foundations

OPERATING PARTNERS: Gyanshala, Katha, Learning Links Foundation, VIDYA India, Deepalaya, Simple Education Foundation, Peepul, Akshar Foundation, Muni International School, Khushii, LEAD Schools

GEOGRAPHY OF OPERATIONS: Delhi, Tamil Nadu

KEY RESULTS TO DATE

Working with two state governments' education departments and impacting 900,000 children (directly and indirectly)

1. **South Delhi Municipal Corporation** – Program on Government Partnership Schools

   • Between 2015 and 2018, learning outcomes of English in grade four has seen a 3.4X growth in scaled scores; grade five has seen a 2.4X growth in scaled scores (versus government schools and Affordable Private Schools).

   • 96% of parents in School Quality Enhancement Program schools are "extremely satisfied" with their child's overall academic performance (survey conducted in 2018).

2. **Tamil Nadu** – Project management unit (PMU) with Samagra Shiksha to streamline the state's engagement with NGOs working in government schools. PMU focus is on building needs-based engagement and monitoring for impact to absorb high-quality interventions over the long term.

   • In the past 18 months, many state government processes revolving around NGO engagement (such as MOUs with NGOs and annual budget planning) have been standardized and refined.

In 2014, four philanthropies—the Michael & Susan Dell Foundation, Omidyar Network, Central Square Foundation, and ARK—formed a working group to explore whether India could adapt the United State's model for charter schools. As constituted in the United States, charter schools are similar to public schools, in that they receive state and local funding. But they can also solicit private donations, and philanthropy has been a major force in their expansion.

The working group decided that instead of trying to get the Indian government to change the school education system by itself, it would be more effective to create a charter-school inspired, public-private partnership model, where the private sector works to strengthen the public school system's efforts. That reasoning led the four philanthropies to launch a philanthropic collaborative called The Education Alliance. Over the next two years, the Alliance worked to fulfill its core mission: to help government and NGOs work closely together, and thereby ensure a quality education to 900,000 schoolchildren across India's government-partnership schools.

However, in late 2016 and the early part of 2017, two of the four funders dropped out of the Alliance. The philanthropies stated that their priorities had shifted away from the public-private partnership model, spurring their decision to stop funding the Alliance.

Over the next half year, the Alliance's CEO, Amitav Virmani, brought in new core partners and acquired new funding. At the same time, the Alliance transitioned from a collaborative to an independent nonprofit, even as it remained committed to its original impact goals, its theory of change, and the public-private partnership model. Today, the organization has a healthy level of funding and plans to scale its reach. Hence, the Alliance's leaders have a good idea of what it takes to build an exit strategy for a collaborative that is still in midflight.

As Amitav Virmani puts it: "We definitely went through a reinvention phase over the last two years."

First challenge: Adapting to disruption, due to a transition away from the collaborative model

Even under the best of circumstances, when the departing partners agree to not be disagreeable as they exit the philanthropic collaborative, breakups are disruptive. As the collaborative rebuilds its organizational structure while transitioning from the collaborative model to an independent NGO, it still must reset its strategy, reinvent its governance (and other) mechanisms, raise funds fast, and retain the sector's confidence.

"They might perceive [the transition] as an abandonment or failure," says Amitav Virmani. "The list of possible perceptions is endless."

Promising practices: Even though they had to stomach the sudden departures of two funders and weather the uncertainties that followed, the Alliance's leaders *never lost sight of their animating mission*: to serve government schoolchildren. They doubled down on the "why" of the organization—that is, the reason for its existence—even as they remained flexible about what it should become and how it would do so.

The first big disruption came when the board of directors was annulled after the funders left. For the next six months, the Alliance's governance structure consisted of a steering committee and external advisers only. When the Alliance began to find firmer footing and set about building a new board, it *created some continuity* between the collaborative it once was and the NGO it had now become, when the leader of one of the former funders agreed to remain as a director in his individual capacity.

The second major disruption was not unexpected: some actors in the sector concluded that the collaborative had failed, a development that could tarnish the Alliance's name and badly hinder its fundraising. To stanch any losses to the Alliance's reputational capital, Amitav Virmani *reached out to the former funders*. They agreed to continue championing the organization. Even today, he continues to meet with them and seek their advice individually, to maintain a healthy relationship. "It is a sign of respect for them and the role they played and continue to play."

Second challenge: Finding suitable core funders for the new entity

For the leaders of a philanthropic collaborative that is undergoing a tumultuous transition to a different kind of organizational form, perhaps this is the biggest challenge of all: even as they strive to manage the navigation systems that keep the collaborative on a flight path towards its North Star, they must also find enough new fuel—that is, capital—to remain airborne. The problem becomes even more jarring when some of the founding partners make a sudden exit. Equally challenging, for the leaders who remain in the collaborative's cockpit, is to find new funders who have sufficient flexibility to support the collaborative as it shifts to a new structure and model.

Promising practices: In the year following the funders' departure from the Alliance, Amitav Virmani invested 80 percent of his time in fundraising. With a significant amount of money to raise and comparatively little time to do it, he deployed two tactics. First, he asked the *former funders to help find future funders*, by connecting him with local philanthropies and high net-worth individuals. This did not always translate into new money, but the former funders' support made his pitch more credible.

Second, Amitav Virmani put more of an emphasis on winning the support of *domestic funders with longer time horizons*. Such funders have a ground-level view of what it takes to work with the government and today, 60 percent of the Alliance's funding comes from local philanthropists. That was deliberate. The Alliance specifically reached out to local funders, such as in Tamil Nadu, where it was launching new work. The collaborative avoided pursuing funding leads where it sensed a potential mismatch, especially around the amount of time required to tackle big, complex challenges. As Kanchan Lall observes, the current funders "understand that broader systemic reform takes five to ten years."

Perhaps surprisingly, considering the setbacks and the large-scale restructuring, Amitav Virmani was unequivocal: if he had to start over, he would "still go the collaborative route. The power of coming together and committing together is far greater than working individually. Not just in terms of money, but also knowledge and influence."

Reinventing and/or Exiting Life Stage: Challenges and promising practices

Challenges	Promising Practices
Adapting to disruption, due to a transition away from the collaborative model	Create stability and some continuity (where possible) in the governance and leadership of the organization
	Maintain good relationships with former funders and stakeholders, so they continue to champion the organization
Finding suitable core funders for the new entity	As a philanthropic collaborative leader, invest more than 50 percent of your time in fundraising, until the organization secures at least two new core partners
	Leverage referrals and testimonials from the outgoing and existing funders, to help secure new funders. Share outcomes and impact data with prospective funders
	Target a wider set of funders, especially those who deploy patient, long-term capital

Note: The challenges and promising practices mentioned here pertain to philanthropic collaboratives in the reinventing life stage that we spoke to as part of our research.

Source: The Bridgespan Group

Section D: Some Final Thoughts

Those who decide to pursue a philanthropic collaborative often conclude that they can transcend at least one of three tradeoffs. Yes, the core partners have to align with each other, but collaborating also allows them to leverage the skills and resources of diverse actors, which compounds their efforts. Yes, they have to share decision-making, but they also expand their circle of influence and win allies, catalyzing impact. Yes, they have to invest resources and time, but they also mitigate risk by sharing it with their peers.

No doubt about it, philanthropic collaboratives ask for a lot, but they can also deliver a lot in return. The core partners of the collaboratives in this research, having evaluated the pros and cons of collaborating, concluded that the long-term benefits could outweigh the upfront costs. At the same time, they knew there would be barriers along the way, including challenges in building trust, as well as overcoming siloed thinking and dealing with insufficient long-term, unrestricted funding.

To surmount these barriers, current and aspiring collaborators might keep in mind three key lessons that emerged from this study, which take the form of a heuristic: the "3Cs."

First: It takes *commitment* to collaborate. When a philanthropic collaborative's partners demonstrate through their actions that they are truly dedicated to their common cause, trust flourishes. A high-trust culture gives partners the confidence to share decision-making and cede control when necessary. Trust also reduces the odds that internal differences might well up and weaken the collaborative.

Just as the collaborative reaps big benefits when partners bind themselves to its larger purpose, a collaborative draws great sustenance from an anchor donor that commits to providing unrestricted capital that spans at least three years. Hence, it pays to invest in due diligence—digging into a prospective funder's vision, values, and requirements—and to align the funder's expectations with the collaborative's way of working.

Second: *Clarity* (and communication) can streamline collective action. In every philanthropic collaborative, every partner possesses some knowledge and skills that sometimes differ from other partners' knowledge and skills—and sometimes overlap. To ensure that the partners' efforts complement rather than conflict, it is essential that their roles and responsibilities are clearly defined, based on what each partner is best able to contribute.

During a collaborative's coming together phase, clarity emerges when there is a regular, consistent discourse around who does what. These internal conversations help tamp down any confusion over people's roles. However, even when the partners are aligned around their roles, some might retreat to silos, especially when the collaborative progresses into the working together stage. Consistent, transparent communication can help counteract people's tendency to push their own agendas.

Because India's philanthropic collaboratives confront stubborn socioeconomic challenges that often impact millions, it behooves collaboratives to regularly communicate their progress—as well as speedbumps they might have encountered—with key external stakeholders and potential funders. Especially during the coming together phase, it can be difficult to track progress when the philanthropic collaborative is still experimenting with different approaches and learning what works.

Nevertheless, it is possible to create dashboards that track shorter-term, learning-oriented metrics that might include the pace of program development, the extent of the government's adoption, or the number of pilots underway. In this way, early stage collaboratives can make it clear to everyone across their networks that collaboration does not imply a lack of accountability. Rather, it requires accountability for different sorts of things than would be expected of a mature philanthropic collaborative.

Third: Be prepared to *course correct.* Although India's philanthropic collaboratives are engaged in scaling solutions, strengthening fields, and building the case for promising innovations, most have not yet been at it long enough to demonstrate impact. As a result, it is difficult to forecast the kinds of challenges that collaboratives will encounter in the future and the setbacks they will endure, as they attempt to extend their efforts to far more people.

What we do know is that every reversal brings new knowledge—and with it, the chance to make adjustments and refine the collaborative's approach. Course corrections are probably inevitable, but so is the opportunity to hold regular review meetings, use metrics to reassess critical assumptions, and even revisit some foundational assumption that has started to look shaky.

Should a philanthropic collaborative decide to move away from the collaborative model, it will almost certainly have to sail through choppy waters, as funders and other key partners depart. To keep an even keel through such a significant course correction, the collaborative can ensure some continuity by asking a few key team members to remain onboard. Finding the right anchor funder will also signal to the sector—and especially to potential donors—that the former collaborative is still heading towards its North Star, even though it has adopted a different structure and model.

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Throughout the course of this research, we heard first-hand why philanthropic collaboratives, with their cross-cutting capabilities, seem well-positioned to tackle complex, all-encompassing socioeconomic problems. Says the leader of one collaborative: "We took a step back and saw that we needed to attack the problem from all sides." Says another: "We realized the problems were highly inter-linked, and no single organization could solve them."

At the same time, as we have previously pointed out, these are still early days. We do not yet have the data to gauge just how impactful philanthropic collaboratives really are. We do know that the early signals are encouraging enough that some global collaboratives, as well as domestic philanthropists, are currently considering setting up additional collaboratives in India. No doubt, they are compelled by the notion that a collaborative, as one former chief executive of a philanthropic collaborative put it, "has greater intellectual, financial and social capital than an individual entity."

However, having surfaced some of the obstacles that collaboratives encounter and the practices for overcoming them, we are also mindful of this hard-won insight. "Collaboration is beneficial," says one of the leaders of an Indian collaborative. "But one has to train oneself to be collaborative."

Pritha Venkatachalam is a partner and Kashyap Shah is a principal at The Bridgespan Group's Mumbai office.

Acknowledgments

Appendix A: Methodology

We have adopted a three-pronged, mixed-methods approach to developing this report. First, we examined secondary research on philanthropic collaboratives in India, which is sparse. Nevertheless, by accessing publicly available literature as well as materials shared by collaboratives, we did capture some insights. We also accessed the literature on collaboratives in the United States.

Second, we conducted interviews with over 50 individuals—core and operating partners, as well as leaders involved in philanthropic collaboratives—to help develop and validate a definition of philanthropic collaboratives in the Indian context, as well as identify their typical goals and roles.[20] (Please see the list of interviewees below.)

Following these initial conversations, we conducted in-depth in-person interviews with stakeholders of philanthropic collabratives that we profiled, to draft profiles that surface deeper learnings.[21] By interviewing a diverse range of funders and stakeholders across the field of philanthropic collaboratives in India, we hoped to capture the authentic experiences and learnings of those who are doing the day-to-day work of acting collectively to drive social impact. We also conducted field visits to interview practitioners and constituents, and deepen our understanding of two collaboratives' (and one former collaborative's) on-the-ground work and early progress.

To mitigate any confirmation or selection biases, we also solicited feedback on our insights from external experts. This included sharing our preliminary findings at the October, 2019 Asian Venture Philanthropy Network's workshop, organized in Singapore, on Collaborative Philanthropy and Pooled Funds in Asia.

Lastly, to supplement the learnings from these sources, we surveyed a larger swath of philanthropic collaborative actors. Specifically, reached out to the range of stakeholders across 15 philanthropic collaboratives in India. The survey captured the responses of 35 stakeholders from 13 collaboratives—philanthropists, NGOs, international organizations, intermediaries, research organizations, and collaborative staff.[22] To enable the survey respondents to be as candid as possible, we have anonymized their insights and shared them in an aggregated form.

List of interviewees

Sr. no.	Name	Designation	Organization
1	Hari Menon	Country Director, India	Bill & Melinda Gates Foundation
2	Ajay Piramal	Founder	Piramal Foundation
3	Vishal Phanse	Chief Executive Officer	Piramal Swasthya
4	Dr. Shailendra Hegde	Senior Vice President, Public Health	Piramal Swasthya
5	Rohini Nilekani	Founder and Chairperson	Arghyam
6	Gautam John	Director of Strategy	Nilekani Philanthropies
7	Gaurav Dalmia	Chairman	Dalmia Group Holdings
8	Amit Chandra	Chairman	Bain Capital India
9	Vidya Shah	Chief Executive Officer	EdelGive Foundation
10	Naghma Mulla	Chief Operating Officer	EdelGive Foundation
11	Arpita Roy Karmakar	Education Lead	EdelGive Foundation
12	Arun Poddar	Core Team Member, Principal Leadership Development Program, Maharashtra	Kaivalya Education Foudnation
13	Neera Nundy	Managing Partner	Dasra
14	Shailja Mehta	Lead 10to19 Adolescents Collaborative	Dasra
15	Pooja Rao	Manager 10to19 Adolescents Collaborative	Dasra
16	Krishnan Hariharan	Project Lead	Dasra
17	Madhu Krishnan	Senior Program Officer	Bill & Melinda Gates Foundation
18	Sakshi Gudwani	Project Manager Avahan	Bill & Melinda Gates Foundation
19	Ashish Dhawan	Founder and Chairman	Central Square Foundation
20	Bikkrama Singh	Managing Director	Central Square Foundation
21	Amitav Virmani	Chief Executive Officer	The Education Alliance
22	Kanchan Lall	Director Partnerships and Operations	The Education Alliance
23	Megha Srinivasan	Director Strategy and State Programs	The Education Alliance
24	Anirban Ghose	Co-lead	Transform Rural India Foundation
25	Anish Kumar	Co-lead	Transform Rural India Foundation
26	Anil Ramaprasad	Senior Manager Programs	Azim Premji Philanthropic Initiatives
27	Dr. Rajni Wadhwa	Head of Projects	Alliance for Saving Mothers and Newborns
28	Lakshmi Sampath Goyal	Ex-Chief Executive Officer	India Sanitation Coalition
29	Ramnath Subramaniam	Chief Executive Officer	Village Social Transformation Foundation
30	Pritha Banerjee	Fundraising and Partnerships Manager	Village Social Transformation Foundation
31	Sagar Shirke	Mission Manager	Village Social Transformation Foundation

Sr. no.	Name	Designation	Organization
32	Dilipsing Bayas	Mission Manager	Village Social Transformation Foundation
33	Seetha Subramanian	HR and Operations Manager	Village Social Transformation Foundation
34	Shrikant Rathod	District Executive	Village Social Transformation Foundation
35	Shloka Nath	Executive Director	India Climate Collaborative
36	Krishnan Dharmarajan	Executive Director	Centre for Digital Financial Inclusion
37	Tejinder Singh Sandhu	Chief of Zone Office	UNICEF
38	Mohini Kak	Health Specialist	The World Bank
39	Deepika Nayar Chaudhery	Nutrition Specialist	The World Bank
40	Dr. Alok Ranjan	Country Lead Nutrition, India	Bill & Melinda Gates Foundation
41	Basanta Kumar Kar	Ex-Country Director	Project Concern International
42	Sharmistha Chakraborty	Senior Manager Knowledge Management, Advocacy & Communication	Project Concern International
43	Anushree Parekh	Director Research and Knowledge	Samhita
44	Anikta Shirodariya	Consultant	Samhita
45	Ingrid Srinath	Director	Centre for Social Impact and Philanthropy
46	Sweta Gupta	Director	India Philanthropy Initiative
47	Naina Subberwal Batra	Chairperson and Chief Executive Officer	Asia Venture Philanthropy Network
48	Tarun Vij	Country Director, India	Global Alliance for Improved Nutrition
49	Noshir Dadrawala	Chief Executive	Centre for Advancement of Philanthropy
50	Ravi Venkatesan	Founder and Chairman	Global Alliance for Mass Entrepreneurship
51	Nadia Roumani	Director of Financial Advisor Philanthropy Initiatives	Effective Philanthropy Learning Initiative at Stanford PACS
52	Nebojsa Novcic	Resource Mobilization Officer	The Partnership for Maternal, Newborn & Child Health
53	Katie Douglas Martel	Vice President of Investor Relations	The END Fund
54	Ellen Agler	Chief Executive Officer	The END Fund
55	Jagannatha Kumar	Chief Executive Officer	Reliance Foundation
56	Raahil Rangwala	Director, India Programs	Michael & Susan Dell Foundation
57	Olivia Leland	Chief Executive Officer	Co-Impact
58	Rob Rosen	Director, Philanthropic Partnerships	Bill & Melinda Gates Foundation

Source: The Bridgespan Group

Appendix B: Glossary

Term	Definition
Core partners	Individuals, institutions, and organizations who co-created or are aligned with the vision, initial strategy, and operating model, and provide strategic guidance to the philanthropic collaborative (by typically participating in its governance)
Operating partners	Individuals, institutions, and organizations (e.g., implementation or knowledge partners) who perform the activities of the philanthropic collaborative, such as providing technical assistance and undertaking research studies
Philanthropic collaborative leadership	Individuals in a philanthropic collaborative's management who drive the collaborative, and make day-to-day decisions, and report to its governance entities—e.g., the collaborative's steering committee or board
Intermediary	An organization acting as an interface between entities of a philanthropic collaborative, for example, by helping them develop the strategy or support project management
Constituent	Individuals, families, and communities that a social impact initiative/organization hopes to benefit
Unrestricted funding	Funding to NGOs without limitations on how the funds can be used (that is, can be spent for program and non-program expenses)

Source: The Bridgespan Group

Appendix C: More on Defining "Philanthropic Collaborative"

What is a philanthropic collaborative?

Key components	Key terms	Definition of terms
An **entity** that is **co-created** by three or more independent **actors**, including at least one **philanthropist or philanthropy**	**Entity**	An organization with a distinct formal identity, separate from its partners and stakeholders
	Co-creation	The iterative process, from conceiving to establishing the philanthropic collaborative
	Actor	Includes, but is not limited to, individuals, institutions, or organizations
	Philanthropist or philanthropy	An individual, institution, or organization that provides capital for social impact with no expectation of a financial return (that is, excluding impact investors)

What is the collaborative's purpose?

Key components	Key terms	Definition of terms
To pursue a shared vision and strategy for achieving **social impact**	**Social impact**	Activities that address the socioeconomic challenges of individuals and communities, particularly low-income populations

How does the collaborative achieve impact?

Key components	Key terms	Definition of terms
Using common **resources** and **prearranged governance mechanisms**	**Resources**	Essential assets—such as knowledge, expertise, networks, human resources, and funding—which each actor contributes to the collaborative
	Prearranged	Decisions made by core partners who are present at the philanthropic collaborative's inception
	Governance mechanisms	The processes, guidelines, and relations by which the philanthropic collaborative is overseen and strategically guided, with rights and responsibilities distributed among different core partners (such as the board, the partners' steering committee, and/or board committees)

Source: The Bridgespan Group

Appendix D: Stages of Evolution

Since a majority of philanthropic collaboratives have come to life over the last five years, they are still comparatively young and are just beginning to track results

	Stage of evolution		
	Conceptualize, design, and set-up	**Implement, measure progress, course correct**	**Seek to achieve intended impact and publish results**
	Year 0 – Year 2	Year 2 – Year 5	Year 5 onwards
Climate change	India Climate Collaborative — Platform to Tackle Air Pollution (Name has been anonymized)		
Education	10to19 DASRA ADOLESCENTS COLLABORATIVE	THE EDUCATION ALLIANCE — The Collaborators for Transforming Education	
Health, nutrition	10to19 DASRA ADOLESCENTS COLLABORATIVE — Tribal Health Collaborative (Expected to launch in 2020)	ASMAN — Partnership for Nutrition Results in India	COALITION Food & Nutrition SECURITY; Bhavishya Alliance partners for child nutrition
Sanitation		NFSSM Alliance; INDIA SANITATION COALITION	
Other sectors	Maharashtra Village Social Transformation Foundation — An Initiative of the People of Maharashtra	CDFI Centre for Digital Financial Inclusion; TRI TRANSFORM RURAL INDIA; INDEPENDENT AND PUBLIC-SPIRITED MEDIA FOUNDATION	

Note: The Education Alliance and Bhavishya Alliance no longer operate as philanthropic collaboratives.

Source: The Bridgespan Group

Appendix E: Overviews of 13 Philanthropic Collaboratives in India

1. Centre for Digital Financial Inclusion (CDFI)

OVERVIEW: CDFI's primary objective is to reduce inequities in financial services and access. By engaging with the public and private sectors, CDFI works to catalyze projects in benefit delivery and monitoring, data-driven governance, agri-business digitization, and digital financial inclusion.

GOAL: Build a case for promising innovations

ROLE: Conduct research and development, create and disseminate knowledge

YEAR OF SET-UP: 2014

ANNUAL BUDGET: INR 25-40 Cr (US$3.5-5.7M)

GEOGRAPHY: Pan-India

ENTITY TYPE: Philanthropic collaborative is hosted by Institute for Financial Management and Research (IFMR)

CORE PARTNERS: The Bill & Melinda Gates Foundation, Omidyar Network, Michael & Susan Dell Foundation, Tata Trusts, and IFMR

OPERATING PARTNERS: BillionLives Business Initiatives, National Agro Foundation, Flexicode Technologies, I-Exist Technology Solutions, ACCESS Development Services

2. The Collaborators for Transforming Education (The Collaborators)

OVERVIEW: The Collaborators is an initiative led by EdelGive Foundation, which brings together a consortium of key funders and NGO partners to work with the Government of Maharashtra and local communities to improve the state's public school system.

GOAL: Scale solutions

ROLE: Facilitate implementation

YEAR OF SET-UP: 2016

ANNUAL BUDGET: INR 13 Cr (US$1.8M)

GEOGRAPHY: Maharashtra

ENTITY TYPE: Philanthropic collaborative is hosted by EdelGive Foundation

CORE PARTNERS: Government of Maharashtra, EdelGive Foundation, Tata Trusts, H.T. Parekh Foundation, Credit Suisse, Dalyan Foundation, SDMC Trust, Great Eastern CSR Foundation

OPERATING PARTNERS: Kaivalya Education Foundation, Gyan Prakash Foundation

Note: Conversion rates (INR to USD) reflect average rate during 2019.

Source: Yearly Average Currency Exchange Rate, IRS.gov, https://www.irs.gov/individuals/international-taxpayers/yearly-average-currency-exchange-rates.

3. 10to19: Dasra Adolescents Collaborative (10to19)

OVERVIEW: 10to19 is a platform that unites funders, technical experts, the government, and social organizations to reach 5 million adolescents and move the needle on outcomes that are key to adolescent empowerment, such as completing secondary education and delaying marriage.

GOAL: Build or strengthen a field

ROLE: Facilitate implementation, mobilize or channel funding

YEAR OF SET-UP: 2017

ANNUAL BUDGET: INR 11 Cr (US$1.6M)

GEOGRAPHY: Jharkhand, Assam, Chhattisgarh, Rajasthan

ENTITY TYPE: Philanthropic collaborative is hosted by Dasra

CORE PARTNERS: Bank of America, The Children's Investment Fund Foundation, The David and Lucile Packard Foundation, Kiawah Trust, Tata Trusts, USAID, Dasra Giving Circle members, other CSR funders and family foundations, central and state government, 10to19 Community of Practice

OPERATING PARTNERS: Aangan Trust, Child in Need Institute, Quest Alliance, Center for Catalyzing Change, 10to19 Community of Practice

4. Village Social Transformation Foundation (VSTF)

OVERVIEW: Village Social Transformation Foundation, Maharashtra (VSTF) aims to enhance the development of rural communities by implementing government schemes and utilizing CSR support. Through a participatory and comprehensive development process, VSTF is working to build model villages.

GOAL: Scale solutions

ROLE: Implement programs

YEAR OF SET-UP: 2017

ANNUAL BUDGET: INR 40-50 Cr (US$5.7-7.1M)

GEOGRAPHY: Maharashtra

ENTITY TYPE: Philanthropic collaborative is an independent entity

CORE PARTNERS: Government of Maharashtra, Tata Trusts, Reliance Foundation, Axis Bank Foundation, Mahindra Rise, Hindustan Unilever Limited, JSW Foundation, A.T.E. Chandra Foundation, H.T. Parekh Foundation, The Hans Foundation among others

5. Partnership for Nutrition Results in India (PNRI)

OVERVIEW: PNRI's animating goal is to contribute to the reduction of malnutrition during the "first thousand days" of a child's life, with additional emphasis on pregnant and lactating women, adolescent girls, and the most vulnerable. PNRI focuses on increasing the commitment of the Government of India and State governments to undertake effective actions for improving nutrition outcomes.

GOAL: Scale solutions

ROLE: Facilitate implementation

YEAR OF SET-UP: 2015

ANNUAL BUDGET: INR 7 Cr (US$1M)

GEOGRAPHY: Pan-India

ENTITY TYPE: Philanthropic collaborative is hosted by The World Bank

CORE PARTNERS: The World Bank, The Bill & Melinda Gates Foundation, Tata Trusts, The Children's Investment Fund Foundation

OPERATING PARTNERS: The World Bank Group

6. The Education Alliance (TEA)

OVERVIEW: TEA is a nonprofit whose mission is to empower government schools to create the next generation of leaders. It aims to catalyze a transformation in India's education system, to be more accountable, collaborative, and equitable.

GOAL: Scale solutions

ROLE: Facilitate implementation

YEAR OF SET-UP: 2014

ANNUAL BUDGET: INR 5-6 Cr (US$0.7-0.9M)

GEOGRAPHY: Delhi, Tamil Nadu

ENTITY TYPE: Philanthropic collaborative was an independent entity

CORE PARTNERS: Education Departments in the Government, implementing NGOs working in education, researchers, philanthropists, foundations

OPERATING PARTNERS: Katha, Gyan Shala, Learning Links Foundation, VIDYA India, Deepalaya, Simple Education Foundation, Peepul, Akshar Foundation, Muni International School, Khushii, LEAD Schools

7. Transform Rural India Foundation (TRIF)

OVERVIEW: TRIF aims to help India's villages become places of equal lifelong opportunities, and places worth living in with dignity, belongingness, prosperity, and opportunity.

GOAL: Scale solutions

ROLE: Facilitate implementation

YEAR OF SET-UP: 2015

ANNUAL BUDGET: INR 50 Cr (US$7M)

GEOGRAPHY: Madhya Pradesh, Jharkhand

ENTITY TYPE: Philanthropic collaborative is an independent entity

CORE PARTNERS: Tata Trusts, PRADAN, IKEA Foundation, Azim Premji Foundation, The Bill & Melinda Gates Foundation

OPERATING PARTNERS: Eklavya, Vidya Bhawan Society, Prajayatna, Aide et Action, New Education Group – Foundation for Innovation and Research in Education, Samavesh, Samarthan, Vikramshila, Freedom from Hunger, Child In Need Initiative, Public Health Resource Network, PRADAN, Aga Khan Rural Support Programme (India), Foundation for Ecological Security, ASA, PCI

8. Coalition for Food and Nutrition Security (CFNS)

OVERVIEW: CFNS is working to raise awareness, foster collaboration, and advocate for improved programs to achieve sustainable food and nutrition security in India.

GOAL: Build or strengthen a field

ROLE: Create and disseminate knowledge

YEAR OF SET-UP: 2007

ANNUAL BUDGET: INR 1 Cr (US$0.1M)

GEOGRAPHY: Pan-India

ENTITY TYPE: Philanthropic collaborative is an independent entity

CORE PARTNERS: Prof. M. S. Swaminathan, The Bill & Melinda Gates Foundation, USAID, Save the Children, International Food Policy Research Institute

OPERATING PARTNERS: Multiple organizations under the membership model like Ministry of Women & Child Development, Centre for SDGs, The World Bank, Tata Trusts, UNICEF, Population Foundation of India, etc.

9. India Climate Collaborative (ICC)

OVERVIEW: ICC seeks to direct funding and visibility towards climate action in India. It aims to coalesce Indian climate actors, from government agencies to corporates, impact investors and practitioners and civil society into a tight-knit community.

GOAL: Build or strengthen a field

ROLE: Create and disseminate knowledge, mobilize or channel funding

YEAR OF SET-UP: 2017 (launched in Jan 2020)

ANNUAL BUDGET: INR 5-10 Cr (US$0.7-1.4M)

GEOGRAPHY: Pan-India

ENTITY TYPE: Philanthropic collaborative is an independent entity

CORE PARTNERS: Rohini Nilekani Philanthropies, Tata Trusts, Mahindra Rise, and Wildlife Conservation Trust

OPERATING PARTNERS: None yet—grantmaking to kick off in 2020

10. India Sanitation Coalition (ISC)

OVERVIEW: ISC supports safe and sustainable sanitation by building a common platform consisting of multiple organizations that are working to unlock water, sanitation and hygiene (WASH) financing, lead the discourse on sustainable sanitation, disseminate best practices in the sanitation advocacy space, and provide inputs into policies, by participating in allied forums.

GOAL: Build or strengthen a field

ROLE: Create and disseminate knowledge

YEAR OF SET-UP: 2015

ANNUAL BUDGET: INR 5 Cr (US$0.7M)

GEOGRAPHY: Rajasthan, Telangana, Maharashtra, Uttar Pradesh, Andhra Pradesh, Madhya Pradesh and Bihar

ENTITY TYPE: Philanthropic collaborative is hosted by The Federation of Indian Chambers of Commerce and Industry (FICCI)

CORE PARTNERS: FICCI, HSBC India, Mahindra, PATH, Water.org, The Bill & Melinda Gates Foundation, WaterAid, Reckitt Benckiser

OPERATING PARTNERS: Government of India, Government of Bihar, UNICEF, Water.org, WaterAid, Aga Khan Foundation, IRC, Taru Leading Edge and SuSanA

11. National Faecal Sludge and Septage Management Alliance (NFSSM Alliance)

OVERVIEW: By 2024, NFSSM Alliance seeks to create an enabling environment that expands safe, sustainable, and inclusive faecal sludge management, by sharing knowledge, building partnerships, and supporting innovative solutions.

GOAL: Build or strengthen a field

ROLE: Inform public policy, create and disseminate knowledge

YEAR OF SET-UP: 2016

ANNUAL BUDGET: INR 50 L–INR 1 Cr (~US$0.1M)

GEOGRAPHY: Pan-India

ENTITY TYPE: Philanthropic collaborative is an independent entity

CORE PARTNERS: 28 organizations including The Bill & Melinda Gates Foundation, Dasra, WASH Institute to name a few

OPERATING PARTNERS: All core partners are operating partners

12. Alliance for Saving Mothers and Newborns (ASMAN)

OVERVIEW: ASMAN works to improve maternal and newborn health outcomes through quality care and innovative technology during childbirth and the first 48 to 60 hours after delivery.

GOAL: Scale solutions

ROLE: Facilitate implementation

YEAR OF SET-UP: 2015

ANNUAL BUDGET: Not available

GEOGRAPHY: Madhya Pradesh, Rajasthan

ENTITY TYPE: Philanthropic collaborative is hosted by Reliance Foundation

CORE PARTNERS: The Bill & Melinda Gates Foundation, Reliance Foundation, Tata Trusts, MSD for Mothers, USAID

OPERATING PARTNERS: Jhpiego, Avalon Information Systems, Bodhi Health Education and Sambodhi

13. Independent and Public-Spirited Media Foundation (IPSMF)

OVERVIEW: IPSMF aims to create, through grants and other funding initiatives, a media ecosystem that fosters independent, public-interest journalism, encourages higher editorial standards, influences public debate, challenges and complements the mainstream media, and empowers individuals to exercise their democratic rights.

GOAL: Build or strengthen a field

ROLE: Mobilize or channel funding

YEAR OF SET-UP: 2015

ANNUAL BUDGET: Not available

GEOGRAPHY: Pan-India

ENTITY TYPE: Philanthropic collaborative is an independent entity

CORE PARTNERS: Not available

GRANTEES: The Better India, IndiaSpend, The Wire, The News Minute, The Ken, The Print, Live Law, DoolNews, Max Maharashtra, Weekly Sadhana etc.