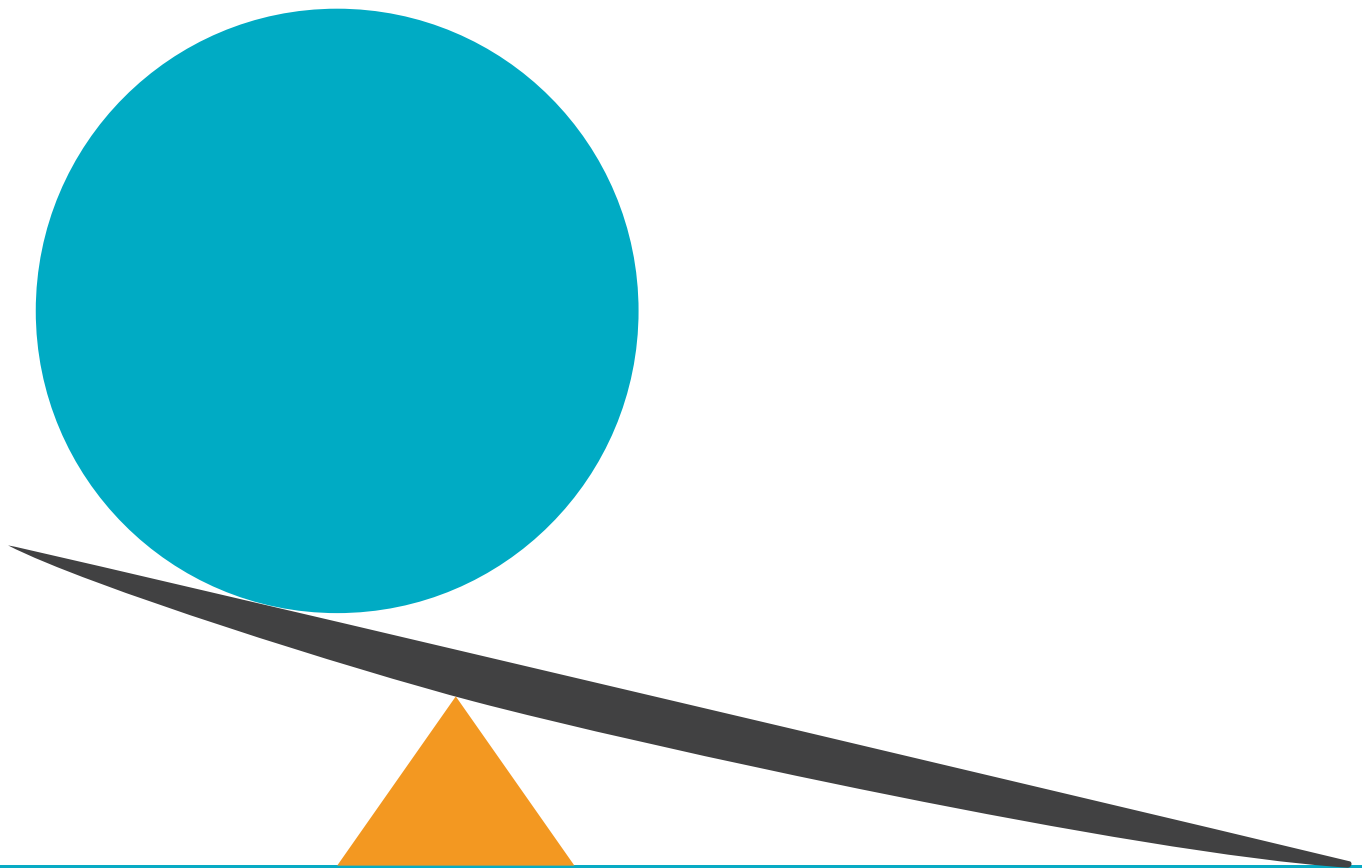# SYSTEMIC IMPACT EXEMPLARS

Unique Approaches Towards Solving
India's Development Challenges

SYSTEMIC IMPACT EXEMPLARS

**Unique Approaches Towards Solving
India's Development Challenges**

May 2024

THE
CONVERGENCE
FOUNDATION

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Acknowledgements

About The Convergence Foundation

The Convergence Foundation (TCF) seeks to be a powerful catalyst in India's development journey, by creating momentum around pivotal ideas that have the highest potential for systemic impact. It was founded in 2021 by Ashish and Manisha Dhawan in an effort to consolidate their philanthropic initiatives.

TCF believes that rapid and sustained economic growth is the central fulcrum to accelerate all-round development of a society and nation; it is the tide that can lift all boats. To this end, TCF focusses on some key program areas such as: creating an attractive investment climate; accelerating exports of goods and services; accelerating Science & Technology; increasing state capacity; and improving human capital and women's economic empowerment.

At TCF, we believe that systems change is key to effectively address India's growth and developmental challenges (including the above outlined areas). We incubate and support organisations that aim to create outsized impact by way of systems change. We refer to such organisations as System Support Organisations (SSOs). Each organisation within our portfolio has adopted this approach for large-scale impact. They work in close collaboration with governments at the Centre as well as State levels, and ecosystem organisations to catalyse transformation at the population-level.

About India Impact Sherpas

India Impact Sherpas is an Advisory Services firm focussed on the social sector. They work with Changemakers and Philanthropists to accelerate and amplify development outcomes. In addition to working with individual organisations, they believe in sharing knowledge and insights on how to create systemic impact which can have a multiplier effect on the development sector, and the nation.

About this report

We conceptualised this report to identify and learn from organisations that have achieved large-scale impact by adopting the systems change approach. It profiles 20 of India's leading SSOs, and aims to inspire and inform other social purpose organisations by building evidence on what works in the Indian context. The report serves as a comprehensive knowledge resource, intended to shape thinking on systems change. It outlines frameworks for how social purpose organisations can adopt it, and offers models on how SSOs can create disproportionate impact.

Defining Systems Change

Systems change has been defined by several leading development sector organisations (see box for some select definitions) and therefore we have refrained from adding another definition.

It is clear though from these and many other definitions, as well as from the findings of our study that systems change aims to solve problems at their roots by focusing on making the systems more effective and/or efficient and/or equitable.

These changes are often brought about by the actors within the system itself. In India for instance, Swachh Bharat, MGNREGS, Jan Dhan Yojana are transformative initiatives by the Central Government with significant impact. Kudumbashree – the poverty eradication and women's empowerment initiative in Kerala, Rythu Sadhikara Samstha in Andhra Pradesh that promotes natural farming and Jaaga Mission in Odisha focussed on providing land rights to slumdwellers are few examples of systemic transformation initiated by State Governments. There are also many cases, as the ones highlighted in this report, where Social Purpose Organisations (SPOs) have worked with public and market systems to make the change happen. This report focuses exclusively on initiatives where SPOs have played an important role.

While there are many examples of SPOs collaborating with the Government or helping deliver Government sponsored schemes, in this report we have studied initiatives that have created systemic impact. We believe that such initiatives display, if not all, a majority of the four characteristics: 1. Address root causes of the problems; 2. Aim for population level impact; 3. Designed for sustainability and 4. Create shifts in values and mindsets.

> Realigning the underlying norms, policies, relationships, functions, incentives and motivations to higher, outcome-focused, and more inclusive equilibrium; such that millions of people, and in particular historically disadvantaged constituencies, experience meaningful and sustained improvement in their lives.
>
> **- Co-Impact**

> Confronting root causes of issues (rather than symptoms) by transforming structures, customs, mindsets, power dynamics and policies, by strengthening collective power through the active collaboration of diverse people and organisations.
>
> **- Catalyst 2030**

> Systems change is about shifting the conditions that are holding the problem in place.
>
> **- FSG**

Characteristics of Systems Change
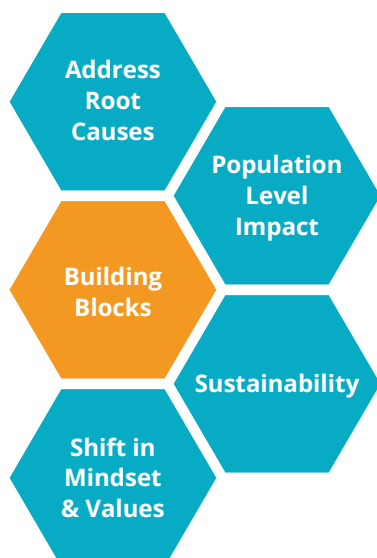
- **Address Root Causes** — Going upstream and tackling the entire of web of root causes, rather than solving for the symptoms
- **Population Level Impact** — Interventions are designed with an intent to solve at a population scale
- **Building Blocks**
- **Sustainability** — Impact is embedded beyond period of intervention and does not regress to the old norm - through Government (Policy/ Program) or Market adoption
- **Shift in Mindset & Values** — Impact results in a change in mindsets or values of the ecosystem (community, governments, etc.)

The Need for Systems Change

The Indian Government spends about 18-19% of GDP on social development. In 2022-23, the Central Government and the State Governments put together are budgeted to spend Rs. ~48 lakh crores (USD 600 bn) on developmental projects. Civil society too has made significant contributions with organisations working primarily at two ends – grassroots NGOs deeply embedded in communities and delivering services and/or building capacity of the community at one end and academic and research organisations creating evidence and policy recommendations on the other. Despite all these efforts of the Government and civil society, India is far from reaching its SDG targets. Progress has undeniably been made, but we still rank 112th out of 166 countries.* There are many reasons for this gap – notably the size of the problem in relation to the resources deployed, the complexity and inter-connectedness of the issues, the wide range of actors and stakeholders involved and the need to contextualise solutions to local needs. Therefore, silver bullets rarely, if ever exist.

Undoubtedly, social change can be brought about through several approaches; each one of which, when delivered properly, has a positive social impact. However, if we want to address complex problems at scale and solve them irreversibly, then deploying a systems change approach is advantageous, as demonstrated by the exemplars covered in this report. These exemplars have played at the intersection of and leveraged the work of Government, grassroot NGOs and academic / research bodies. Their distinctive contribution has been helping build the consensus, identifying and addressing policy gaps, creating proof points of large-scale success, building required coalitions, creating public goods, helping build the systems' capabilities, changing mindsets and unlocking funding.

Furthermore, in India, civil society has traditionally worked with public systems due to the following key reasons:
- The public expenditure on social and economic development dwarfs the philanthropic capital; State and Central Governments together invest ~18% of India's GDP on social and economic development.
- The State has an unparalleled network to provide basic services; for example, 143 million children attend ~1 million Government schools and 118 million children are covered by the PM Poshan Scheme (mid-day meal scheme).
- Even in areas where the private sector has a significant share, the regulatory framework is provided by the Government. For instance, around 45% children attend private schools but the curriculum design, examinations etc. are designed by the Government. Additionally, many private schools get aid from the Government.
- Further, the most vulnerable populations largely rely on public systems in areas such as education, health, and WASH. Public schools and hospitals serve the most in need.
- Lastly, the Government has the mandate to design the policies and regulations in relation to these basic services.

However, the journey of systems change is not a linear and easy path. Practitioners on this journey often grapple with questions like: What is systems change? Which systems should I engage with? How do I successfully navigate this complex process? What tools can I deploy? What internal capabilities do I need to build? While globally there is a body of knowledge available on systems change, TCF has found that most of it is not grounded in the Indian context and is bereft of Indian examples. To address this issue, in this report, TCF and its knowledge partner India Impact Sherpas have captured learnings from 20 systems change exemplars, hoping to inform and inspire other SPOs and funders.

Introducing the Exemplars

The Exemplar organisations whose systems change journeys we have attempted to capture in this report have been selected based on consolidated recommendations from over 65 experts in the social sector followed by consultations with the Brain Trust. While this is obviously not an exhaustive list of leading systems change organisations in India, the selected Exemplars represent diverse sectors, models of change and organisational characteristics, such as size, age and employee strength.

Agami	ARMMAN	ATE Chandra Foundation	Breakthrough Trust
Central Square Foundation	CHILDLINE	eGov	EkStep
Indus Action	Janaagraha	Microhousing Finance Corporation	Migrants Resilience Collaborative
Piramal Foundation for Education Leadership	Pratham	Project ECHO	Samagra
SaveLife Foundation	SEARCH For Health	SELCO	Vidhi Centre for Legal Policy

Refer to the Appendix for the methodology
followed and organisational details of the Exemplars.

Pathways to Systemic Impact

The 20 Systems Change Exemplars we studied have taken their own unique pathways to create impact. However, they can be broadly categorised into three categories - those that have taken a bottom-up programme-led approach by creating evidence with pilot programmes and then scaling up what works through public or market systems; those that have taken a top-down policy-led approach, by working on designing and redefining policies that create impact at a population scale; and those that have taken a public good-led approach (digital or otherwise), that is designed to work at population scale, while being modular and customisable for a range of demographic contexts. However, in all cases, these Exemplars have all progressively expanded their focus to actively look at a combination of programmes, policy and public good creation.

As we examined their journeys, we found that each journey is unique, as the context they operate in varies and is influenced by the organisation's values, aspirations and strengths. It is, therefore, impossible to adopt a cookie-cutter approach to systems change. However, we found 8 practices, a combination of which was commonly deployed to create pathways to impact. Additionally, all organisations bar none, had to transform themselves in their pursuit of systems change and also invested in building a very robust organisation. These organisational enablers that our Systems Change Exemplars built went hand-in-hand with the identified impact goals and were heavily influenced by the practices they pursued. As compared to other Civil Society Organisations, we found Systems Change Exemplars do a few things 'differently' (mainly around the way they build the organisation) and also do a few 'different' things (largely relating to practices deployed).

POPULATION SCALE IMPACT THROUGH

Programs **Policies** **Public Goods**

A COMBINATION OF PRACTICES

| Create Demand and Alignment for Change | Ground the theory of change in data, evidence and research | Inform design and implementation of policy | Design & Demonstrate Scalable Solutions | Invest in population-scale platforms | Help strengthen institutional capacity in government | Build partner network for scale | Create viable markets for under-privileged |

SUPPORTED BY ROBUST ORGANISATIONAL ENABLERS

| Leadership Orientation & Credibility | Patient and Flexible Capital | System insiders as Advisors & Accelerators | Diverse capabilities and talent pools | Culture of learning & iteration |

UNDERSTANDING SYSTEMS CHANGE PRACTICES

1. Create demand and alignment for change:
Many of the Exemplars we studied, started their work on the "demand" side by investing time in engaging deeply with the communities to understand their challenges and solicit their participation in prioritising issues as well as actively engaging in solution design and delivery. This aspect of change is often neglected as organisations focus on the supply side. Further, they also invested heavily in engaging key stakeholders across the Systems Change value chain in building visible narratives and salience around the need for change and the building blocks of the solution. This has enabled not only the identification of the most important issue but also created favourable conditions for change by getting the community and systems to buy in. Additionally, bottom-up involvement in prioritisation and design subtly shifts powers to the community - an important characteristic of Systems Change.

SEARCH, for example, whose stated mission is 'Arogya Swaraj' or placing people's health in people's hands, organised health fairs that attracted people from 50-60 tribal villages to help them identify urgent focus areas – some of the health priorities were 'expected' (like malaria and infant mortality), while others were 'unexpected' (like backache and vaginal discharge for women). Further, their work involving community mobilisation for creation of capacity in primary healthcare has resulted in innovations like Home Based Newborn Child Care (HBNCC) and Community Health Workers / ASHA workers, which have since been adopted across India and multiple developing nations around the globe.

Similarly, SELCO is focused on delivering last-mile sustainable energy solutions to create broader socio-economic mobility in the communities they serve. They engaged deeply with 'off-grid' communities to identify and prioritise specific energy bottlenecks which were impacting their productivity, income or quality of life. To generate trust, propagate these energy access related ideas and highlight potential for productivity and income enhancement, SELCO also focused on mobilising and building relationships with key influencers in the community like school Principals, executives of Rural Regional Banks and even staff at the post offices.

Breakthrough Trust, which works towards building a more gender equitable society, is clear that working with communities is essential for changing gender narratives. It works with the Government in developing policies and curricula that promote gender equality; trains teachers and administrators to implement these policies and curricula. Equally, their work makes innovative use of popular culture (music, performing arts etc.) as a tool to raise awareness and create a public narrative around gender-based violence and discrimination to bring a prominent social issue to the foreground. The storytelling and messaging have helped create pathways for different stakeholders (adolescents and young adults, parents, teachers, education administrators) to actively engage with the challenge that gender discrimination poses and find individual positions for gender non-normative behaviour.

2. Ground the Theory of Change in Data, Evidence and Research: Almost all the Exemplars we studied, have had a strong bias for developing a credible data and research foundation to establish salience of the problem, understand the root causes, generate insights, develop evidence-based solutions and build a credible voice for their Theory of Change. Scientifically collated data and evidence help build credibility of the model amongst other system actors and therefore eases the path of its spread and adoption.

SEARCH for example, after identifying priority health challenges, has set up scientific measurement processes to understand the magnitude of the problems they were tackling. In the case of infant mortality, they recorded every childbirth and death in 13 different sites over a period of two years, to arrive at an accurate measurement of infant mortality which turned out to be 66, as against the officially reported number of 13. Using this evidence, not only did they raise the salience of the issue but also developed a Community Health Worker based model to reduce dependence on doctors (a critical bottleneck) for basic care. At the same time, SEARCH also leveraged the scientifically documented data and evidence to generate a voice for the solution in credible journals like Lancet to build momentum for programme scale-up and policy changes.

Similarly, Vidhi, which is an independent think tank doing legal research to make better laws and improve governance for the public good, has extensively used evidence-based legal research to support creation of new laws (for example, the Personal Data Protection Bill) or change in existing laws (for example, Bankruptcy Law, Company Law), or favourable judgements in court (for example, repeal of discriminatory laws against persons affected by leprosy) or shaping public narratives (for example, decriminalisation of drug consumption). For drug decriminalisation in Punjab, after studying the issue for over two years, Vidhi put out a clear point of view, stating that it needed to be seen less as a law issue and more as a public health issue, needing de-addiction centres. The report which had collated and analysed data by District showed extensive evidence of people getting imprisoned (primarily farmers smoking at the end of the day), for poppy husk and not "hard drugs".

From its inception, Pratham has used evidence and field experiences in deciding priorities and programme direction. For example, in the early 2000s, while working with primary school age children in many contexts, Pratham constantly faced the issue of children who had been in school for a number of years but had not yet acquired basic reading or arithmetic skills. Experiments and interventions on the ground led to the development of a simple tool to understand children's learning level (which later became known as the ASER tool). At the same

time, efforts to provide a solution led to the development of the early version of Teaching at the Right Level (TaRL). Simultaneously and over the next 15 years, Pratham and J-PAL carried out six rigorous impact evaluations to understand the effectiveness of the evolving TaRL approach.

3. Inform Design and Implementation of Policy:

A key lever in almost all Systems Change Exemplar journeys has been their work in the area of policy advocacy and design. Some like Vidhi started through policy and moved into "implementability" while most others started with programme delivery and then built the evidence and technical inputs to support drafting better policies and creating demand for the same by building salience around pertinent issues with relevant stakeholders in the Government, media and civil society.

Janaagraha for example, played a crucial role in shaping the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) launched in 2005, with Ramesh Ramanathan leading the National Technical Advisory Group. This initiative coupled financial aid with policy reforms. Janaagraha's advocacy efforts focused on institutionalising citizen participation through initiatives like the Nagara Raj Bill (CPL) and the Public Disclosure Law (PDL), adopted in 11 and 25 states respectively. Coupling financial assistance with policy reforms continued to guide Janaagraha's engagement. Through advocacy with the 15th Finance Commission, Janaagraha successfully campaigned for the mandate of publishing audited annual accounts. This led to the mandate for all municipalities to publish audited annual accounts, with over 4,200 complying as on date. Janaagraha developed Property Tax reform conditions, leveraging the "Toolkit for Property Tax Reforms," which were linked to grants such as Rs. 1 lakh crores under the 15th Finance Commission, Rs. 5,000 crores under the Special Assistance Scheme, Rs. 50,000 crores of additional borrowing for States and further incentives available under AMRUT. This displays the organisation's strategic influence in driving impactful policy changes.

Central Square Foundation (CSF) similarly, started its Foundational Literacy and Numeracy (FLN) work by focusing on salience building around the issue. It engaged with senior Government stakeholders in key bodies like NITI Aayog, the Finance Commission, the New Education Policy drafting committee and even the Prime Minister's Office at the Central level. At the State level, the team did similar engagements with senior bureaucrats like the Chief Secretary to talk about the need for FLN. In 2020, CSF worked closely with the Ministry of Education to design the NIPUN Bharat mission and flesh out operational documents like guidelines and collateral. CSF also built out an FLN microsite and published articles and blogs around FLN, its centrality in NEP and the NIPUN Bharat mission to ensure a strong salience around the issue.

Indus Action works on enabling sustainable access to legislated rights for vulnerable communities by identifying gaps that exist in policy framing and their grassroots implementation. Indus Action has demonstrated that making policies accessible and efficient involves a lot of grunt work and getting into details. Their focus is on policy operationalisation across the entire value chain

(benefits discovery, application filling and document submission, application approval, addressing grievance, benefits received). On Right To Education, policy wins through Indus Action's work have included making the lottery algorithm for school enrolment more equitable across gender and special needs. On gender, their work ensured 50% enrolment each for boys and girls, independent of application ratio (which is typically skewed in favour of boys). Their work on the lottery algorithm, also ensured that 1,500 applications from children with special needs are automatically enrolled. Similarly, for maternity benefits, making the husband's Aadhar card non-mandatory, allowed over 2.5-3 million women access maternity benefits that they were earlier not receiving. Indus Action also pushed for the maternity benefits policy to be operationalised for second births.

4. Design and Demonstrate Scalable Solutions: Most of the Exemplars we studied have invested in using on-ground interventions to test and refine programme delivery models while also developing hypotheses on systems change bottlenecks that need to be addressed. They have used this evidence to build insights that they have then used to design policy and public goods focused interventions while continuing to scale up programme delivery.

SaveLife Foundation (SLF), which was set up with the aim to improve road safety and emergency care in India, collected and analysed extensive data on road crashes and fatalities. The detailed root cause analysis and insights generated using this data, helped SLF pilot the "Zero Fatality Corridor" model on the Mumbai-Pune Expressway that resulted in 58% reduction in fatalities (despite the increased traffic on the expressway in this period). Armed with this demonstrated success, it is now partnering with the Ministry of Road Transport & Highways, to scale the model to the top 100 most dangerous highways in the country. SLF continues to retain focus on building deeper data capabilities (for example, analytics to predict road crashes) and using ZFCs as Innovation Labs to learn about the problem and test solutions.

Similarly, ATECF which is involved in Rejuvenating Water Bodies (RWB) to enhance water security, systematically broke down the value chain of activities for their RWB initiative. This helped them marry learnings from field experiences, with top-down analysis of rainfall, reservoir levels, GIS data at the District level to build an evidence-based solution for rejuvenating water bodies. ATECF has developed a holistic perspective for a system level change – from field-level planning, to cost estimates for employing contractors and NGOs, to engaging local collectors, Block, District level officers, to allocation of costs across key stakeholders (village communities, Government, partner CSOs), to the approach they need to take to shaping and influencing specific Government policies and programmes. This model is now being implemented in the States of Rajasthan, Madhya Pradesh and Jharkhand along with 13 NGOs.

For ARMMAN, which works on reduction in mortality and morbidity of mothers, children and neonates, given the sheer scale and spread of India's population, any solution that sought to make a difference, had to be

scalable, accessible to the last woman and child directly in their homes, and yet be cost-effective and resource-light. It also identified a critical gap in prenatal care and wanted to improve the preventive care, primary care and referral system. ARMMAN developed mMitra that provides expectant mothers with proper and timely information thereby improving preventive care and also improving agency. They first developed their m-health model named mMitra, which has reached 3 million women till date with ~2,30,000 currently enrolled. Based on this success, ARMMAN was invited by the Ministry of Health and Family welfare (MoHFW) to partner in deploying its own M-health platform Kilkari. Available in six languages nationally, Kilkari has reached ~47 million women till date with over 3 million currently enrolled. ARMMAN now uses its first programme mMitra as a sandbox for testing innovations that will be successfully scaled through Kilkari.

5. Invest in Population Scale Platforms: While most Systems Change Exemplars started with pilots to create evidence and working models which were then replicated to population scale, a select few Exemplars have leveraged technology to design platforms for scale that are open, modular and customisable public goods that can be deployed in different contexts while also enabling further innovation through ecosystem partners.

A key driver for Ekstep's success was their decision to "Meet the problem at the scale (200 million children) and urgency (by 2020)". Ekstep's idea of introducing QR codes into text books (which were anyway "trusted" by key stakeholders like parents, teachers and schools) provided students immediate access to digital learning content. The Sunbird platform which had many similar building blocks (like the embedded QR code) effectively became a reusable and replicable Digital Public Good which has then been leveraged by the Government to create and expand its Diksha platform. For Ekstep, pivoting away from solutions like the Genie app which worked on the "Pilot and scale what works" principle, to the Sunbird platform, which is premised on "What works at scale", helped them get to population scale at record speed while creating a reusable public good.

Similarly, eGov's DIGIT Platform (Digital Infrastructure for Governance, Impact & Transformation) has been leveraged to solve citizen experience and urban governance challenges through multiple population scale programmes impacting over 2 billion citizens across 10 countries. The platform has helped stimulate market participation and leverage to build solutions on top of it, that are being extensively leveraged by other systems change organisations. Against the 12-18 solutions that eGov has built on DIGIT, ecosystem players have leveraged the platform to add more than 100 solutions (for example, private players like PwC and Whitesparrow in Jharkhand have leveraged DIGIT extensively for rapid build and deployment of solutions as part of their work).

Project ECHO, which was set up with the intent of promoting equity in healthcare access and delivery, strives to de-monopolise knowledge sharing by leveraging digital infrastructure – the right use of technology and its tools to enable knowledge sharing at scale while ensuring accessibility. To facilitate this, ECHO has developed iECHO,

a cloud-based open-source platform that aims to be a one-stop environment offering tools for asynchronous communication, learning, discovery and social networking, much beyond the in-person ECHO sessions. Thousands of ECHO sessions can be recorded, transcribed, tagged and made searchable as an anytime resource, for those seeking knowledge both within and outside ECHO. It is expected to accelerate adoption and launch of ECHO programmes and make it easier for new partners to get up-and-running quickly and cost-effectively. iEcho will also empower community champions with data, connections and a platform on which to share their accomplishments and impact.

6. Help Strengthen Institutional Capacity in Government: Engaging with the Government ecosystem (Central, State, District, City) is an integral part of the theory of change in almost all the Exemplars we studied. This has ensured that population scale impact and sustainability are embedded, by design, in their solution. A range of learnings from on-ground interventions like solution design, technical knowhow, technology tools or apps coupled with evidence-based research and advocacy have helped them co-create a fertile environment for adoption within the Government.

Piramal Foundation for Education Leadership (PFEL) uses personal transformation as a path to systems transformation. PFEL's work with the Government is centred on 3 pillars to create Future-Ready States. 1. Creating future-ready education leaders involves developing a leadership pipeline at District, Block and Cluster with 21st Century skills, enhancing cluster-level academic support processes and enabling evidence-based education governance. 2. Transforming structures and policies involves having a single source of truth through technology-enabled education processes, design of new organisation architectures and talent processes and simplification of legal management. 3. Creating transformational pedagogy aims to transform in-service teacher education, transform assessments and create a health and wellness curriculum. To achieve this, PFEL works on internal acceptability within the Government through active listening and co-creation through deep engagement with key stakeholders. They hand-hold the stakeholders through the legal and policy finalisation process by identifying the structural dependencies necessary for the reform to be approved and sustained beyond the recommendation. They create political buy-in by building the political narrative around the topic and ensuring that the success of the initiative reflects strongly on the political leadership. Finally, they work on administrative feasibility by setting up strong follow-through processes that ensure that success is achieved through active capability building, engagement and ownership within the Government setup.

Similarly, Janaagraha, which was set up with a mission to transform the quality of life in India's cities and towns, is engaged with Central and State Governments to build and implement a holistic state urban transformation agenda. An example of such work is their efforts in Odisha since 2019, that focuses on Municipal Finance: 1. Developing a digital grants management system, tracking expenditure (in FY 22-23, ~Rs. 3,400 crores flowed

through the system); 2. Organisation Development: testing and scaling process and people innovations, impacting 72 positions, translating to ~3,000 posts and process reforms in 24 workflows for 115 cities; 3. Urban Policy: supporting drafting and implementing rural-urban transition policy, and drafted amendments to Odisha Municipal Acts for institutionalising Slum Dwellers' Associations (~1.5 million citizens covered).

Samagra was set up with a vision to create sustainable impact at scale, by working with political and bureaucratic leadership across states and domains on complex governance challenges. The organisation typically works closely with the Government's cadre (across levels) to conceptualise and design the intervention roadmap as well as deliver it. Focused attention on strengthening internal capabilities has helped empower the institutional setup in the Government to sustain the change and build on it beyond Samagra's tenure. Where relevant, Samagra has also leveraged CSOs, domain specialists to augment and deepen the delivery networks (for example, for the NIPUN Bharat programme in UP, Vikramshila is the numeracy partner, LLM is a partner for literacy, UNICEF is a communication partner, CSF is a thought partner and funder, Google for technical components and APIs for Samagra's products, Mantra for change for leadership training at the District and Block levels).

7. Build Partner Network for Scale: Every single Every single Exemplar we studied has invested time to understand the landscape of actors who are involved and need to be involved to remove constraints and make the system more efficient, effective and equitable. They have worked on creating distinct, complementary roles, driven by competencies each partner brought to the coalition or collaborative and aligned incentive structures to ensure sustainability of the delivery model. They have then been able to orchestrate this coalition or collaborative of partners to deliver the solution and create impact at population scale. Building such coalitions is not easy and has required tremendous energy and tenacity from the leaders of these organisations. In addition to convincing other organisations, they have had to slow down at times and almost always, cede space to others.

CHILDLINE, for example, which works in child protection, has built collaborative relationships with ~1,100+ partner NGOs to scale its delivery nationally. The CHILDLINE secretariat drove identification, selection, training and monitoring of partner organisations as well as policy design. Additionally, the central team also collaborated with critical allied service agencies of the Government (Police, Hospitals etc.) to make them part of the solution through initiatives and campaigns like CHILDLINE Se Dosti and Police Chacha, which created a strong affinity and bonds between CHILDLINE and front-line service personnel of the police and hospitals. On the other hand, the programme delivery including strategy and operational plans were co-developed with the partners. This collaborative approach, which was at the core of CHILDLINE's management model, saw local partners in every district take great pride as leaders of CHILDLINE. They identified closely with the initiative and called themselves CHILDLINE directors, creating deeper ownership and belonging for the CHILDLINE brand.

Migrants Resilience Collaborative (MRC), a grassroots-led collaborative for ensuring safety, security and mobility for migrants, recognised early that the scale and complexity of the problem mandated a collaborative approach for conceptualising and delivering the solution. The MRC collaborative today has 17 NGOs. While MRC's focus has been on a few important levers like social security scheme discovery through its app, refining the last-mile delivery model, yet they have worked with key stakeholders like the real estate industry in onboarding and convincing them. This has led to better access of the benefits to the workers and focus on social security facilitation for all their migrant labour. With the Government, MRC's focus has been on working with the Building and Other Construction Workers Board on revenue and cess augmentation which had been a historical challenge and also focus on improving the design of last mile-delivery systems – using data and digitalisation to speed up and reduce cost of delivery. Having developed a scalable model, MRC is keenly looking to move beyond a "doer" based model to working with other civil society actors to scale different components of the implementation work.

Agami, which focuses on catalysing field-building within multiple Law & Justice domains has continuously worked on building a trusted community of like-minded organisations and individuals. Agami invests in creating spaces like the Agami Summit and Agamishaala that enable the community to bring their whole selves, build their capacities, and situate themselves in the larger field and mission. These have helped create the core trust and relationships needed to drive the mission. Their choice of specific partners has been driven by the needs of the individual initiatives. In all of these cases, however, they have selected partners who are mission aligned, interested in building the field collaboratively and came with a "Do what it takes" attitude.

8. Create viable markets for the under-privileged: Some Exemplars we studied, have developed innovative pathways to service "excluded" communities (for example, energy "dark" communities, housing finance "dark" communities etc.) with products and solutions that solve not just the specific need (energy, housing finance), but also effectively use them as a tool to create socio-economic mobility and impact. A holistic approach to redesigning the entire value chain helped these Exemplars, fundamentally making the prevalent market more accessible to vulnerable populations. They built an innovative, low cost but "for-profit" business model that eventually attracted more players to create a thriving market to address the needs of "excluded" and "underserved" communities.

MHFC, for example, which was set up with the intent to solve home loan requirements of the financially excluded lower income families, used a combination of deep community engagement and innovative technology tools to create a completely new operating model in the housing finance industry. One of the biggest challenges was that traditional methods of assessing creditworthiness were inequitable and punitive to the vast majority of Indians with a "thin file" (limited documents and little or no credit history). This excluded millions of Indians who are self-employed or employed in the

unorganised sector from housing loans. MHFC developed a new approach to credit assessment of people with "thin files". This approach of personalised and direct involvement with prospective customers to understand their income sources, financial liabilities, ability to pay and their motivations was enabled through hand-held devices and software for field officers. The easy-to-use tool for creditworthiness assessment not only enabled several people to become eligible for a loan but also eliminated the need for time-consuming paperwork. The profitable and proven business model along with a willingness to share learnings pro-actively with key stakeholders (NHB, HDFC, other HFCs including competitors) has helped bridge the housing loan need-gap for the EWS / LIG segment by attracting over 75 new entrants.

Similarly, SELCO, is focused on grassroots innovation and capacity building for local entrepreneurs across the value chain – manufacturing, marketing and servicing of energy products. While solving the energy needs of the customers, the approach also created livelihoods and

micro-enterprises across the entire value chain, including collaborating with Financial Institutions to customise financial products to cash flow cycles of SELCO customers. The capacity building and market development activity along with continuing investment in innovation and focused problem-solving helped SELCO as an organisation, retain its "for-profit" business model, generating "acceptable" financial returns for itself while creating pathways to impact for the communities they served. The direct impact of players like MHFC is, while notable, small in comparison to the results they have achieved by demonstrating a viable market-based model. For example, MHFC's success has seen 75 players enter the micro-housing finance market.

As is seen, all Exemplars have deployed multiple practices to enable systemic change. This requires the organisation to build its own capabilities. How Exemplars have achieved this is shared below.

UNDERSTANDING KEY ORGANISATION ENABLERS

We also examined how each of these organisations were built or developed internally to set them up for Systems Change success. As we understood their process of building the right organisation enablers, we found that when compared to other Social Purpose Organisations (SPOs), Systems Change Exemplars approach organisation building differently.

SUPPORTED BY ROBUST ORGANISATIONAL ENABLERS

| Leadership Orientation & Credibility | Patient and Flexible Capital | System insiders as Advisors & Accelerators | Diverse capabilities and talent pools | Culture of learning & iteration |

a. Leadership Orientation and Credibility: We found most of the Systems Change Exemplars have founders who developed a bias for systems change as the eventual North Star, fairly early in the journey. They may have started with looking at a point problem but evolved very quickly to address the web of root causes holding the systemic problem in place. Their focus on the mission ensured that none of them were married to the solution and evolved their approach several times while keeping an eye on the North Star. Deep understanding of the issue and demonstrated success has helped them build personal credibility and branding around the mission which has led to ecosystem access for amplifying impact as well as informing policy changes and public good creation.

At Janaagraha, Swati and Ramesh Ramanathan, the founders and Srikanth Viswanathan, the CEO are practitioners of systems change with a deep conviction to look for root causes and implementation of scalable solutions. Through their journey of over 23 years, despite multiple pivots on the approach, like moving

from mobilising civic participation to also including work with Governments to institute reforms on city governance (together called "City-Systems") has helped the organisation stay focused on their mission to improve citizens' quality of life. They practise "Urgent Patience" i.e., when there was no purchase with Governments and donors, they sharpened their tools, taking advantage of the smaller reform opportunities that came their way, yet keeping an eye out for the right time for the big thrust. By placing their confidence in institution building, the founders showed maturity to leave the management of the organisation to a team of professionals. Swati, Ramesh and Srikanth come with extensive leadership experience in for-profit professional settings but their credibility in the non-profit space was established through their work with the Government. Ramesh led the National Technical Advisory Group for JNNURM, Swati Ramanathan received the Rajyotsava Puraskar – Rajasthan's highest civilian award – for her work on the Jaipur 2025 Master Plan, and Srikanth (along with Nithya Ramesh – Director, Jana USP) is currently part of the High-Level Committee of Urban Planning, Government of India, and State Audit Advisory Board of the Principal Auditor General of Andhra Pradesh.

At SEARCH, the social orientation and environment that Dr. Abhay Bang grew up in (Acharya Vinoba Bhave's Sevagram) helped establish an early focus on systemic change. The personal commitment to live amongst the community in Gadchiroli and create Shodhgram, as a means to build deep roots and best-in-class research capabilities helped Dr Rani and Abhay Bang build a trust-based relationship with the community and an opportunity to take a holistic approach for the community's health challenges. A non-partisan attitude and lack of political ambition helped build personal credibility for Dr. Abhay Bang. Even when using community protest as a tool to inform policy (for instance, infant mortality rate), proposing a constructive alternative helped build the right environment for acceptance and change. Their work over the last 40 years has deployed different combinations of Shodh (Research), Seva (Service) and Sangharsh (Protest and Mobilisation) when addressing different health challenges while staying true to their core mission of Arogya Swaraj (People's Health in People's Hands).

At CHILDLINE, Jeroo Billimoria's bias for a systemic, national level solution from the very beginning has helped them evolve as a systems change focused organisation that is solving for the web of root causes impacting child protection. Collaboration and joint ownership with partner organisations for strategic direction, vision and approach have helped create capacity for national level programme delivery, while CHILDLINE has stayed focused on thinking about systemic change, creating the environment for it and innovating on solutions. Representation from allied services (Police, Railways, Telecom companies) on the CHILDLINE Board further helped create a strong advisory layer that provided system access and resources where required. Despite the Government announcing its intention to take over its operations, CHILDLINE intends to continue working with the Government by evolving into a high-quality child protection well-being system for the whole sector while looking at what new innovations can be brought in.

At Pratham, the identities of the founders, Madhav Chavan and Farida Lambay were intertwined with the development sector in India. Their inclination to be an active part of the public education system, juxtaposed with their backgrounds in academia and adult literacy, led them towards building an organisation that was focused equally on research and evidence as it was on the involvement of communities. With Rukmini Banerji and several others like Usha Rane and C.V Madhukar joining Pratham in 1996, their mission was strengthened further. The team's credibility in the ecosystem played a significant role in generating support among different sectors in Mumbai, built demand for programmes in various States and attracted researchers like future Nobel Laureates Esther Duflo and Abhijit Banerjee, to collaborate with Pratham.

b. Patient and Flexible Capital: Support from funders who shared the Exemplars' vision and theory of change helped these organisations to think holistically about their journey and pathways to impact. The patient philanthropic capital helped support near-term programmes while calibrating longer-term efforts in systems change.

For Central Square Foundation, the Bill & Melinda Gates Foundation was the strategic funder that helped them embark on the journey of Foundational Literacy & Numeracy. Beyond them, CSF always recognised the need to raise a wider pool of funding owing to the size of the problem that it needed to solve. And so, it actively raised funds from CSRs, HNIs and other philanthropic foundations to fund various components of its FLN efforts like State-level programmes, which often were the most resource-intensive. A key learning for CSF has been the importance of the patient capital of strategic anchor funders who care deeply about the vision and are aligned with the system-reform approach to support the design, implementation and impact of States' FLN missions.

Similarly, Indus Action, while having access to patient capital, also had their funders support their journey, as strategic partners (and not just capital providers) who were vested in the organisation's success. EY Foundation helped Indus Action take an 8-10 years' public finance view of the policy (~worth Rs. 10,000 crores over a 10-year period). For the EY Foundation too, an investment of Rs 500 per child unlocked Rs. 1,00,000 per child (Rs. 10,000 per year). The multiplier impact was significantly higher than EY Foundation's earlier model of directly funding scholarships for children. Similarly, other corporate funders with a large employee base (PVR, Uber), were able to establish a channel for their employees to access welfare benefits through Indus Action and in the process, also mobilising them for community activation within their networks.

For MHFC, early funding came in the form of equity from Michael & Susan Dell Foundation (who initially had offered a grant that MHFC decided to convert into equity) and India Financial Inclusion Fund. Debt funding followed after about 3 years from NHB and HDFC and this provided the capital foundation in the initial years for MHFC. Support from other financial institutions like SBI and IFC followed soon after, which then cascaded to many other banks entering the housing finance for the EWS / LIG segment.

Piramal Foundation, which adopts a seed funding approach, operates with a leverage of 1:3 wherein the Foundation invests early in ideas and then draws funding from like-minded philanthropic organisations followed by adoption into Government programmes and schemes. External funding is mostly multi-year commitments from institutional donors (like BMGF, CIFF) who are aligned on ideas and value systems.

c. System Insiders as Advisors and Accelerators:
Early bias for systems change has helped the Exemplars build Boards and governance layers in line with that strategic vision. They have leveraged "System Insiders" (retired bureaucrats, judges) on the Board and in advisory roles to enable access to networks of decision makers and influencers. These advisors and accelerators have helped the Exemplars calibrate progress and create intermediate markers for impact, given that the North Star goal is a longer-term outcome. We also found many Boards in systems change Exemplars to be focusing on creation of population scale impact and public goods.
SaveLife, brought in "System Insiders" on their Advisory Board - senior retired bureaucrats and policymakers,

who helped build network access and shape SaveLife's thinking. For example, the presence of a former Home Secretary of India on the Advisory Board, helped SaveLife with operationalising the implementation of the ban on protruding rods across States and Districts by providing access to key decision makers at various levels of the Government.

Agami, similarly has extensively leveraged their supporters, with deep knowledge of the Law & Justice systems (for example, Justice Srikrishna, Madan Lokur). They have helped provide credibility, guidance, problem-solving support and access to networks in some of their key initiatives like selection of Online Dispute Resolution platform partners supporting policy work in the areas of eCourts etc.

For Vidhi, the Board has played a key role in establishing a strong governance layer to help build an Institution with robust processes and systems. Board members like Dr. Ashok Ganguly (the first Chairman of the Vidhi Board), Ireena Vittal and Uday Shankar provided ecosystem access and seed funding. It gave them the confidence to believe in the mission of providing legal research capacity to strengthen the laws and governance ecosystem in the country. The engaged but independent Board has helped them focus on the "big picture" and "scale" while acting as a sounding board for directional decisions.

d. Diverse Capabilities and Talent Pools: A key difference between Systems Change Exemplars and other successful SPOs is the approach they take to hire and build talent pools. We found Systems Change Exemplars invest early in a mix of skill sets like research, policy advocacy and strategic planning in addition to programme delivery. This has helped them plan well to understand the landscape of systems change and actors therein. Our study also showed that almost all Systems Change Exemplars pivot their operating model from "Doers" to "Facilitators" and therefore build capabilities in line with that.

Ekstep, for example, made a conscious choice to keep the organisation small and fixed (25-40), while focusing on growing the adoption of ideas that emerged from the organisation. Further, their background as entrepreneurs and CXOs has helped evolve the building block approach, which has been a powerful catalyst for thinking about Ekstep as a societal platform. The small but "incomplete" organisation by design, with a large footprint of ideas, necessitated collaborating with other organisations to co-own and adopt the end-to-end solution, thus building sustainability.

Similarly, eGov has built a team with deep expertise in core areas that are on par with best-in-market, allowing them to build strong credibility. Given the complex, dynamic nature of problems, eGov has transitioned from being largely technologists-led to now having a multi-disciplinary and diverse leadership team that includes technologists, strategists, domain specific knowledge partners, marketing and policy professionals, all dedicated to solving pivotal societal challenges. A large concentration of ex-entrepreneurs in the leadership team, skilled in navigating ambiguity, pivots and strategy changes has

helped them navigate complexity and scale up its work dramatically in the last 6-7 years. The diverse pool of experts has also helped create a culture of collaboration with partners of all sizes across markets, civil society and Governments.

SELCO has focused on hiring talent rooted in local communities with vernacular language ability and passion for cause and problem-solving. This has helped SELCO create trust-based relationships with the communities they operate in. Mohan Hegde, the current CEO, is a Yakshagana artist with the ability to connect with a farmer in the morning and a Bank Chairman or senior political leaders in the evening. Other key members of the leadership team like Huda Jaffer and Rachita Misra in the SELCO Foundation have brought in strategic perspectives to synthesise systemic learnings that have created respect and branding internationally for SELCO and its work. Creative use of impact failure conferences to advertise and learn from innovations and failures have further helped embed a problem-solving culture across the SELCO ecosystem.

ARMMAN has invested in bringing in professionals with deep expertise and experience in key roles. The organisation has consciously created a team that complements the medical and public health expertise of its founder, Dr. Aparna Hegde. CEO Ramesh Padmanabhan was earlier CTO at Piramal Foundation and held leadership positions in NSE.IT and Mphasis. He brings with him a mix of corporate, technology and development sector experience. Kumar Madhu Sudan who heads Kilkari and Mobile Academy has been in the system for 25-30 years. Amrita Mahale who heads innovation is from Stanford and has worked in Google and WadhwaniAI and understands product technology and innovation. Malika Malhotra who heads content is a Postgraduate in Education from Stanford. Sanat Kumar has been in the technology sector for over 25-30 years.

e. Culture of Learning and Iteration: The other big difference we found in Systems Change Exemplars is the way they approach the building of organisational culture. Their audacious population scale impact goals enabled continuous reflection-driven learning through innovation to evolve their theory of change while staying committed to the core mission. Focus on building a collaborative culture has helped these Exemplars work effectively with ecosystem players in a coalition and partner-led delivery environment.

ATECF, while being very focused on addressing the root causes for water scarcity and agricultural distress, tested multiple hypotheses on-ground to test and learn what might work best. They were extensively tuned to incentive structures of the on-ground community, contractors, NGOs as well as system level influencers to create a win-win proposition for all stakeholders. A lot of the learnings through multiple iterations were embedded into the deployment model by leveraging technology to create stickiness.

Similarly, Samagra's core values and constructs espouse the need for continuous reflection and learning. These have been discussed and debated extensively internally

and codified through contextualised training material and videos around the core values and principles (Mahavakyas and Panchasutras). The intent of codifying these values and principles, is to create a deep alignment around them within the organisation as well as establish strong foundations for Samagra as an institution that outlives the current team. The core values Samagra espouses (for instance, not seeking the slightest of favours from the officials it works with), the mindset that the firm instils (not hesitating to speak up in front of bureaucrats when needed), and the ways of working the firm encourages (avoiding work that should ordinarily be done by Government staff) in its consultants, has allowed Samagra to work as "insider-outsiders" with the Government and maximise value addition. The firm invests heavily in its monthly fora (Townhalls) and the annual 3-day forum (Sanskar), that are designed and executed to keep these values, mindset and behaviours active in every team member's consciousness.

Similarly, a core aspect of CHILDLINE's cultural DNA has been to stay hyper-focused on children as the primary stakeholders, in all design and implementation decisions (for example, easy access helpline, transparent and clear communication for the child's consent for all interventions). The learnings have been continuously fed into policy changes as well as used to drive improvements through initiatives like CHILDLINE Adaalats and Open Houses (to rate the quality of services). Starting from a field project to a countrywide protection mechanism and one of the first in the development sector to provide a technology-based service, CHILDLINE has continued to reflect, learn and innovate – for example, its digitised district wise Map of Child Protection Concerns (the static version featured in the Government of India's National Plan of Action 2017) and through the learning material it constantly generates such as the National Award winning film, Komal (translated into 25 languages and also by countries outside India) which focuses on countering child sexual abuse.

Inspirational Exemplars
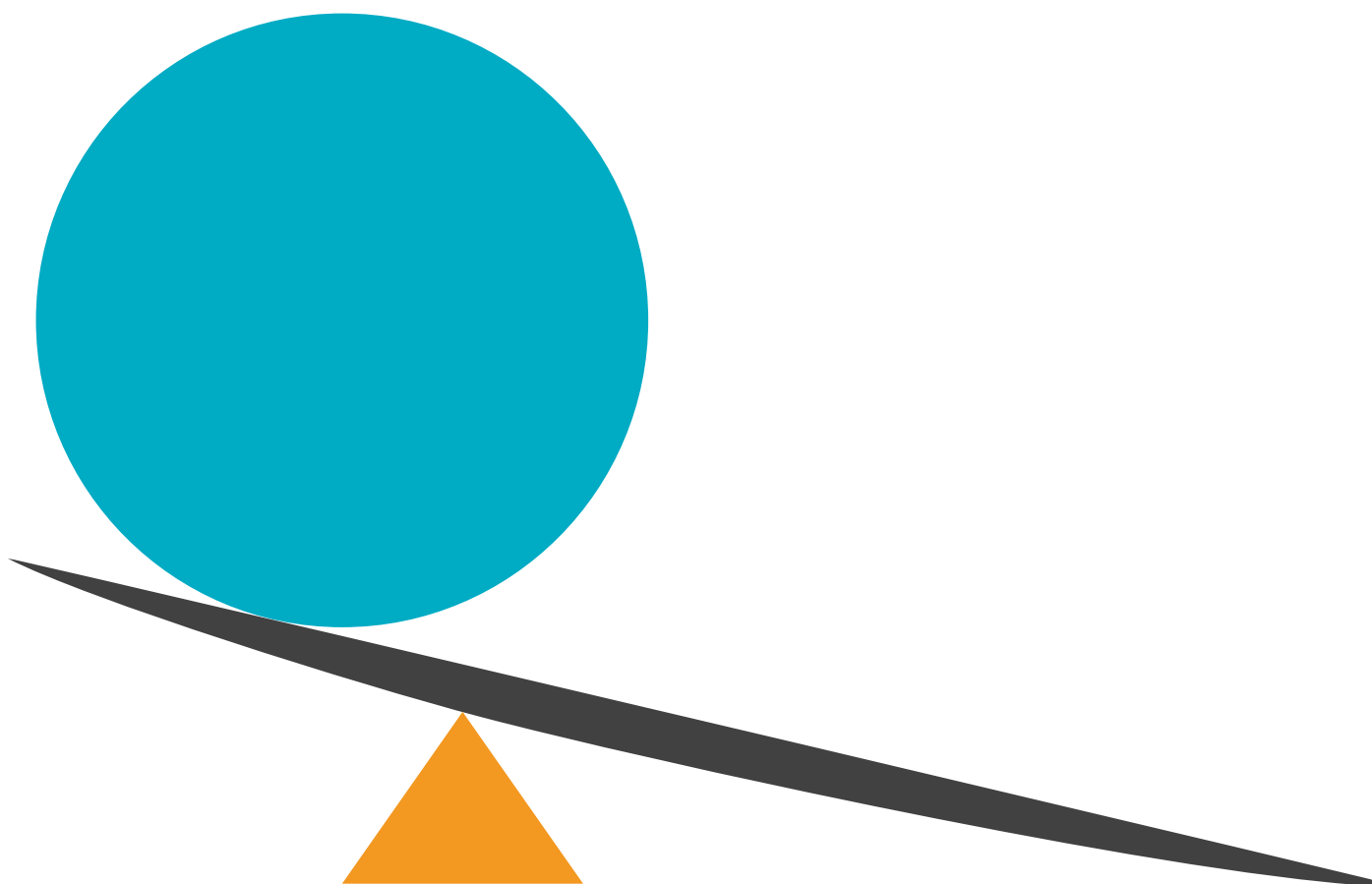
Agami

Building an Innovation
Ecosystem to Power a Better
Justice System

PROBLEM

- Access to justice is inefficient, expensive and a source of significant frustration with harrowing dispute resolution processes
- Opaqueness in processes prevents citizens from accessing police and courts
- The justice system is perceived as being 'stuck' - with limited use of technology and innovation

IMPACT

- Catalysed the ODR (Online Dispute Resolution) movement in India. Since 2018, the number of ODR start-ups grew from 3 to 20, the number of enterprises piloting ODR is now 100+, 10+ Indian states use ODR platforms including government bodies like RBI, NPCI
- ~ 5.45 crores disputes onboarded by ODR providers. Increase in consent rate from 15-20% to 40%; ODR enabled Lok Adalats with settlement rate of 10-12%.
- Anchored a coalition of leading organisations for Phase III of the e-courts policy, unlocking a budget of Rs. 7,000 Cr. for transformation and adoption of a digital platform

APPROACH

- Create Demand and Alignment for Change ("*Do what it takes to catalyse" approach by using multiple enablers for building the field*)
- Build trusted community networks for scale (*Agami Summit and Agamishaala to build trust and relationships*)

What was the context of the problem?

The Indian justice system has for the longest time been perceived as being 'stuck' - with limited use of technology and innovation to create disruptive solutions to address judicial needs in a timely and effective manner. Access to justice is inefficient, expensive and a source of significant frustration with harrowing dispute resolution processes. Despite the lack of options to access justice as a service, people avoid going to the police and courts given the opaqueness of citizen systems that continue to be insular and change-averse. This manifests itself as a systemic problem with a sense of paralysis around the Law & Justice (L&J) field - that nothing can be done.

Agami was set up in 2018 by a group of entrepreneurs and lawyers, with the intent of moving from "stuckness" to movement, by finding the new energy (in the form of new innovators and new ideas) in the field, making them visible, building their capacities and co-creating new possibilities and new narratives for the L&J arena.

What impact did the organisation achieve?

Agami has focused on catalysing field-building within multiple opportunities in L&J, within formal systems and outside. A notable example is Agami's critical role in catalysing the ODR (Online Dispute Resolution) movement in India by nurturing entrepreneurs, mobilising high-level Government and judiciary influencers, and playing the role of a market-maker, to enable more citizens and businesses to resolve disputes equitably, efficiently and at scale. Since 2018, the number of ODR start-ups grew from 3 to 20, the number of enterprises piloting ODR is now 100+, 10+ Indian States use ODR platforms in their Lok Adalats, as do RBI and National Payments Corporation of India (NPCI). NITI Aayog formulated a national policy for ODR and in December 2023, India's market regulator SEBI released a master circular on ODR, leading to the setting up of SmartODR for the Securities ecosystem in India. Today, close to 5.45 crore disputes have been onboarded by ODR providers. Institutions are seeing an increase in consent rate from 15-20% to 40%; and ODR enabled Lok Adalats have a settlement rate of 10-12%. Most financial disputes are settled through arbitration on these platforms with a settlement rate of 40% in family disputes.

Agami has also anchored a coalition of leading organisations that successfully advocated for a new vision for Phase III of the e-courts policy in September 2023. This policy commits to process transformation and adoption of a digital platform through a budget of Rs. 7,000 crores approved for it. Now, PUCAR (a collaborative initiative with 80+ innovators, anchored by Agami) is stepping up to realise the vision of transforming the dispute resolution experience in India. Over the past year, it has developed a clean sheet design for resolving cheque bouncing and motor vehicle compensation disputes; a prototype for a judge's virtual assistance (JIVA), a voice-enabled chatbot that provides legal information for disputes (JAGRIT) and an open protocol for discovery and selection of legal service providers such as mediators or online dispute resolution providers (PULSE). It is now working with different High Courts to ensure the adoption of these digital public goods. Some of these will go live in the judicial system in 2024.

How did the Theory of Change evolve to address the underlying root causes?

As leaders with significant experience in the legal as well as development sector, Sachin Malhan and Supriya Sankaran launched the organisation in 2018 with the first edition of the Agami Prize. This first Prize discovered and celebrated several new actors and ideas in the field and seeded a new narrative of possibilities and innovation. The Prize was open to cross-sector professionals across NGOs, for-profits, unregistered entities, hybrids, as well as existing initiatives within organisations. Participating initiatives were assessed on their transformative potential, entrepreneurial leadership and ability to activate agency.

Pramod Rao (then the Group General Counsel, ICICI Bank, who eventually played a central role in catalysing the ODR ecosystem) attended the Agami Summit celebrating the winners of the Prize. He came up to Agami and said, "While ideas are great, how do we as a Financial Institution solve the large numbers of pending disputes and new ones arising, all of which are backlogged?"

As it turned out, in the cohort, there was an interesting group of participants working on Online Dispute Resolution with the belief that disputes could be settled privately online through alternate means such as mediation and arbitration using the existing legal frameworks.

ICICI Bank and Agami agreed in early 2019 to frame an open innovation challenge to select an ODR service provider for resolving the disputes that ICICI Bank was involved with. The key part of this "eADR challenge" was to frame the problem thoughtfully to highlight important "must-haves" in the solution – inspire trust, work at scale, appropriate use of technology, focus on mediation and not taking recourse to courts. Close to 60 organisations from around the world including UAE, Brazil etc., participated. Agami then ran an independent selection process bringing together a credible jury, chaired by Justice BN Srikrishna. The incentive was a contractual commitment by ICICI Bank to refer 10,000 cases for resolution and prepayment of fees for the ODR services, based on certain milestones.

Alongside identifying the winner, Agami also started building the community of ODR service providers and leading ADR professionals, to enable exchange of knowledge and learnings critical for field building. Through multiple interactions, Agami continued to champion the idea of ODR to more companies for small value cases. By 2020, Agami was hosting high-impact meetings with the senior representatives from the Government, Judiciary and Business and went on to launch a collaborative Handbook on ODR with NITI Aayog, Omidyar Network and other collaborators. In 2023, the ODR community came together to create an open protocol, the Protocol for Unified Legal Services (PULSE), to enable easy discovery of multiple ODR service providers. Agami also enabled the Securities Market of India in their adoption of a multi-ODR framework in 2023.

In parallel, the pandemic had triggered conversations around the future of courts and litigation, and conversations within the judiciary moved from "whether" to "how to digitise." Agami used the opportunity to host a webinar on eCourts with groups of progressive leaders, notably Justice Madan Lokur, Justice Srikrishna and some senior counsels, which made visible that the real gap was one of leadership. Agami stepped in and anchored six organisations (NLU Delhi, NIPFP, Vidhi, Daksh, Centre for Social Justice, Cyril Amarchand Mangaldas) with expertise in court administration to present a unified, constructive and actionable voice on how court administration can be transformed. They shared these ideas with the Chairperson of the Supreme Court E-Committees who in turn invited the Agami team and three other collaborators to join as members to the committee and draft the vision for Phase 3 of the eCourts policy. The policy was a radical departure from the past - instead of building the solution itself, it outlined a vision for an "ecosystem approach" to create the infrastructure for others to build upon (like UPI). For the first time in its history, the Supreme Court also did public consultations on its policy – since then, there have been six other consultations by the courts. With the eCourts policy being allocated Rs. 7,000 crores, Agami's work has pivoted to catalysing implementation, with focus on working with States to launch digital courts.

In 2021, Agami identified the need to build an ecosystem for the creation and use of open AI in the L&J space. The prolific use and impact of AI in the field is imminent and an early group of community members and notable inventors in the field – Dr. Vivek Raghavan being one – recognised a need and opportunity to develop the essential AI public goods and community that could support more AI powered innovation in L&J. For this work, Agami has brought out a playbook that helps with co-creating essential digital public goods to empower innovators, developing a community of legal AI actors and emerging innovators and telling the story of a few demonstrated cases of large-scale impact that can then be pursued by the field.

Agami's choice of specific "playgrounds" has been driven by their assessment of existing leadership in each of the domains they have worked in and the potential multiplier effect for the L&J domain, in enabling "stuckness" to movement.

What practices did the organisation deploy?

Create Demand and Alignment for Change: Agami's ability to sense possibilities through their focus on "bright spots" of innovation (for example, through the Agami Prize) has helped them identify people who are willing to jump in and create momentum for field-building in each of their initiative areas. The starting point has been "demand'" side innovations led by young justice makers but thereafter they have adopted a "do what it takes to catalyse" approach by using multiple enablers (research, market-making, policy support, building digital public goods etc.) to drive alignment and adoption. They have done this through different development arcs across initiatives – for ODR they played an innovator discovery, policy-enabling and market making role; for eCourts they played a policy and governance research role that morphed into collective design and implementation support; and for AI they are building the community and open AI solutions that can be leveraged as powerful public goods that unlock widespread innovation.

Build Trusted Community Networks for Scale: Agami invests in creating spaces like the Agami Summit and Agamishaala that enable the community to bring their whole selves, build their capacities and situate themselves in the larger field and mission. These have helped create the core trust and relationships needed to drive the mission. The choice of specific partners has been driven by the needs of the individual initiatives. For ODR, the focus was on finding people who could be "market-makers" whereas in some of the other initiatives, they have opted for people who could be co-creators. In PUCAR, eGov and Samagra brought their capabilities in Digital Platforms and Governance transformation, and in OpenNyAI, data science company Thoughtworks and the technology-led non-profit through its then Chief Technology Officer Dr Vivek Raghavan, brought their capabilities in AI public good development. In all these cases, they have selected partners who are mission-aligned, interested in building the field collaboratively and came with a "Do what it takes" attitude.

How was the organisation set up for success?

Leadership Orientation and Credibility: The experience of the founders with social entrepreneurship around the world and the rapid learnings of the founding team in the early years showed them time and again that the growth of big ideas is directly proportional to the number of people building the field. Agami was, therefore, established as a hub or platform to catalyse innovation in the L&J domain with an entrepreneurial lens. This has helped the organisation stay focused on the "big picture" to orchestrate collaborations and coalitions by enlarging the pool of people working on a wide range of solutions. Since they see the whole field and also spot gaps, there is always the temptation to actually build end-use solutions – wearing the hats of the very innovators they seek to enable – but they have quickly learned, through a few notable misadventures, that this was not their modus operandi, and they should stay focused on playing an enabling role. Solutions like Jugalbandi serve as public goods that are critically needed for the innovators themselves

Patient and Flexible Capital: Agami's early funding was unconditional and flexible which allowed them to navigate their way from the Agami Prize in the first 6 months to field-building for ODR and other downstream initiatives like eCourts and OpenNyAI. Subsequent funders too have provided unrestricted, cross-initiative funding to deploy it on the most appropriate causes (old and new) including deploying a significant portion of the funding through the ecosystem organisations they work with. The network of funders built by Agami has also directly supported many emerging innovators in the ecosystem that became visible through Agami activities.

ARMMAN

Advancing Reduction in Mortality and Morbidity of Mothers, Children and Neonates

PROBLEM

- India accounts for 9% of the global maternal mortality burden, with a woman dying from childbirth-related complications every 20 minutes and twenty times as many suffer from life-long ailments due to pregnancy related complications

- Two children under five die each minute and 32% of children are unable to realise their full potential due to stunting

- A large percentage of maternal and infant mortality and morbidity can be prevented through timely access to preventive care

IMPACT

- Over 47 million pregnant women, new mothers and their children impacted through programmes implemented by ARMMAN in 21 states

- Mobile Academy programme has reached 3,67,000 ASHAs across 17 states till date. 69% ASHAs have reported improvement in their performance

- RCT on mMitra showed broad-based improvement in various parameters (knowledge of contraception,iron and folic acid during pregnancy, breastfeeding, infant nutrition etc.)

APPROACH

- Ground the theory of change in data, evidence, and research (*mMitra phone service designed based on rigorous evidence to maximise engagement*)

- Design and demonstrate scalable solutions (*Tech plus touch model to develop cost-effective model for easy scaling*)

- Help Strengthen Institutional Capacity in Government Systems (*across ASHAs, ANMs, Medical Officers, and Specialist doctors. Granular data and analytics to track program implementation, engagement and effectiveness*)

What was the context of the problem?

India accounts for 9% of the global maternal mortality burden, with a woman dying from childbirth-related complications every 20 minutes. Further, for each woman who dies, twenty suffer from lifelong ailments due to pregnancy-related complications. Additionally, two children under five die each minute and 32% of children are unable to realise their full potential due to stunting.

Dr. Aparna Hegde founded ARMMAN in 2008, in response to the avoidable fatalities and disabilities experienced during pregnancy and infancy that she personally observed while completing her residency at one of India's prominent public hospitals in Mumbai.

What impact did the organisation achieve?

ARMMAN's 360-degree approach provides access to preventive care information through pregnancy and infancy, improving health-seeking behaviour and outcomes via dissemination of critical preventive care information to women and their families. Increased focus on high-risk factors and equity-encumbered mothers and children enables early access to primary care. Training of health workers at every level decreases the number of delayed or irrational referrals, thereby leading to a reduction in maternal and child mortality and morbidity.

mMitra and Kilkari have provided accurate, timely, targeted and actionable information to pregnant women and new mothers in the language of their choice, directly to their phones, enabling them to make better decisions for themselves and their children. A randomised controlled trial (RCT) on mMitra has shown a 48% increase in women's knowledge of contraception, 25% increase in pregnant women taking Iron Folic Acid pills, 26% improvement in exclusively breastfed infants and a 17% increase in proportion of infants who tripled their weight within the first year of birth[1].

Between 2014-2018 when Kilkari and Mobile Academy were created and implemented by BBC Media Action, the impact created was significant. An RCT conducted in Madhya Pradesh established that exposure to Kilkari content on immunisation helped increase fathers' knowledge and improvement in the timeliness of child immunisation.[2] Another study estimated that 13,842 lives were saved across 13 States from December 2014

to April 2019 due to Kilkari.[3] It was after there was proof of concept, that both the programmes were handed over to the Ministry of Health and Family Welfare for scale and sustenance. Based on the success demonstrated by the mMitra programme, the ministry chose ARMMAN as their partner to implement, expand and augment the programmes which have now reached over 47 million women and their children, and trained almost 370,000 health workers in 21 states of India.

Mobile Academy (MA) is an mHealth-based refresher training programme in collaboration with the Ministry of Health and Family Welfare (MoHFW), that helps in capacity building of ASHA workers. This programme has reached 3,67,000 ASHAs across 17 states. 69% ASHAs have reported significant improvement in their performance on the job and 72% have better communication skills after completing the MA course. The Integrated High-Risk Pregnancy Tracking and Management programme trains and supports three cadres of health workers in protocols that make referrals more efficient and tracking high-risk factors to ensure a continuous iterative process. A pre-post study following training with 6,142 auxiliary nurse midwives (ANMs) showed a relative increase in knowledge of gestational diabetes (75%) and antepartum haemorrhage (71%).

[1] Results of a DFID-UK Supported 3-Arm RCT In 250 Villages In Rural Maharashtra (p<0.05))
[2] Does exposure to health information through mobile phones increase immunisation knowledge, completeness and timeliness in rural India? — Johns Hopkins University
[3] Cost-effectiveness of a direct to beneficiary mobile communication programme in improving reproductive and child health outcomes in India | BMJ Global Health)

How did the Theory of Change evolve to address the underlying root causes?

Dr Aparna initially started by creating an online platform for real-time data on the availability of ICU beds and blood types at hospitals across India. She soon realised that while past efforts of the Government and CSOs that led to improvements in Maternal Mortality, Infant Mortality, these were driven by a hospital-based care model. She identified preventive and antenatal care as critical gaps. This is corroborated by NFHS – 5, which shows that while almost 90% of Indian women deliver in a hospital, only 58% of pregnant women had at least 4 antenatal care visits*. Estimates suggest that this number drops to 20% if WHO's revised guidelines of at least 8 antenatal visits is applied. Further, 40-50% of Indian pregnancies are high-risk, but account for 70% of maternal mortality.

The Three Delays Model, developed in the context of maternal mortality in low-income settings, provides a useful framework to examine factors influencing the timeliness of care. The first delay is in the decision to seek care due to lack of access to preventive care information; the second delay is in reaching an appropriate health facility due to long distances, poor roads and poor availability of cost-effective transportation; and the third delay is in receiving adequate healthcare in an overcrowded hospital, alongside lack of facilities, equipment and trained staff.

These problems are amplified due to significant gender inequity and asymmetric power dynamics faced by the health workers, poor accountability, lack of convergence between maternal and child health programmes, severe transportation constraints and staffing gaps at all levels.

Armed with these insights, ARMMAN decided to focus its attention on early identification, timely referral and appropriate treatment of risk factors in pregnant women and children. ARMMAN's work is guided by the following principles:
- An informed and empowered woman will adopt better health behaviours: take the precautionary measures, proactively anticipate problems and take decisions to improve her own health and nutrition and that of her child.
- Adequately skilled, trained and empowered frontline health workers will help overcome the prevalent asymmetric power and gender dynamics and provide support to pregnant women and mothers.

The solution had to be scalable, accessible to the last woman and child directly in their homes, and yet be cost-effective and resource-light given the scale and spread of India's population.

Their unique blended "tech plus touch" approach leverages technology, the health worker network, the existing health infrastructure of the Government and NGO partners without creating a parallel network to achieve scale at low cost.

mMitra, targeted at health workers delivers free weekly and bi-weekly voice messages containing preventive healthcare information to mothers during pregnancy and infancy in their chosen time slot and language. Multiple tries for every message and a missed call system creates a trusted channel for important information for pregnant mothers and their families. The messages are timely, targeted but actionable. For example, focus on the need and importance of taking iron pills, counselling on how to take them, precautions to be followed and potential side effects. The programme itself costs less than Rs. 350 per recipient.

Based on mMitra's success, ARMMAN was invited by MoHFW in 2019 to partner in the implementation and augmentation of Kilkari, the world's largest mobile messaging service for maternal and neonatal care information. Today, it has reached 45 million women with life-changing and life-saving health information in 8 languages.

The augmented version of Kilkari uses a "fit for purpose approach" where women and children will receive targeted interventions and greater handholding (use of multi-media and 2-way communication) depending on their technology access, risk condition and types of exclusion experienced (gender, class, race, caste and migrant status). Since malnutrition is the biggest risk among children, ARMMAN is also handholding mothers and caregivers of moderately underweight infants via telephonic counselling and targeted messaging to prevent progression to severe malnutrition and promote recovery via a programme called Swasth Kadam.

The Mobile Academy refresher training is available in five languages, refreshes Health Workers' knowledge on life-saving preventative care measures and effective ways of connecting with mothers and families. Mobile Academy has reached almost 3,70,000 frontline health workers across India. The augmented version of the programme will include multimedia content, long-term holding and 2-way communication via WhatsApp and call centre support.

ARMMAN has also developed an Integrated High-Risk Pregnancy Tracking and Management (IHRPTM) programme where nurses and doctors are trained in protocols created by ARMMAN and adopted as policy by State Governments, for identification, management and referral of high-risk conditions, and supported by a learning app with multimedia content and digital tracking. The programme has been adopted by Telangana and Andhra Pradesh where 24,000 Auxiliary Nurse Midwives (ANMs), 2,800 Medical Officers (MOs) and 700 specialists are being trained, and it will soon expand to Uttar Pradesh. ARMMAN continues to evolve its programmes based on its learning and technological advancements.
It has tested new formats, including men and key family figures in their multimedia content. These aim to challenge the patriarchal status quo and change social behaviours within families to alleviate the burden of pregnancy and child-rearing that currently falls only on the mother.

*source: https://main.mohfw.gov.in/sites/default/files/NFHS-5_Phase-II_0.pdf

Kilkari 2.0 and Mobile Academy 2.0 contain enhanced multimedia content, two-way communication and channels such as WhatsApp. ARMMAN is leveraging AI to improve the efficiency of all their programmes and have been working with Google Research India, Harvard University and IIT Madras to develop AI models. With the support of a Gates grant, they are now creating a Large Language Model (LLM)-powered copilot to incorporate into the learning and support app for ANMs in the IHRPTM programme.

What practices did the organisation deploy?

Ground the Theory of Change in Data, Evidence and Research: ARMMAN adopts a rigorous, evidence-based approach: every component of the mMitra phone service has been tested to maximise listenership and engagement with mothers and families. Focus on operational aspects like call frequency, time-slot allocation and messaging repetition maximise impact while also developing evidence-based content to strengthen best practice advice. Their studies show, 97% of women (against baseline of 61%) were aware of the importance of immunisation during pregnancy. The results of a DFID UK-supported RCT helped improve mMitra and Kilkari programmes, while also highlighting the importance of the "touch" element, thereby helping ARMMAN improve Mobile Academy and design interventions such as IHRPTM and Swasth Kadam. It has continued to collate extensive data to build evidence-based insights. In addition to effectiveness and efficiency, ARMMAN's 4-E MLE (Monitoring, Learning and Evaluation) Framework also tracks empowerment and equity.

Design and Demonstrate Scalable Solutions: ARMMAN deploys its "tech plus touch" model that leverages the existing frontline health worker network of the Government and partner NGOs with the ubiquity of the mobile phone, to achieve scale cost-effectively. The mMitra programme achieved substantial scale (3 million+ women) that led to an invitation to implement Kilkari, which has now reached 45 million women and their children.

Help Strengthen Institutional Capacity in Government Systems: ARMMAN's partnership with the Government builds capacity of ASHAs while also releases capacity in the secondary and tertiary systems. The IHRPTM programme focuses on developing the capacity of ANMs, Medical Officers and Specialist doctors. Further, ARMMAN is also strengthening the health system by providing granular data, robust reporting to track programme implementation and analytics to track engagement and effectiveness.

How was the organisation set up for success?

Leadership Orientation and Credibility: Dr. Aparna Hegde used her medical education and on-ground experience as a urogynaecologist to anchor ARMMAN's Theory of Change around the fundamental insight that reaching more women required shifting from hospital-based care to preventive care. Her experience as a doctor working in the public health system continues to inform ARMMAN's interventions.

Diverse Capabilities and Talent Pool: ARMMAN has invested in bringing in professionals with deep expertise and experience in key roles. Ramesh Padmanabhan, CEO who was earlier CTO at Piramal Foundation and held leadership positions in NSE IT and Mphasis, brings with him a mix of corporate, technology and development sector experience. Kumar Madhu Sudan who heads Kilkari and Mobile Academy has an experience of over 25 years in the sector and has previously worked with BBC Media Action. Amrita Mahale who heads Product and Innovation has degrees from IIT Bombay and Stanford University and has worked in Google and WadhwaniAI. Malika Malhotra who heads Content is a postgraduate in Education from Stanford University. Sanat Kumar has been in Technology for over 25-30 years.

Culture of Learning and Iteration: ARMMAN has always been focused on iterating and improving its model – both in areas of public health and delivery technology. It on-ground evidence highlighting the importance of preventive care led them to focus on leveraging technology to reach women and health workers. While a pilot supported by Grand Challenges Canada focused on children with SAM (Severe Acute Malnutrition), initial findings showed it was in fact imperative to intervene at a much earlier stage, following which the intervention pivoted to focus on preventing moderately underweight children from slipping into SAM or MAM (Moderate Acute Malnutrition).

A.T.E. Chandra Foundation

Rejuvenating Water Bodies
Enhancing Water Security &
Boosting Agricultural Income

ate CHANDRA FOUNDATION

PROBLEM

- Close to 600 million Indians face high to extreme water stress with about 2,00,000 people dying every year due to inadequate access to safe water
- Water demand by 2030 is projected to be twice the available supply, implying severe water scarcity for millions of people and an eventual ~6% loss in the country's GDP
- Despite abundant rainfall, many districts struggle with water scarcity because natural water bodies in India today, are materially silted, depleting storage capacity & preventing recharge

IMPACT

- Community owned model for rejuvenating water bodies; significant improvement in water availability and livelihoods for communities within 6-9 months
- ~ 5000 WBs rejuvenated, reaching ~7000 villages, impacting ~10 million people leading to improved groundwater levels, farmer income, drinking water and vegetation cover

APPROACH

- Design and demonstrate scalable solutions *(driven by bottom up field experiences and top-down analysis of rainfall/ reservoir levels/ GIS data at district level)*
- Build partner network for scale *(codified learnings to sharpy define roles for village communities, partner NGOs, philanthropic support and Government stakeholders)*

What was the context of the problem?

Niti Aayog's report of 2018 on "Composite Water Management Index" in India, shows that close to 600 million Indians face high to extreme water stress with about 2,00,000 people dying every year due to inadequate access to safe water. The crisis is only expected to get worse and by 2030, the country's water demand is projected to be twice the available supply, implying severe water scarcity for hundreds of millions of people and an eventual ~6% loss in the country's GDP. The report further mentions that India is placed at 120th amongst 122 countries in the water quality index, with nearly 70% of water being contaminated.

A large percentage of natural water bodies (WBs) in India today, are materially silted, depleting water storage capacity and preventing groundwater recharge. Despite abundant rainfall, many districts in India, therefore, struggle with water scarcity. The underlying reasons for silting of WBs include large scale deforestation, construction, levelling, change in the natural slope, encroachment of rivers and heavy rainfall in short periods leading to flooding and soil erosion.

In view of the limitations on availability of water resources and the rising demand for water, sustainable management of water resources has acquired critical importance. Creation of new water reservoirs runs into challenges of land availability, technical feasibility and high costs with comparatively limited benefits. On the other hand, desilting of existing natural water bodies has far lower costs with significantly higher benefits.

ATE Chandra Foundation (ATECF) started its journey on rejuvenating water bodies in 2013 with the objective of reducing agricultural distress and developing a scientific model that could eventually be adopted by the Government and deployed at scale through Public Private Partnerships.

What impact did the organisation achieve?

ATECF's approach to Rejuvenating Water Bodies (RWB) has seen material improvement in water availability and livelihoods for communities around them, within 6-9 months of rejuvenation efforts. Typical impact includes ~2 - 4x increase in ground water recharge, ~120% increase in average net annual income for farmers, ~46% increase in vegetation cover and ~ 44% increase in households accessing drinking water for livestock.

The scalability of the approach has been demonstrated through working with partner organisations by leveraging learnings to standardise processes and optimise costs. The approach has seen ~ 5000 WBs rejuvenated, reaching ~7000 villages, impacting ~10 million people.

ATECF is now gradually driving the transition of the approach to Government-funded water programmes, enabling significant scale-up without diluting core principles.

How did the Theory of Change evolve to address the underlying root causes?

ATECF's journey with Rejuvenating Water Bodies (RWB) began in Maharashtra around 2013 with a simple question – how to meaningfully and sustainably address agricultural distress? While analysing the underlying reasons for this distress and consequent farmer suicides in Maharashtra, they arrived at water deficit as a key root cause. As they dug deep, ATECF built a perspective through both a bottom-up view coming from water-related initiatives that organisations like Caring Friends were undertaking and a top-down view of water and rainfall statistics by district and the systemic issues that need to be addressed to solve the problem's root causes at population scale, sustainably.

They also found that the traditional approach of building new water bodies, dams and canals is ecologically expensive, environmentally damaging and often leads to large-scale displacement of people in the area. After evaluating multiple intervention options like creating new water bodies or check dams, reducing loan burdens, speed and scale of impact, sustainability of impact, ATECF concluded that rejuvenation of WBs was the best model to extricate a community from drought and address agricultural distress.

The on-ground work done by Caring Friends, was focused on a simple model that ATECF has since adopted: silt removal and rejuvenation of water bodies. Primary research done by them showed that there are many water bodies across the country that have over the years become defunct or unable to hold much water due to heavy silting. The groundwater too, fails to get recharged as the silt prevents the rainwater from reaching the bottom.

ATECF then started with mapping water bodies in target districts in Maharashtra by looking at their revenue records. The analysis showed that cumulative water capacity at these water bodies was 6 times the capacity of Bhakra Nangal dam but over 50% was lost due to silting up.

ATECF started with supporting the silt removal activity by funding the earthmoving machinery used for excavation. The equipment allowed deeper and broader excavation enabling better long-term capacity creation. The silt thereafter was transported out by farmers or panchayats at their own cost who took ownership for the fertile silt, to use it as a fertiliser in their fields to: 1) increase number of crop cycles to 2-3 per annum, 2) boost crop yield or switch to better priced cash crops, 3) convert barren or semi-barren land to fertile land and in cases where the silt is not fertile (like some places in Rajasthan), it is used as an input material for construction. The net cost with this model (3 paisa per litre), was just a quarter of what the Government was incurring through its existing models (12 paisa per litre), primarily because ATECF's model ensured greater participation and ownership the village community took, for carting the silt away. The net cost was also far lower for villages that had become accustomed to pay for water sourced through tankers. In some cases, the villages also started selling surplus water!

Between 2017-2019, the government of Maharashtra helped rejuvenate over 5,000 water bodies across the State mostly through the GDGS (Gaalmukt Dharan, Gaalmukt Shivar) Scheme with farmers paying for the carting of silt (65% of cost), the Government paying for the diesel (26%), and ATECF or donors paying for equipment rental and programme delivery or management costs (9%).

Since then, the approach has also been strengthened with GIS tools being used to scientifically prioritise water bodies for recharging, by looking at data such as rainfall over the previous 3 years, groundwater levels and percentage of rain-fed districts. Similarly, a selection of NGOs is focused on organisations with strong community connect (as against expertise in water) to ensure equitable distribution of silt and ongoing management of water. Online multi-lingual training material including WhatsApp chatbots for queries and a real time mobile app and dashboard to monitor progress and mitigate risks have helped synthesise learnings into easily understandable SOPs. ATECF teams use these tools to provide training and project management support for on-ground NGO and Government teams.

As the approach started showing significant impact, it has expanded to 7 more States, with the Government playing an active role in shaping the adoption of the WB rejuvenation model. ATECF estimates show that with ~Rs. 5,500 crores, the model can impact ~45% of most water stressed Indians using Government-funded schemes. Also, an estimated 1,70,000 WBs in 8 states categorised as "dry" can be rejuvenated, covering ~310 million villagers in ~2,60,000 villages and potentially augment ~42% of a typical family's annual domestic need. ATECF continues to work with various Government agencies to unlock ~Rs. 3,200 crores of funding for rejuvenating water bodies.

What practices did the organisation deploy?

Design and Demonstrate Scalable Solution: ATECF married learnings from their field experiences with top-down analysis of rainfall, reservoir levels, GIS data at the district level to build an evidence-based solution for rejuvenating water bodies. As they worked on deploying the model in some of their pilot districts, the learnings from implementation and the ground reality of the challenges helped ATECF develop a holistic perspective for a system level change. This ranged from field planning required, to working out the costs for employing local contractors and NGOs, to engaging local collectors, block, district level officers, to how the costs could be split across key stakeholders, to the approach they need to take for shaping and informing specific Government policies and programmes. Use of scientific GIS mapping tools and satellite imagery have helped ATECF prioritise selection of water bodies for rejuvenation as well as be more precise about location of desilting activity in a large water body. It helps bring down the cost of desilting, tracks the actual progress of desilting work remotely and changes in silt build-up can be monitored, year after year to prioritise further actions. In addition, ATECF has also invested in mobile apps which enable real time capture and access to on-ground information like the GPS location of the WB, before and after pictures of the WB, details of every farmer who has taken silt along with his mobile number, actual details of water bodies numbers, capacity created etc. and enable the tracking and management of water body rejuvenation across its entire lifecycle.

Build Partner Network for Scale: ATECF broke down the value chain of activities to sharply identify key focus areas for themselves – codified theory of change at the system level, data and tools to map and prioritise focus districts, mobile apps and online tools to synthesise learnings and provide project management support. Similarly, the role of the village communities that were directly impacted by the water body was defined – bear the cost of transporting and utilising silt, as well as ongoing management of the water body through a balanced, representative committee (balance of gender, caste etc.). They worked closely with Government stakeholders to build and strengthen linkages with existing policies and programmes (for example, RRR - Repair, Renovate and Restore scheme, other Niti Aayog / Ministry of Water Resources / State Government programmes) as well as allocating funds for part of the rejuvenation costs (diesel and equipment rental costs for silt removal). Finally, they worked closely with civil society organisations for activities related to programme delivery and community engagement, water body rejuvenation and its ongoing management.

How was the organisation set up for success?

Patient and Flexible Philanthropic Capital: Initial philanthropic capital from ATECF evolved into a cost-sharing model which is now largely tilted towards the community and the Government sharing the cost of rejuvenation. The flexibility to experiment in the early stages also helped ATECF focus on building the capacity of the ecosystem (communities / NGOs / Government) as a whole, while delivering high Returns on Investment for all stakeholders.

Diverse Capabilities and Talent Pool: ATECF's ability to leverage communities to take active ownership brought significant leverage to their programme delivery model. A significant portion of the programme costs and responsibilities were taken up by the communities themselves (silt transportation, usage, water body management etc.). Selecting the right on-ground NGO partner therefore became very important for ensuring fair representation of small and marginalised farmers.

Culture of Learning and Iteration: While being very focused on addressing the root causes of water scarcity and agricultural distress, ATECF tested multiple hypotheses on-ground to examine and learn what might work best. They were extensively tuned into incentive structures of the on-ground community, contractors, NGOs as well as system level influencers to create a win-win proposition for all stakeholders.

Breakthrough Trust

Rising Against Gender-Based violence

Breakthrough
RISING AGAINST GENDER-BASED VIOLENCE

PROBLEM

- Gender-based discrimination and violence are driven by socio-cultural norms steeped in patriarchy

- ~ 33% of girls make it to grade 12 from 95% in grade 8. More than 33% of women face some form of spousal violence and over 90% have experienced sexual harassment in their lives

- Schools too are steeped in discrimination with girls being targeted through verbal, psychological and sexual violence

IMPACT

- Deep transformation model targeted at adolescents, youth, school, administrative and parent community; Reached over 1.5 million adolescents across 2 states

- Scale transformation model though government partnerships in Punjab and Odisha across 53 districts and 56,000 schools

APPROACH

- Create demand and alignment for change *(usage of popular culture and media to draw attention to gender discrimination/ violence)*

- Design and demonstrate scalable solutions *(Deep transformation model to create Playbook for Scale Transformation through Government Partnerships)*

What was the context of the problem?

Women and girls in India are born into a socio-cultural context steeped in patriarchy resulting in discrimination and inequity with little control over their lives. Across the country, fewer girls than boys are allowed to be born into families; only 33% of girls make it to grade 12 from a 95% in grade 8; one in four girls is married before the legal age of 18 years; and only 21% of women are part of the workforce. Further, the ever-present threat of violence keeps women and girls disempowered and vulnerable in their homes and in public spaces as, more than 33% face some form of spousal violence and over 90% of women have experienced sexual harassment in their lives. Schools themselves can be violent spaces. Be it physical violence and bullying where boys are both perpetrators and victims; or verbal and psychological and sexual violence where girls are targeted more as victims; and violence based on caste identity and gender identity or expression and sexual orientation.

Mallika Dutt set up Breakthrough Trust (BT) in 1999, with the intent to leverage the power of storytelling and popular culture (music, films, performing arts) to transform social and cultural norms to make violence against women and girls unacceptable.

What impact did the organisation achieve?

BT is working towards making violence and discrimination against women and girls unacceptable by influencing gender norms and perceptions through customised leadership programmes targeted at adolescents, youth and their communities. Working across 4 states, 16 districts and 564 Gram Panchayats, BT has reached over 1.5 million adolescents and their communities in their direct intervention. In addition, strategic Government partnerships-led scale-ups in Punjab and Odisha across 53 districts and 56,000 schools, aim to create population scale impact by working with adolescents and also extensively with teachers, school leaders, administrators and the parent community. Continued championing of gender transformation has also led to policy wins like incorporating mandatory gender training for all teachers in Punjab.

By 2027, BT intends to work intensively with education administrators and teachers across 2 States in India, reaching 4 million adolescents (50:50 ratio of girls to boys) and 66,000 teachers. In parallel, BT is creating a tool kit and awareness at national and global levels on the importance of having a gender transformative school system for a greater uptake across the country at scale. Finally, they are working on a technological solution that offers a platform approach to address the gender challenge within the education systems by bringing in strategies and best practices together systemically.

How did the Theory of Change evolve to address the underlying root causes?

When BT started its journey to change the narrative on violence against women and girls, Mallika Dutt and Sonali Khan felt that human rights issues needed to be translated into a cultural context so that, even those people who are not interested can be reached. What are the cultural experiences that could ignite a journey of transformation in people, so that they begin to question and actually go through the process of dislodging those stories that are not working for us and replace them with new stories? How best can you reach them but through a music video - "Mann ke Manjeere", promoted by Virgin Records, spoke about Shamim Pathan, a woman who walked out of a domestic violence situation and became an auto driver. And as the music video went to the top of the charts, stayed there for 6 months and won the National Screen Awards, it gave Mallika, Sonali and the BT team a medium to create a narrative about women's rights and violence against women in mainstream media and engage others in dialogue. It was this insight that built the foundation of BT – that if the dominant culture is not transformed, if the values that uphold violence, discrimination and abuse are not challenged, then it is not possible to build a world we dream of and desire.

In 2008, one of BT's most successful campaigns, Bell Bajao, asked men and boys to take action against violence against women – not to ignore it, but to interrupt it through the simple act of ringing the bell. It tried to change the narrative from where violence against women and girls is seen as a woman's problem into one that is everybody's problem. BT did this work in India at two broad levels – creating compelling and cutting-edge mass media campaigns that reached a large number of people across the country and secondly engaging in grassroots mobilisation with young people and community leaders. The Bell Bajao campaign went through the roof – it won close to 20 awards. It reached more than 243 million people, across 9 languages via television, mass media and video vans which travelled the country. More importantly, a lot of men came up to BT and said it was the first time they had ever been invited into this conversation as part of the solution.

It was when BT was doing the end-line of this campaign that they realised that women least equipped to combat domestic violence were the ones that were married off as young girls. This made BT lower the age of their target group and they started working with adolescents in the 11-18 age group. The work was defined as a gender norms equity transformation curriculum that was introduced first in Government schools and then in the community. Besides adolescents, it also included working with the community (parents, teachers, school leaders and administrators, frontline health workers and PRI members). Evaluation of impact through an RCT by J-Pal (sample size of 14,000 with an endline of 13,000), showed the impact on both girls and boys - 12 % improvement in boys' attitude on sharing housework, letting female relatives continue higher education, willingness to allow future partners to earn a living etc.

J-Pal continued with the longitudinal study and the second end-line study in 2020, again showing significant improvements (aspiration in girls went up by 16% for college education, parents started showing more gender sensitive attitudes). The third end-line longitudinal study which has just been completed, continues to show strong stickiness in the positive behaviour and trend, even after 8 years after the active intervention. These results triggered scaling of the work, led by gender equity curriculum, working on norms with the community and then building the leadership of 18+ youth to take community action and say no to violence. Starting with 1,500 schools, although the work now has reached 1.5 million adolescents across 4 states through this deep transformation work, and continues to reach 100,000 new adolescents every year, the model does not allow for efficient scale-up in terms of time and resources.

This has led to BT working on a second deployment model which leverages the existing Government school system to scale faster and more efficiently. The schools themselves have gender related challenges with limited awareness and focus on addressing them. In the first phase (in 2020), BT deployed a 'bare model' curriculum through trained teachers. When BT took the gender equity curriculum to the Punjab Government as an addition, they were directed to look at incorporating it into the existing curriculum through a gender lens. Besides incorporating gender content into the curriculum, the second big change in the model was training the teachers to deliver the curriculum, as against direct delivery through BT's facilitators in the Deep Transformation Model. Given the central role administrative staff play in decision making, BT also decided to include them in the target audience for gender sensitivity work. Finally, they also included the parent community (through 2 partners – Kaivalya and Nitigya) to ensure gender discriminatory behaviour is addressed in a 360-degree manner.

With these changes in the model, BT signed an MoU with Punjab in 2021 and Odisha in 2022 with the intent to perfect this scale-up model in two states by 2028. Progress in Punjab has been good – gender curriculum has been incorporated and printed in text books and most teachers trained in the very first round. There were unanticipated quick gains as well, with the Punjab Government making gender training mandatory for all Government teachers. Beyond 6,500 Government schools, the programme has also been extended to Government-aided schools and private schools under SCERT (5,000). They have also started seeing enquiries for extending the curriculum to grades 3-5. In Odisha, teacher training on gender is completed with BT receiving permission to proceed with printing the textbooks for classes 6-8.

To scale further, BT is also codifying the model into a playbook to potentially hand over to other States and partners who are interested in deploying it. Also on the agenda is a series of research studies to study the impact of gender sensitisation training in schools.

BT believes, through the 2 models (Deep Transformation and Partnership-driven Scale-up) they are deploying, the current generation will finally make violence against women and girls unacceptable by shifting old norms, attitudes and values to build a more gender equitable society.

What practices did the organisation deploy?

Create Demand and Alignment for Change: BT's insightful and innovative use of popular culture (music, performing arts etc.) as a tool to raise awareness and create a public narrative around gender-based violence and discrimination has helped bring a prominent social issue into the foreground. The storytelling and messaging have also helped create pathways for different stakeholders (adolescents and young adults, parents, teachers, education administrators) to actively engage with the challenge. By working with the education system holistically, in bringing in a gender focus at multiple levels (policy makers, institutions and communities), and ensuring that girls have at least one gender non-normative interaction in schools every day, BT has presented a unique entry point to help shape future generations with ideas of gender equality and balanced power dynamics.

Design and Demonstrate Scalable Solutions: BT's Deep Transformation Model has helped design and refine their theory of change for gender sensitive and equitable behaviour while creating a 'sandbox' for their Partnership-led Scale-up Model. As they look at codifying the approach into a playbook, they are creating awareness at state and national levels on the importance of having a gender transformative school system for a greater uptake across the country. BT is also supporting this with technology infusion into the solution/ platform to create tools for accelerated uptake and sustainability.

How was the organisation set up for success?

Leadership Orientation and Credibility: BT's founding leader Mallika Dutt (background in human rights and social justice) used dominant, existing culture to drive key messages around the issue . The team's experience of shaping BT's journey and other related social sector ventures have made them sought-after gender and rights experts, invited to nform international and national dialogues that drive policy decisions. Sohini, who became the President & CEO of BT in 2017, brings 30+ years of experience in the development sector, working with women, grassroots communities on livelihood projects, building market-artisan interfaces and institution building, has helped shape the next phase of BT's journey.

Diverse Capabilities and Talent Pool: BT's pivot from its Deep Transformation Model to a two-pronged model to include strategic partnerships-led scale-up has necessitated building two different verticals with distinct capabilities. The two verticals, while sharing content, collateral at the highest level have distinct implementation teams driven by requirements of the respective models. BT is today a team of >225 with a mix of curriculum specialists, capacity building, partner management, fund raising, programme implementation, media, art and technology.

Culture of Learning and Iteration: BT's early investment in documenting learnings and leveraging data and evidence for evaluating its programme work (directly as well as J-Pal) has built a strong reflection and learning culture. The detail orientation and focus on key success enablers has helped them codify the non-negotiable internal norms and values.

Central Square Foundation

Quality School Education for All Children

PROBLEM

- 52.8% of Class III students lacked proficiency in Language, and 47.1% struggled in Mathematics according to NAS 2017
- ~80% of rural Grade 3 students struggle with Grade 2 reading, ~75% struggle with basic subtraction according to ASER 2018
- Improving Foundational literacy and numeracy (FLN) was the Archimedean lever to improve learning outcomes

IMPACT

- CSF catalysed the inclusion of FLN as the highest priority in the New Education Policy, 2020
- Helped launch the NIPUN Bharat Mission with the Ministry of Education, unlocking Rs. 13,000 Cr. of funding for Foundational Literacy and Numeracy
- Actively involved in FLN initiatives across 11 states, helping with the design and implementation, covering 65% of FLN-grade students within the government system in these states

APPROACH

- Inform design and implementation of policy *(Worked with NITI Aayog, Finance Commission, NEP Drafting Committee and PMO for the prioritisation of FLN)*
- Design and demonstrate scalable solutions *(PMUs to ensure strong reform on the ground level through coalition of partners)*
- Ground theory of change in data, evidence and research *(FLN interventions framed through rigorous goal setting, structured pedagogy and data monitoring)*

What was the context of the problem?

The Indian Government's National Achievement Survey 2017 revealed alarming statistics: 52.8% of Class 3 students lacked proficiency in Language and 47.1% struggled in Mathematics. In rural India, according to the 2022 Annual Status of Education Report by CSO Pratham, ~80% of rural Class 3 students struggle with Class 2 reading; ~75% struggle with basic subtraction. Foundational educational reform is imperative.

Foundational Literacy and Numeracy (FLN) skills are essential as they serve as the gateway to learning. Proficiency in reading, writing and basic arithmetic is vital for comprehending complex concepts across all subjects, enabling students to engage effectively with learning materials and solve problems. Class 3 is the inflexion point by which children are expected to "learn to read" so later they can "read to learn". Foundational skills are key to bridging learning gaps, ensuring school completion with better learning outcomes, enhancing employment prospects and improving life outcomes.

Central Square Foundation (CSF), founded in 2012, is focused on improving school education in India and ensuring quality education for all. Recognising the urgency of the situation, in 2018, CSF identified Foundational Literacy and Numeracy (FLN) as a critical area for school education reform. CSF embarked on a mission for system-led reform aimed at improving learning outcomes on a large scale.

What impact did the organisation achieve?

CSF played a pivotal role in advocating for Foundational Literacy and Numeracy (FLN) at the national level, working closely with the Central Government to emphasise its critical importance. By leveraging national and international research and facilitating expert inputs, CSF built salience around the inclusion of FLN as the highest priority in the New Education Policy, 2020. This policy underscored that all other educational initiatives hinge upon achieving basic literacy and numeracy skills.

Subsequently, CSF collaborated with the Ministry of Education to support the design and launch of the NIPUN (National Initiative for Proficiency in Reading with Understanding and Numeracy) Bharat Mission in July 2021. This mission, backed by approximately Rs. 13,000 crores, aimed at ensuring that every child in India achieves FLN by the end of Class 3 by 2026-27. CSF's significant contribution to the mission's design was acknowledged in the mission guidelines.

As NIPUN Bharat gained momentum, CSF extended its partnerships to States, covering nearly 65% of FLN-grade students within the Government system. Collaborating closely with States, including early adopters like Uttar Pradesh and Madhya Pradesh (CSF has been supporting both States pre-NIPUN, since 2019). CSF helped these States design and implement their own FLN missions aligned with national guidelines. By 2021, CSF was actively involved in FLN initiatives across 11 states, all working towards the ambitious national goal of achieving 100% FLN by 2026-27.

How did the Theory of Change evolve to address the underlying root causes?

In 2018, CSF undertook an internal assessment of impact in its first five-year journey and was approached by the Bill and Melinda Gates Foundation's Global Education team for a potential partnership in India. This collaboration provided CSF with an external expert perspective to enhance its reflective process.

To streamline its efforts for maximum impact, through careful consideration, CSF decided to refocus its efforts on three key areas: Foundational Literacy and Numeracy (FLN), EdTech, and Quality of Private Schools, with a significant emphasis on FLN. This involved letting go of some existing workstreams, such as school-to-work transition and data governance.

CSF based its decisions on international research indicating that a significant portion of a child's brain development occurs before the age of 10, with foundational learning skills being crucial during this period. Data from Government sources like the National Achievement Survey 2017 and third-party surveys such as those conducted by the World Bank and ASER reinforced the urgent need to address the learning gaps in Indian children – a widely known issue across many years of research and surveys.

With this evidence, CSF adopted a 3-pronged approach to strengthen FLN in India. It decided on the following:

Partnering with the Government: Working with the Central and State Governments to improve student learning at the foundational level at scale.

- Integrated Coalition Approach: Working in partnership with ecosystem organisations to ensure the best delivery of system reform strengthening.
- Research and Evidence-based Interventions: Utilising research and evidence-based interventions with a focus on reliable assessments to track progress.

Based on this approach, and after consultation with experts and studying the best practices domestically and globally, CSF developed its FLN Theory of Change.

CSF Approach to FLN Systems Reform:
Catalytic Partner to Integrate Key Levers of Reform

Goal Setting & Communication	Structured Pedagogy Approach	System Capacity Building	FLN Governance and Date
Ensuring system-wide FLN targets & metrics, engaging with political & bureaucratic leadership, and with parents & community to build FLN salience	Ensuring adoption of the SP approach to align all teaching & learning resources (lesson plans, student workbooks, print-rich materials, math kits, etc.) for FLN goals	Developing teacher capacity for effective FLN teaching and building the government's middle management layer for supporting & coaching teachers	Ensuring monitoring systems' usage and data analysis solutions for FLN tracking (material delivery to lesson plan usage to student learning outcomes); providing strategic reform support

What practices did the organisation deploy?

Inform Policy Design and Implementation: CSF started its FLN work by focusing on salience building around the issue. It engaged with senior Government stakeholders in key bodies like NITI Aayog, the Finance Commission, the New Education Policy drafting committee and even the Prime Minister's Office at the Central level. At the State level, the team did similar engagements with senior bureaucrats like the Chief Secretary to talk about the need for FLN.

In 2020, CSF worked closely with the Ministry of Education to design the NIPUN Bharat mission and flesh out operational documents like guidelines and collaterals.

CSF built out an FLN microsite and published articles and blogs around FLN, its centrality in NEP and the NIPUN Bharat mission to ensure a strong salience around the issue.

Design and Demonstrate Scalable Solutions: To ensure strong FLN reform on the ground, CSF started working with State Governments and set up Project Management Units (PMUs) to drive system-led reform. These PMUs were either CSF-staffed, run jointly by a coalition of ecosystem partners (like The Education Alliance) or were staffed by partners (like LFE, Madhi Foundation) and supported by CSF.

To ensure the scalability of the efforts, CSF created tools and processes in the form of innovative public goods including teaching-learning materials, monitoring infra and process frameworks and even a publicly available repository of short and effective learning videos (TicTacLearn).

In all its efforts, while building its own muscle, CSF indexed heavily on collaborating with strategic and technical partners as well, to shape the strategic direction of other like-minded organisations in the ecosystem.

Ground Theory of Change in Data, Evidence and Research: CSF's Theory of Change for FLN inherently incorporates goal setting, a structured pedagogy approach, system capacity building and governance through data monitoring. CSF supported State Governments extensively to help them decide their FLN targets, design and distribute structured pedagogy teaching-learning material, train teachers and middle management and build technology-driven data collection and analysis infrastructure.

How was the organisation set up for success?

System Insiders as Advisors and Accelerators: After coming on board in 2018, BMGF became a key strategic advisor and helped CSF double down on the focus of FLN. Along with BMGF, CSF further strengthened its Advisory Board by onboarding various champions for strategic prioritisation and addressing different dimensions of foundational learning like Luis Coach, a renowned FLN expert and Rajiv Verma, a media and policy specialist. These Advisory Board Members kept CSF on track towards the prioritisation of FLN by constantly recommending CSF to monitor data related to learning outcomes and the FLN reform inputs. CSF's support to the states, such as TLM delivery and teacher training, was a product of the culture of evidence generation and timely course corrections, which they helped build.

Diverse Capabilities and Talent Pools: CSF identified the additional needs in its leadership team in relation to its FLN Theory of Change. It then actively worked to bring on board 3 - 4 new leaders with relevant experience and capabilities like policy design, communications and branding, State Government engagement, technical support, public goods creation etc. This influx allowed CSF to effectively tackle the varied requirements of supporting system-led FLN reform. This also led to the shift of CSF from being a policy and grant-making organisation with limited direct implementation experience into a hybrid of a catalytic and implementing body, actively working through a range of partners, many of whom were initially recipients of grants from CSF, but later became operating project partners who helped achieve CSF's programme delivery goals at the State level. With this change in priorities, the entire organisation structure had to be re-oriented in line with the elements of its new Theory of Change, in pursuit of the common goal for FLN in India. CSF repurposed existing teams towards the FLN goal and the organisation shifted from being a Delhi-centric organisation to one with dispersed State teams.

Patient and Flexible Capital: Ashish Dhawan's untied founding capital from 2012 gave CSF the room to iterate and build a high calibre team. In 2018, a pivotal partnership with BMGF was forged, where Ashish continued to be an anchor funder. The strategic partnership with BMGF enabled CSF to prioritise FLN as the leverage point for improving school education outcomes. Beyond them, CSF always recognised the need to raise a wider pool of funding owing to the size of the problem that it needed to solve. And so, it actively raised funds from CSRs, HNIs and other philanthropic foundations to fund various components of its FLN efforts like State-level programmes, which often were the most resource-intensive. A key learning for CSF has been the importance of the patient capital of strategic anchor funders who care deeply about the vision and are aligned with the system-reform approach to support the design, implementation and impact of the States' FLN missions. HDFC, a CSR donor, based on the credibility of CSF's initial FLN work in a few key states, supported CSF in starting FLN work in 5 new states in partnership with the State Governments.

CHILDLINE India

A Child-friendly Nation that Guarantees the Rights and Protection of All Children.

PROBLEM

- Millions of children in India have been victims of violence, abuse and exploitation due to inadequate child protection

- Children in moments of crisis need access to a single-point of contact that can connect them to services they need during and after the crisis.

IMPACT

- Helped establish a comprehensive child protection service in India, starting with a free, pan-India, 24 x 7 tele-helpline (1098)

- Over 7 million calls, 300,000 interventions a year through 6 centralised call centres, 1,100 NGOs, and 11,000 CHILDLINErs on the ground, covering more than 80% of India

- Support for design of Juvenile Justice (Care and Protection) Act, 2000 (amended in 2015); the Prohibition of Child Marriage Act, 2006; the Protection of Children from Sexual Offences Act, 2012, and the Child Labour (Prohibition and Regulation) Act, 1986 (amended in 2016)

APPROACH

- Invest in population scale platforms *(conceived as a national scale model with a pan India helpline 1098 and policy focus)*

- Build collaborative partnerships for scale *(built partner network of 1100+ NGOs for scale and involved government stakeholders - police, hospitals, etc.)*

- Ground the theory of change in data, evidence and research *(academic partnerships for data and research, established 'standards' for child protection services)*

What was the context of the problem?

Millions of children in India have been victims of violence, abuse and exploitation due to inadequate child protection systems caused by limited on-ground human resource capacity, lack of high-quality prevention and rehabilitation services. Children belonging to the weaker sections of society are more at risk of child abuse, trafficking, child labour, female foeticide and infanticide, child marriage and undernourishment.

In a crisis, children need access to a tele-helpline, as a single-point of contact across the nation, that will quickly connect children to services that they need. It is with this intent that Jeroo Billimoria set up CHILDLINE India Foundation (CHILDLINE) in 1996.

What impact did the organisation achieve?

CHILDLINE has played a pivotal role in establishing a child protection system in India through its 1098 service (popularly known as 'Dus-Nau-Aath'), which is a free, pan-India, 24 x 7, national helpline, anchored by CHILDLINE India Foundation, in partnership with the Ministry of Women and Child Development. It responds to over 7 million calls and conducts over 300,000 interventions a year, through 6 centralised call centres, 1,100 NGOs, and 11,000 Childliners on the ground, covering more than 80% of India (600 districts, 141 railway stations). CHILDLINE responds to the emergency needs of children and also links them to relevant services for their long-term care and rehabilitation.

Besides helping design and establish a robust child protection system, CHILDLINE has been instrumental in informing significant policy and legislation shifts through the four main child protection laws in India: the Juvenile Justice (Care and Protection) Act, 2000 (amended in 2015); the Prohibition of Child Marriage Act, 2006; the Protection of Children from Sexual Offences Act, 2012, and the Child Labour (Prohibition and Regulation) Act, 1986 (amended in 2016). Further, inclusion of CHILDLINE in the Juvenile Justice Act defined its scope of service by making it a mandatory service, statutory by law. It also made it incumbent on the Government to allocate funds for child protection services. CHILDLINE India Foundation has continued to serve as the nodal agency of the Union Ministry of Women & Child Development for establishing CHILDLINE services across the country, monitoring of service delivery, training, research, documentation, creating awareness, advocacy as well as resource generation for the service. CHILDLINE's continuing role as an 'insider-outsider' has helped highlight systemic problems identified by children continuously and work towards strengthening the child protection delivery systems.

Learnings from CHILDLINE India brought together child helplines from all over the world to establish Child Helpline International – a network of 133 child helplines that enable learnings and knowledge transfer across countries.

How did the Theory of Change evolve to address the underlying root causes?

Initially, CHILDLINE was founded by Jeroo Billimoria as a field action project while she was a Professor at Tata Institute of Social Sciences, Mumbai. The project, which involved interacting with children staying on railway stations or at Mumbai's night shelters, led to children in crisis contacting her for help. As the volume of calls increased, she realised that a tele-helpline could provide instant support when they are ill, injured or just want to talk to someone.

Starting with an easy to remember tele-helpline number 1098, Jeroo's intent, was to look at a national scale model, especially important given the mobility of street children to escape the police. Partnering with the Government therefore became a necessity, even as she had to turn away 2 prominent funders who wanted to keep the initiative independent of the Government. Operating model options were evaluated: single national organisation model vs. partner-led or brand add-on model. An analysis of financial implications showed going the single national organisation route would have 10x the cost of the partner-led model.

The field operations model which was designed with the intent to reach children-in-need within 60 minutes, involved a call centre, an academic institution functioning as a node to record data and partner with the Government in shaping and shifting policies, training of allied services like the police and hospitals to respond appropriately, intervention units whose role included performing rescues, following up on cases, community outreach and awareness, and numerous resource organisations and service providers who accepted children referred by CHILDLINE. When CHILDLINE was first launched in Mumbai, 102 organisations had to be brought together for the city. In each subsequent city that CHILDLINE expanded into, it created a similar model and a combination of organisations that needed to be trained to respond and deliver the envisaged protection service.

A key part of the engagement with the Government in the early years involved finding the funds, given that the Government's child protection budget at that time, was only Rs. 80 crores. This meagre budget for child protection sat in multiple small schemes under the Ministry of Social Justice and Empowerment. Initially, CHILDLINE was given ad hoc support under the Street Child Scheme, and as it rapidly expanded exceeding targets, the Government agreed to integrate its schemes into the Integrated Child Protection Scheme (ICPS) in 2009, with permanent funding for CHILDLINE in a PPP format, under the Ministry of Women and Child Development. Several times in the 27 years of partnership with the Government, CHILDLINE data was used to propound with the Planning Commission, Niti Aayog, Expenditure Finance Committees and other Ministries for enhanced budgets for child protection services. In 2023, the Government ramped up 3 schemes into Missions, among them Mission Vatsalya, the ramped-up version of ICPS, in which the Government will run the child helpline independently, adding to it, all its resources of its national integrated emergency response

system, promising to make the service more effective. CHILDLINE's theory of change focuses on establishing a strong child protection system through a robust partnership model across key stakeholders.

1. CHILDLINE and children: Child participation is embedded in CHILDLINE's model and interaction with children for awareness and feedback.
2. Public Private Partnership (PPP): CHILDLINE India is a unique partnership model between the Government and Civil Society, pioneered in India. Not only does the Government provide financial support under the Child Protection Services Scheme but is also a part of the governance and policy making structure of CHILDLINE.
3. CHILDLINE and technology: The 1098 system is built with a strong focus on using technology to help protect children. CHILDLINE partners with Tata Consultancy Services (TCS) which has helped build a customised technology spine to ensure quality of services.
4. Social franchise model: The CHILDLINE 1098 service is built in partnership with local NGOs that ensure help to every child who needs it through 1,100 CHILDLINE units on the ground. Not only do trained social workers reach out to a child after a call for help is received but also conduct regular outreach to identify vulnerable children. They connect with available services including local government agencies to prevent abuse and exploitation.

Tele-outreach: The helpline model has the added element of outreach and is not just a telephone service – for every call which requires physical assistance, a local CHILDLINE unit reaches out to the child's location to provide help. The system performs a range of interventions – counselling, rescue, search, restoration to family etc. Local teams play their role to offer last-mile support and reach out to over 3.9 lakh children, averaging over 1069 interventions in a day.

Instantaneous assistance: More than 45% of the cases requiring physical assistance are received through the local outreach mechanism whereby connection with services such as law enforcement, the juvenile justice system, departments of education etc. is immediate. In many districts where CHILDLINE predates the other protection mechanisms, it reaches children when and where no others could, and has activated the child protection system. For every rescue, CHILDLINE works with other stakeholders such as the police, the child labour task force, the child marriage prohibition officer etc. to safeguard the best interests of the child.

In 2019, the Government announced its intention to take over CHILDLINE operations. Despite contrarian voices internally, CHILDLINE decided to go with the decision while also insisting on giving the CHILDLINE staff (>11,000) the option of joining the Government. The transition is currently underway with continuing support from CHILDLINE on monitoring and training while leveraging the key asset – its network of 1,100 partners.

What practices did the organisation deploy?

Invest in Population Scale Platforms: CHILDLINE was conceived as a national scale initiative very early. A single, easy to remember, 24x7, pan-India tele-helpline number that allowed convenient access across the country and close collaboration with the Government from the very beginning brought credibility, while integrating its work and learnings into State programmes, policies and machinery.

- **Build Collaborative Partnerships for Scale:** CHILDLINE established the model in Mumbai first but then worked with 1,100+ partner NGOs to scale its delivery nationally. While the CHILDLINE secretariat drove identification, selection, training and monitoring of partner organisations as well as policy work, the programme delivery work itself, including strategy and operational plans were co-developed with the partners. This collaborative approach saw local partners in every district take great pride as leaders who called themselves CHILDLINE directors, creating deeper ownership and belonging for the CHILDLINE brand. A big part of CHILDLINE's partnership model also involved working intensely with critical allied agencies of the Government (police, hospitals etc.) to make them part of the solution through simple initiatives and campaigns like CHILDLINE Se Dosti, Police Chacha, which created strong affinity and bonds between CHILDLINE and front-line service personnel while also creating strong on-ground advocacy for CHILDLINE.

- **Ground the Theory of Change in Data, Evidence and Research:** CHILDLINE's origins as a field action project of an academic institution (TISS) helped create a strong bias for data and research. The organisation invested in using its data to understand the child protection system needs and gaps. In 2010, the CHILDLINE study across 10 states on the status of child protection mechanisms and services, came up with a document on 'Standards' for the services that the country requires. Similar studies included those on missing children, children working in mines, the status of child protection mechanisms across 10 states, and a mapping of child care institutions across India. CHILDLINE's data and research reports were also leveraged by other organisations, litigating for protecting children in a range of prevalent child abuse situations like child labour in domestic and circus environments, paedophilia and sex tourism.

How was the organisation set up for success?

Leadership Orientation and Collaboration: Leadership bias for a systemic, national level solution from the very beginning has helped CHILDLINE evolve as an organisation focused on systems change that addresses the web of root causes impacting child protection. Collaboration and joint ownership with partner organisations for strategic direction, vision and approach has helped create capacity for the national level programme delivery, while CHILDLINE has stayed focused on thinking about systemic change, creating the environment for it and innovating on solutions. Representation from allied services (Police/Railways/Telecom companies) on the CHILDLINE Board further helped create a strong advisory layer for system access and resources where required.

Culture of Reflection and Learning: A core aspect of CHILDLINE's cultural DNA has been to stay hyper-focused on children as the primary stakeholders, in all design and implementation decisions – easy access helpline, transparent and clear communication for the child's consent for all interventions. Learnings have been continuously fed into policy changes used to drive improvements through initiatives like CHILDLINE Adaalats and Open Houses – to rate the quality of services. CHILDLINE has continued to reflect, learn and innovate – for example, its digitised district-wise map of child protection concerns and through the learning material it constantly generates such as the National Award-winning film, "Komal" (translated into 25 languages and also by countries outside India) which focuses on countering child sexual abuse.

Funding: Starting with philanthropic funding from Tata Trusts in year 1, CHILDLINE quickly pivoted by Year 3 to seeking Government funding to fund the delivery. Pro bono support from telecom companies (for publicity) advertising firms (for branding) and consulting firms (strategic advice) helped build strong institutional capacity.

eGov Foundation

Catalyse Achievement of SDGs through Co-creation of Digital Public Infrastructure

PROBLEM

- Continuing rapid urbanisation, with a larger proportion of population in urban areas than rural areas by 2050

- Governance is becoming increasingly difficult for key stakeholders - first mile employees, city administrators, private players - due to lack of timely & reliable data, processes, tools, etc.

- Poor ranking on in EIUs Global Liveability Rankings (highest ranked India city is 141 out of 173 cities - highlights challenges in access to basic services

IMPACT

- Created DIGIT platform (Digital Infrastructure for Governance, Impact & Transformation) to solve Citizen Experience & Urban Governance. Impacted over 2 billion citizens across 10 countries

- eGov helped conceive the National Urban Digital Mission offering DIGIT as an open digital stack alongside Ministry of Housing and Urban Affairs

- Stimulated market participation to build solutions on top of eGov's DIGIT platform, that are being extensively leveraged by the wider ecosystem

APPROACH

- Invest in population scale platform *(low cost, highly accessible, high quality DPGs allowing for leverage by ecosystem players)*

- Inform design and implementation of policy *(helped bridge policy gaps, digital blueprints and governance structures for the National Urban Digital Mission)*

- Build partner networks for scale *(working with samaaj - Agami, JPAL - and bazaar - WhatsApp, AWS - to leverage the digital building blocks)*

What was the context of the problem?

India is rapidly urbanising with the urban population at 36% of the total population as compared to 28% at the turn of the century. This trend is expected to continue and by the year 2050, more Indians will live in cities than outside, contributing to 70% of India's GDP. The growth of cities and towns (4,400+ and using 23 official languages) has outpaced our ability to govern them effectively. Consequently, all key stakeholders in our cities face systemic and capacity challenges. First mile employees of municipal bodies face challenges of understaffing and lack of tools to do their work efficiently. Time and motion studies have shown that they spend 10 hours a week on an average just retrieving paper for information. City administrators struggle with timely availability of data for decision making. State and Central governments find it difficult to drive reforms at speed and scale due to lack of reliable timely data on progress of programmes and investments. Private players struggle with significant friction around investment, risk sharing and issues around reliability of requirements. Local innovations to solve citizen problems struggle because of limited access to information and the Government's supply processes.

In the middle of all this, citizens struggle with accessing basic services like applying for civic services, bill payments, status updates, in a timely and convenient manner. This is also reflected in the EIUs Global Liveability Rankings where the top-ranking Indian cities (Delhi and Mumbai) ranked 141s out of 173 cities.

eGov was set up in 2003, to improve citizen experience and urban governance in India with the objective of addressing challenges of access, transparency and timely problem resolution. eGov has since then created Digital Public Goods (flexible and open-source) that are being leveraged to bring efficient and inclusive service delivery not just in urban governance but also in sanitation, public finance management and health.

What impact did the organisation achieve?

eGov's DIGIT Platform (Digital Infrastructure for Governance, Impact & Transformation) has been leveraged to tackle citizen experience and urban governance challenges through multiple population scale programmes impacting over 2 billion citizens across 10 countries.

In Andhra Pradesh for example, which was the first state-wide initiative in India, being able to bring all its 110 urban local bodies onto a single urban governance platform, had a dramatic impact. Within 2 years of the platform going live in 2015, property tax collection went up by 130% (from Rs. 353 crores to Rs. 811 crores) because of simplification of processes and improvement in collection effectiveness. Service requests handled went up by 2,300% (from 12,500 to 2,94,700) due to easier

access to information and tools. SLA compliance went up by 61% (from 26% to 42%). Grievances logged went up by 530% (from 15,000 to 94,000) because of positive feedback loops working due to better responsiveness.

In parallel, eGov's work with the Ministry of Housing and Urban Affairs helped conceive the National Urban Digital Mission which offers DIGIT as an open digital stack (under the brand name of Upyog) that can accelerate State level journeys for digitisation of urban bodies.

eGov's DIGIT platform has helped stimulate market participation and leverage to build solutions on top of the platform that are being extensively leveraged by other systems change organisations like SELCO and Agami in delivering their own missions and theories of change.

How did the Theory of Change evolve to address the underlying root causes?

eGov started in 2003 with automation of processes for services such as online application forms and online status checks. Around 2008, eGov took a big step forward by investing resources in building end-to-end solutions for specific municipalities which included services like payment of taxes, new permits, single interface to handle complaints etc. While this approach dug deep into the context of each city and design of local solutions saw success in cities such as Chennai, Nagpur and Delhi, eGov did not find it to be fast enough or large enough to cover the breadth of the problems they were trying to solve. It was, moreover, a resource and time-intensive approach to take, given that they wanted to target exponential impact in over 4,400 cities and towns across India, each with its unique social issues and local processes.

eGov 2.0 was born in 2016, with the conception and deployment of the DIGIT platform, which is an open, free-to-use and interoperable platform. The platform offered solutions for citizens, first mile employees, administrators, commercial players, policy makers, innovators – every stakeholder in effective governance. The platform was built for scale as well as federated for contextual adaptation in large cities like Jalandhar as well as smaller ones like Saharanpur and included a range of domains beyond urban governance.

Along with the DIGIT platform, the other big pivot in approach in 2016, was around catalysing the broader ecosystem to build on top of eGov's foundation layer. To enable this, eGov provided support through solution workshops, implementation playbooks, hands-on training, tools and frameworks. States, cities and commercial players finally use the building blocks from DIGIT to tailor solutions and programmes that meet their needs at a significantly accelerated pace. Where eGov took 2-3 years to build Chennai's solution in its first decade of work, 100 local bodies in Punjab went live within 90 days, using eGov's DIGIT platform in 2017-18.

To embed and sustain the model, eGov also started working with the Government from 2017, to shape policy and reimagine programmes to deliver better citizen services. eGov's work starting with NIUA (National Institute of Urban Affairs) and the Ministry of Urban Affairs over a 3-year period helped conceive the National Urban Digital Mission to develop open digital stacks that can accelerate State level journeys for the digitisation of urban bodies. This created momentum for many other states to adopt the DIGIT platform with almost all states likely to transition to the DIGIT platform by 2024.

Over the last 3-4 years, the success in the urban sector also helped catalyse DIGIT's expansion into multiple sectors (sanitation, agriculture, judiciary, health, education etc.) as well as multiple geographies (for example, the Co-Win platform which delivered the COVID vaccine certificates through the eGov stack in India was rolled out in many other countries in Asia and Africa).

What practices did the organisation deploy?

Invest in Population Scale Platforms: e-Gov's focus on building Digital Public Goods that are low cost, highly accessible, and of high quality has helped them target programme deployments at the national and sub-national scale. For example, state-wide deployment of DIGIT in Punjab created a domino effect in terms of adoption by other states. The DIGIT platform has also helped stimulate market participation and leverage to build on top of eGov's DIGIT platform. Against the 12-18 solutions that eGov has built on DIGIT, ecosystem players have leveraged the platform to add more than 100 solutions. For example, private players like PwC and Whitesparrow in Jharkhand have leveraged DIGIT extensively for rapid build and deployment of solutions as part of their work.

Inform Design and Implementation of Policy: eGov's partnerships with multiple State Governments and urban local bodies have helped them design programmes that serve local needs and build local capacity to solve local problems. At the Central Government level, eGov helps in bridging policy, digital blueprints and governance structures which have helped conceive, deploy and progressively extend the National Urban Digital Mission. By bringing together DPG assets, policy work with government and collaboration with the ecosystem, eGov has created impact at scale and with speed. This is the approach eGov wants to take to enhance the ease of living in the global south and enable societal transformation in 30 countries by 2030.

Build Partner Networks for Scale: The DPG approach also allowed eGov to unlock the capabilities of the ecosystem by working with key actors through open learning sessions, workshops, webinars and hands-on training to boost co-creation and co-ownership. eGov's platforms have also become points of leverage for these ecosystem players to catalyse missions in additional domains, like energy access and law and justice. This has involved a shift from scaling solutions directly to building ecosystem capacity across Samaaj – for example, working with Agami to extend the DIGIT platform to the judicial domain, working with J-PAL to design and evaluate policies and programme effectiveness by leveraging eGov and ULB datasets on municipal services, and Bazaar – for example, working with Amazon Web Services and WhatsApp to deliver mSEVA in Punjab. As different actors come together to build and solve, the possibilities of impact are magnified and become sustainable.

How was the organisation set up for success?

Leadership Orientation and Credibility: eGov leadership has been sharply focused on pivotal population scale problems that have limited availability of market led solutions or players. eGov's transition from being a city-specific point-solution provider to a public digital platforms' player has built strong credibility for the organisation as a key player in shaping the National Urban Digital Mission. Transitioning eGov's own operating model from being a doer (building and deployment solutions) to an ecosystem catalyst has further defined its role as systems change orchestrator.

Diverse Capabilities and Talent Pools: eGov has built a team with deep expertise in core areas that is at par with the best in the market, allowing them to build strong credibility. Given the complex, dynamic nature of problems, eGov has transitioned from being largely technologists-led to now having a multi-disciplinary and diverse leadership team that includes technologists, strategists, domain specific knowledge partners, marketing and policy professionals, all dedicated to solving pivotal societal challenges. A large concentration of ex-entrepreneurs in the leadership team, skilled in navigating ambiguity, pivots and strategy changes has helped them navigate complexity and scale up its work dramatically in the last 6-7 years. The diverse pool of experts has also helped create a culture of collaboration with partners of all sizes across markets, civil society and Governments.

Patient and Flexible Philanthropic Capital: eGov's transition to a platform player with a moonshot vision (transform 2000 cities by 2020) had strong backing from the key funders they were working with (RNP, Tata Trusts and Omidyar). They not only supported eGov with a major portion of the funding required, but also invested time in reviewing the detailed strategy and operating plan to deliver the moonshot vision while creating capacity for tactical pivots in executing the organisational strategy.

EkStep Foundation

Access to Learning
Opportunities for Every Child

EkStep

PROBLEM

- Diverse education system with over 20 regional languages as media of instruction and over 60 educational boards across the country
- Over 1.48 million schools, 9.5 million teachers and 265 million students
- While access to schools is not a significant problem any more, access to superior learning opportunities continues to be a significant challenge

IMPACT

- Created of a Digital "Rail" allowing players in the learning ecosystem access to foundation infrastructure to build solutions and innovate further
- Sunbird platform leveraged by Government of India's Diksha platform to create tailored learning solutions for students and teachers
- Reached over 180 million students within 3 years of its launch and has been adopted across 35 States and Union Territories
- Clocked over 62 billion learning minutes in usage and over 139 million course completions, with a reach of around 180 million students and 7 million teachers over the last 5 years

APPROACH

- Invest in population scale platform *(build with design principles - IDEALS - that ensure adoption at scale)*
- Collaboration driven delivery *(alignment of credible actors across government and nonprofits)*

What was the context of the problem?

India's school education system is incredibly diverse, with over 20 regional languages as media of instruction and over 60 educational boards across the country. There are over 1.48 million schools, 9.5 million teachers and 265 million students (pre-primary to higher secondary level), out of which over 167 million students are in Government and aided schools and 88 million students are in private and other schools. For these 265 million children in India, while access to schools is not a significant problem any more, access to superior learning opportunities continues to be a significant challenge. Key reasons for poor learning outcomes include sub-par education quality, language and cultural diversity, inadequate teacher training, resource constraints, focus on rote learning and high dropout rates especially among girls and marginalised communities and the digital divide. While each of these problems on their own have one or more solutions, addressing the web of root causes simultaneously or near simultaneously, is what makes the problem complex to address.

EkStep Foundation was founded in 2015 with the audacious goal of improving literacy and numeracy by enhancing access to learning opportunities for 200 million children across India.

What impact did the organisation achieve?

EkStep's pivotal contribution has been the creation of a Digital "Rail" that has allowed players in the learning ecosystem, access to foundation infrastructure to build solutions and innovate further. The Sunbird platform that EkStep designed and built, provides building blocks that have been extensively leveraged by the Government of India's Diksha platform to create tailored learning solutions for students and teachers.

By focusing on enhancing and amplifying the effort of the existing ecosystem across Government and civil society organisations in the education domain, the platform has managed to reach over 180 million students within 3 years of its launch and has been adopted across 35 States and Union Territories.

Diksha currently offers over 17,065 courses and 2,54,939 diverse content contributions across 30+ Indian languages from 11,787 contributors, catering to over 60 educational boards across the country. Over the last five years as of January 25, 2024, Diksha has clocked over 62 billion learning minutes in usage and seen over 139 million course completions, with a reach of around 180 million students and 7 million teachers.

How did the Theory of Change evolve to address the underlying root causes?

A chance visit to edX, a joint educational initiative, set up in 2012, by the Massachusetts Institute of Technology (MIT) and Harvard University, gave Nandan and Rohini Nilekani, the idea that literacy and numeracy skills of millions of children in India could be improved through a system-level change, enabled by technology. Shankar Maruwada who came on board as Co-founder and CEO of what would be known as EkStep Foundation, was also joined by some of the team members, who had worked on the Aadhaar programme.

While education (and specifically early learning) was the chosen domain given the high social return on investment, the EkStep team met a range of existing stakeholders working in education to understand potential roles for the organisation. The stated Mission that EkStep arrived at, when they started in 2015, was to reach 200 million children by 2020 to improve their access to learning opportunities. The ambition to address the problem at population scale and using technology for doing that, were design considerations that EkStep arrived at very early. After experimenting with an app-based solution called Genie, which had gamified engagement, Artificial Intelligence and personalised learning, EkStep came to a few conclusions. They realised that the solution, while showing good results and impact, would not take them to their 200 million target by 2020. This was because Indian parents saw digital lessons, as at best, supplementary to textbook learning. The decision to pivot away from the Genie app was in line with EkStep's principle of "mission first", not "solution first or technology first."

EkStep then started diving deeper into the intricacies of the complex problem along with its associated web of root causes. EkStep understood both the power and limitations of technology, as well as the role of "trust" and perception of "risk" in the minds of parents. As they deepened their field level interactions with organisations like Central Square Foundation (CSF) and stakeholders in the Government, EkStep got an insight into the role of policy, the role of diverse stakeholders in the system and therefore the need for designing an intervention to address all of this underlying complexity together. CSF and EkStep decided to collaborate, with CSF managing policy, programmes and stakeholders in the Government, with EkStep designing, building and managing the technology and larger architecture.

As EkStep went through the process of reimagining its strategy, the organisation pivoted away from building a "perfect" solution that would scale up because of its effectiveness to designing a "simpler" solution, using a "plus one" step approach, that met the problem at the scale it existed. EkStep decided to leverage the existing Government printed text books to introduce QR codes into individual chapters (the "plus one" step). The QR code opened a digital door through the static text book content to latest information and tools related to specific topics. It was a simple yet transformational idea for the entire education ecosystem – students, teachers, schools and Government bodies, in terms of both ease of access

and the trusted and credible digital content that suddenly became available.

Along with leveraging technology in a transformative manner, the other central realisation for EkStep was that the only way to meet their scale ("200 million") and urgency ("by 2020") targets was to co-create and work collaboratively with existing actors in the learning ecosystem across civil society (Samaaj), Government (Sarkaar) and markets (Bazaar).

EkStep thereafter pivoted to conceptualising and creating Sunbird (open-sourced technology platform) that provided the building blocks for the Union Government's Diksha platform. The philanthropic funding allowed EkStep to not merely create the technology solution but also allowed it to design it as Digital Public Good that allowed others to build on top of it. Sunbird's building blocks helped the Diksha platform become a versatile, free-to-use, learning platform with multiple solutions for students, teachers and administrators (like "energised" textbooks that linked to relevant digital content, online courses with digital credentials, assessments, quizzes, chatbots, analytics to track usage, taxonomy to link topic to subject etc.). The rest of the civil society ecosystem too played a critical role with multiple NGOs providing content for Diksha. For example, Pratham provided content for foundational learning, Akshara Foundation provided interactive maths game content, Central Square Foundation funded the creation of high-quality content called Tic-Tac Learn, Tata Trusts and Khan Academy provided access to their learning content and so on.

Starting with three States (Maharashtra, Andhra Pradesh and Tamil Nadu), the programme expanded to Uttar Pradesh, Jammu & Kashmir, Rajasthan and Assam which helped create a playbook, eventually driving adoption across 35 States & Union Territories.

In addition to Diksha, multiple existing policies and frameworks today, are being updated in India keeping the interests of the teachers and the students at their core, including the National Education Policy (NEP) 2020 and more recently, the National Curriculum Framework for the Foundational Stage (NCF-FS), National Digital Education Architecture (NDEAR), and India Enterprise Architecture.

Having successfully delivered population scale impact in the education domain, EkStep is now in the process of leveraging its "Plus One" approach through Digital Public Goods (DPGs), to target similar outcomes in newer sectors like healthcare, agriculture and civil services, newer geographies by taking the approach to more countries, while also experimenting with use of newer technologies like open networks and Artificial Intelligence to further strengthen its digital public infrastructure.

What practices did the organisation deploy?

Invest in Population Scale Platform: A key driver for EkStep's success was their decision to "meet the problem at the scale (200 million children) and urgency (by 2020)". Their fundamental philosophy is reflected in its design principles for building Sunbird as a DPG, that is summarised as an acronym – IDEALS, standing for Executing at **I**ndia Scale, Addressing **D**iversity, Enabling rapid **E**volution, Retaining **A**utonomy, **L**everaging what Exists, **S**imple to Adopt. These design principles, helped EkStep pivot away from solutions like the Genie app to the Sunbird platform, that helped get to population scale at a record speed while creating a reusable and replicable Digital Public Good.

Collaboration Driven Delivery: Bringing together credible and trusted actors in education with complementary skills (for example, EkStep created the platform and architecture, the Government provided trust and distribution access, NGOs provided learning content, policy and programme management support) helped align direction and create tremendous momentum for the Diksha platform adoption as well as ongoing innovation.

How was the organisation set up for success?

Leadership Orientation and Credibility: EkStep anchored the mission around its audacious goal of reaching 200 million children by 2020 and this helped the organisation stay focused on the pursuit of non-linear scale while creating valuable public goods. Clarity in the relative role of EkStep vis-à-vis the rest of the collaboration partners (Government and CSO partners) has helped the organisation create "inch wide and mile deep" capabilities.

System Insiders as Advisors and Accelerators: Systems change orientation and social capital of the founders complemented by a leadership team which had "system insiders" (Aadhar implementation experience) and technology sector veterans created credibility and access to the delivery coalition for Sunbird and Diksha.

Diverse Capabilities and Talent Pool: EkStep made a conscious choice to keep the organisation small and fixed (25-30), while focusing on growing the adoption of ideas that emerged from the organisation. Further, their background as entrepreneurs and CXOs has helped evolve the building block approach, which has been a powerful catalyst for thinking about EkStep as a societal platform. The small but "incomplete" organisation by design, with a large footprint of ideas, necessitated collaborating with other organisations to co-own and adopt the end-to-end solution, thus building sustainability.

Patient and Flexible Capital: Access to founder-driven "patient" philanthropic capital and networks helped develop a shared vision and buy-in to the theory of change at the systemic level. The patient philanthropic capital enabled the creation of an innovation infrastructure (Sunbird) that allowed the Government and other ecosystem players to innovate (through Diksha++) thereby enabling both near-term programmes and longer-term systems change efforts.

Indus Action

Bridging the Gap between
Law and Action

INDUS ACTION

PROBLEM

- More than half the Indian population is still below the empowerment line (1.5x-2x poverty line)

- Despite over 500 welfare entitlements that Government offers, < 25% of eligible households have received at least one of them

- Lack of awareness, cumbersome access and grievance management process prevents people from availing welfare benefits

IMPACT

- Supported ~850,000 individuals access over Rs. 550 crores worth of welfare in the past decade across education, livelihood & maternity entitlements

- Enabled irreversible move out of poverty through policy operationalisation across Education, Livelihoods and Health through Portfolio of Welfare Entitlements & Rights (PoWER)

- Developing a Universal Benefits Interface platform, as a Digital Public Good to simplify access to India's 500+ anti-poverty schemes

APPROACH

- Ground the Theory of Change in Data, Evidence and Research *(root cause for progress/dropouts and gender skews across RTE admission funnel)*

- Create demand and alignment for change *(pool of community champions through Samaaj 3.5% to stimulate grassroots demand for welfare entitlements)*

- Informed implementation of policy *(identified process flaws in implementation and potential solutions e.g. time taken, no of screens and clicks for registration)*

- Build partner network for scale *(playbook for open-sourced delivery through partner organisations)*

What was the context of the problem?

India has made significant progress by lifting 415 million people from poverty in the last 15 years. However, bringing the population out of poverty does not empower citizens to live a sustainable life. The income needed for a sustainable life (empowerment line) is 1.5x to 2x of the poverty line income. More than half of the population is still below the empowerment line. Even by 2050, a section of the population will be just 1 shock away from slipping back to poverty. The Government today offers over 500 welfare entitlements and schemes but families are unable to access these legislated rights, as they do not know what they are entitled to and how to access them. According to the National Family Health Survey, only 22% of eligible households received at least one type of Government benefit in 2019-20. A study by Accountability Initiative, a research organisation, found that only 14% of rural households and 38% of urban households were aware of the Government's flagship MGNREGA programme in 2017-18.

Underlying reasons for this include lack of awareness about eligible programmes, cumbersome registration processes, difficulty in obtaining the necessary documents for eligibility verification, redundancy in documentation across multiple programmes and inefficient grievance redressal mechanisms.

Indus Action was founded by Tarun Cherukeri in 2013 with the vision of enabling sustainable access to legislated rights. The organisation seeks to identify gaps that exist in policy framing and their grassroots implementation. It also aims to mobilise public resources and empower communities to bridge that gap.

What impact did the organisation achieve?

Indus Action's programme delivery has supported ~850,000 individuals access over Rs. 550 crores worth of welfare in the past decade across education, livelihood and maternity entitlements. The organisation has enabled admissions for ~6 lakh children by boosting enrolment for marginalised communities under the Right to Education Act (RTE). It has helped ~1.7 lakh pregnant women access health and nutrition related maternal health benefits under the Pradhan Mantri Matru Vandana Yojana (PMMVY) and helped over 90,000 construction workers access livelihood focused welfare schemes (insurance, scholarships, loans) under the Building and Other Construction Workers Act (BoCW).

Besides direct programme delivery, Indus Action's work has informed systemic changes in policy operationalisation across the entire value chain (benefits discovery, application filling and document submission, application approval, addressing grievance, benefits received). On RTE, policy successes through Indus Action's work have included making the lottery algorithm for school enrolment more equitable across gender and special needs. On gender, their work ensured 50% enrolment each for boys and girls, independent of application ratio (which is typically skewed in favour of boys). Their work on the lottery algorithm also ensured that 1,500 applications from children with special needs are automatically enrolled. Similarly for maternity benefits, making the husband's Aadhaar card non-mandatory, allowed over 2.5-3 million women access maternity benefits that they were earlier not receiving. Indus Action also pushed for maternity benefits for second births. With

the Government extending it for a girl child only (50% win), over 6 million additional births got covered in the welfare scheme. During the COVID-19 pandemic, Indus Action pushed for pregnant and lactating mothers to be put in high-risk categories for vaccination. The successful PIL helped pregnant and lactating mothers jump 1.5 months for COVID-19 vaccine eligibility.

Having worked on three entitlement delivery projects, Indus Action is now leveraging its learnings to work with other ecosystem players to create a Universal Benefits Interface platform, a digital public good, that aims to simplify access to India's 500+ anti-poverty schemes by bringing all stakeholders (citizens, Government and entrepreneurs) onto one integrated network to solve pressing issues in welfare benefits delivery.

How did the Theory of Change evolve to address the underlying root causes?

While pursuing his Master's degree in Public Administration at Harvard, Tarun analysed the RTE Policy's Section 12(1)(c) and its potential leverage in transforming lives. While he was convinced about its potential at a macro level, he was also very aware that implementation would be fractious. As he analysed it further, he grappled with design questions like "How do you decide who is eligible? How do you mobilise people to apply? What would be the lottery algorithm?" As he was graduating in 2013, the Supreme Court's ruling made RTE Section 12(1)(c) a mandate. He set up Indus Action soon after in 2013, as a demand-side intervention to enrol children in private schools through volunteer-led efforts. Indus Action managed to mobilise 15,000 unique applications in Delhi over a 2-year period, but were able to convert only 660 (<5%), despite creating awareness and helping with the enrolment process. By 2015-16, Indus Action realised the need to expand beyond the "demand" side to building capacity on the "supply" side as well, by eliminating "friction points" in welfare access like visibility and timing of lotteries, whether they were equitable etc. All of these fundamentally depended on the admission process going online. In 2016, when that happened in Delhi, Indus Action saw a dramatic improvement in key metrics - there were 70,000 unique applicants for 35,000 seats (2x unique applications to seats); average school applications per child at 21 (vs. 3 in the offline model) and actual admissions went up to 6,000+ (vs. 660 earlier) which was a 10x jump. This helped Indus Action arrive at an operating model and playbook which was then replicated to 18-19 more states with suitable customisation. With the admission process getting streamlined, Indus Action also experimented with multiple ideas to strengthen the post-admission processes. They came up with a school readiness programme that was tested in 5 of the "mature" states.

While working on the school readiness programme, Indus Action found that 1 out of 3 students were physically or cognitively deficient, because of malnutrition in their infancy. This prompted Indus Action to consider an alternate vector for growth - to push for access to better nutrition. They spent time looking at Clause 4b of the Right to Food (RTF) focused on pregnant and lactating mothers. Their diagnosis of the issue showed similar underlying challenges in RTF as in RTE (lack of awareness, access, absence of delivery systems etc.).

This was a pivotal decision for Indus Action – to use their research and diagnostic skills to discover and conceptualise a school readiness programme but scaling will be left to partner organisations. Indus Action will instead focus on becoming an "access" focused organisation for multiple welfare rights (RTX). With the objective of enabling families to make an irrevocable move out of the poverty cycle, a roadmap of welfare entitlements was identified beyond education: nutrition, food, maternity benefits, livelihood, pension, retirement.

In addition to focusing on multiple welfare rights, Indus Action has also successfully navigated the political economy to expand its work to 12 states across India through key supporters like Anil Swarup (Secretary, MHRD), who accelerated the process by conducting "matchmaking" workshops between state education departments and "settled" programmes like Indus Action's. In some states that were initially reluctant, Indus Action dedicated a resource for "field building" for a year, to understand key stakeholders and find ways to create breakthroughs in thinking. People were selected with strong political instincts to deal with politicians, activists, lawyers, bureaucrats and so on. They were given specific leadership training and tools to enable effective field mapping to find people to work with and timing the initiative push in individual states.

Indus Action's choice of Welfare Rights is based on objective principles: high social return on investments, number of vulnerable citizens covered, administrative feasibility and political support. Indus Action's approach now provides access to a Portfolio of Welfare Entitlements & Rights (PoWER) worth ~Rs 12,000 to marginalised and vulnerable families, helping them move irreversibly out of poverty.

What practices did the organisation employ?

Ground the Theory of Change in Data, Evidence and Research: Indus Action has used strong evidence-backed insights to illustrate policy implementation gaps, working on triangulating 3 kinds of data - qualitative user journeys to understand beneficiary experience, data from the Government's grievance redressal systems and Indus Action's own helpline data. They leveraged this data to analyse root causes for progress and dropouts across the RTE admission funnel. For example, they measured gender ratio of girls to boys and understand why it was only 70%? Or what is the reason for 20% dropouts despite getting admission offers? These insights have eventually evolved into a playbook of best practices (for example, nudge messaging and documentation support to reduce dropouts) to solve for policy implementation at scale.

Create Demand and Alignment for Change: The initial operating model was largely volunteer-driven with a loose network of young professionals and students. Indus Action then developed a pool of community champions - Shiksha Sahayogis, who underwent a 6-month programme before training Government front-line employees. Indus Action has institutionalised a civic leadership programme - Samaaj 3.5% to create advocacy capacity within communities through changemakers (~3.5% of the community) for stimulating grassroots demand for welfare benefits within local communities.

Inform Implementation of Policy: Indus Action leveraged learnings from its action-research and on-ground testing to identify process failure patterns to codify potential solutions for welfare rights access. For example, lengthy application processes and repetitive document submission are small design flaws but lead to massive exclusion and underutilisation. Indus Action uncovers process flaws, by asking simple user-centric questions such as how long does it take to fill the application? How many screens and clicks does it take to submit applications? Monthly reports with recommendations help the Government resolve these implementation gaps. For example, inclusion of single mothers for maternity benefits scheme, by making the husband's Aadhaar non-compulsory was an outcome of this kind of an exercise

Build Partner Network for Scale: The RTE experience in Delhi helped Indus Action generate deep insights on a workable model and develop an operational playbook to open-source programme delivery through a Partner Entrepreneur Network (PEN). The intention behind setting up PEN was to provide Partner Entrepreneurs with seed capital, knowledge and technology to achieve their targets while Indus Action leveraged its codified knowledge to solve for the next set of welfare entitlements while continuing to provide implementation support to their partner entrepreneurs to deliver at scale.

How was the organisation set up for success?

Leadership Orientation and Credibility: Commitment to deep expertise in policy implementation ("DO-TANK" and not just "THINK-TANK") helped build strong social capital for the leadership team giving access to ecosystems across Government and SPOs. The strategic decision to build a PEN (Public Education Network) to scale RTE delivery instead of scaling the successful school readiness programme, while leveraging systemic learnings, created access to a comprehensive Portfolio of Welfare Entitlements & Rights.

System Insiders as Advisors and Accelerators: Indus Action had strong support from a range of advisors at every stage to build institutional muscle for growth. For example, CSF provided support for refining their M&E processes and codifying campaigns through formal reports. DRK Foundation brought in help for organisation building through a Managing Director who joined Indus Action's Board in a strategic advisor capacity. MSDF in Year 5 came in to strengthen Governance processes. The Obama Foundation provided a personal coach and a therapist for Tarun, as part of their leadership effectiveness focus.

Patient and Flexible Capital: Many of the funders came in as strategic partners (and not just capital providers) who were vested in the organisation's success. For example, EY Foundation helped Indus Action take an 8-10-year public finance view of the policy (~worth Rs 10,000 crores over a 10-year period). For the EY Foundation too, an investment of Rs 500 per child unlocked Rs 100,000 per child (Rs 10,000 per year). The multiplier impact was significantly higher than EY foundation's earlier model of directly funding scholarships for children. Similarly, B2C corporates who came in as funders (PVR, Uber), were able to establish a channel for their employees to access welfare benefits through Indus Action and in the process, also mobilising them for community activation within their networks.

Janaagraha

Transforming the Quality of Life in India's Cities and Towns

JANAAGRAHA

PROBLEM

- Over 800 million people (> 50 India's population) will live in cities by 2050
- Urbanisation has surpassed our capacity to govern our cities effectively
- Urban centres face many challenges (substandard housing, water scarcity, etc.) caused by lack of proper design and planning
- Local governments lack both capacity and capability to meet cities' demand for services and infrastructure

IMPACT

- Janaagraha's City-Systems framework defines key components to help govern a city effectively and deliver good quality of life to all citizens
- Developed www.cityfinance.in with Ministry of Housing and Urban Affairs (MoHUA) hosting standardised and comparable annual accounts of over 4,200 urban local bodies
- Pioneered civic tech platforms like IPaidABribe, IChangeMyCity, and Swachhata, facilitating over 50 million interactions between citizens and civic officials
- Helped in conceiving and implementing JnNURM, a national footprint and an outlay of Rs. 1,20,000 crores

APPROACH

- Inform design and implementation of policy *(National Technical Advisory Group for JnNURM)*
- Design and demonstrate scalable solutions *(Conceptualisation of Tender SURE to act as a model road design)*
- Create demand and alignment for change *(Engage with state governments on urban transformation agenda (e.g. Odisha))*

What was the context of the problem?

India's urban landscape is witnessing rapid transformation and our cities are estimated to host over 800 million citizens by 2050, over half of India's population. However, this burgeoning urbanisation has surpassed our capacity to govern our cities effectively. As a result, urban centres grapple with many challenges, including substandard housing, water scarcity, air pollution, inadequate transportation and insufficient public infrastructure, among others. Cities are haphazardly designed and planned, local Governments are not able to adequately augment revenues to meet the city's demand for services and infrastructure, there is an absence of skilled manpower, elected city Governments are disempowered and there is general apathy amongst the citizens. This reality is starkly evident in the Global Liveability Rankings by the Economist Intelligence Unit (EIU), where leading Indian cities like Delhi and Mumbai rank 141st out of 173 cities surveyed.

Swati and Ramesh Ramanathan set up Janaagraha in 2001 and Jana Urban Space Foundation in 2007, with a mission to "Transform the quality of life in India's cities and towns."

What impact did the organisation achieve?

Janaagraha works on improving these four distinct but inter-related components to help govern a city and deliver a good quality of life to all citizens.

Urban Planning and Design
- **Tender SURE:** Janaagraha's guidelines on holistic, sustainable urban roads have been used in the development of more than 200 km. of roads, 250 km. of footpaths and 49 junctions across six states. These guidelines prioritise organised underground utilities, promote walkability and enhance road safety through well-designed junctions. Tender SURE footpaths carry 150% more pedestrians and 130% more women than other roads. Currently, the CM-GRIDS programme in Uttar Pradesh, where 100+ km. of roads are being designed and built across 17 cities, is using these guidelines.
- **National Urban Spatial Planning Design (NUSPD) Guidelines:** Janaagraha pioneered a strategic planning framework built around the principles of Economy, Environment and Equity. Master Plans of Jaipur, Sawai Madhopur, Thanjavur, Kumbakonam, and Pudukottai were designed on these principles.

Municipal Finance
- **15th Finance Commission:** Janaagraha advocated for and secured approximately USD 17 billion in grants for cities over five years. The Finance Commission also accepted Janaagraha's other recommendations that include recognising urban agglomerations, emphasising performance grants for million-plus cities, and linking grant disbursement to the timely submission of audited accounts for all urban local bodies.
- **Cityfinance.in:** Janaagraha developed www.cityfinance.in in collaboration with the Ministry of Housing and Urban Affairs (MoHUA), Govt. of India, hosting standardised and comparable annual accounts of over 4,200 urban local bodies. The portal has facilitated transfer of Rs. 38,000 crores to cities through its integrated 15th Finance Commission grants management system.

Civic Participation
- **Participatory Governance:** Janaagraha is supporting the implementation of JAGA Mission in Odisha, supporting slum delisting and capacity building of Slum Dwellers Associations (SDA) across 3,000 slums in 111 cities as the 4th tier of governance (hyper-local) impacting 1.6 million citizens. In Karnataka, they mobilised 500 community organisations involving around 10,000 citizens for participatory governance.
- **Civic Platforms & Tools:** Janaagraha has pioneered civic tech platforms like IPaidABribe, IChangeMyCity, and Swachhata. Swachhata has facilitated over 50 million interactions between citizens and civic officials, with a resolution rate of 93%. It has been instrumental in driving Swachh Bharat Mission objectives across more than 3,500 municipalities in India, engaging over 20 million citizens.

Governance
- **JnNURM:** Janaagraha helped in conceiving and implementing JnNURM, a national footprint and an outlay of Rs. 1,20,000 crores; it was the largest urban scheme when launched, with a lasting legacy of reforms-plus-projects, and a focus on foundational reforms in urban planning, municipal finance and citizen participation. Subsequently, JnNURM was expanded under the AMRUT Scheme, with a current outlay of Rs. 2,99,000 crores.

How did the Theory of Change evolve to address the underlying root causes?

Swati and Ramesh started Janaagraha in 2001 with the conviction that mobilising civic participation would help in addressing urban civic challenges in India. Janaagraha was set up as a platform and movement for improving quality of life in urban India. While the initial success in mobilising citizens was promising, the founders soon realised that effective participatory democracy requires engagement from both citizens and Governments. Understanding that large-scale transformation necessitates collaboration with Governments, they embarked on a journey marked by two pivotal changes: working with citizens to catalyse active citizenship in city neighbourhoods and with Governments to institute reforms to city governance (together called "City-Systems"). Janaagraha's "city-systems" framework comprises of four inter-related components: Urban Planning & Design, Urban Capacities & Resources, Empowered & Legitimate Political Representation and Transparency, Accountability & Participation.

For the next 5 years, Janaagraha has decided to focus sharply on two major programmatic strands: Municipal Finance & Civic Participation; with a backbone of Policy & Insights that includes Governance (Municipal Law & Policy), Climate (Environment City-Systems), Health (Public Health City-Systems), and Equity (focusing on women and the urban poor). Similarly, JanaUSP works on Urban Planning, Design and Architecture with a backbone of policy reforms across the three.

Janaagraha's evidence and thought leadership for "city-systems" reforms is built through their flagship report 'Annual Survey of India's City-Systems'. In its most recent edition (2023), the report studied 35 States and UTs covering 82 municipal laws, 44 T&CP acts, allied rules by answering through 52 questions using the "city-systems" framework. Further, to make the study more relevant, 27 additional data sets were analysed. Its conclusions led to ten instruments of change that aim at providing a realistic roadmap for Union, State and City Governments in transforming India's cities and towns. To take these reforms to their logical conclusion, Janaagraha and Jana USP support Governments across levels in policy design and implementation for successful adoption of these instruments of change.

What practices did the organisation deploy?

Inform Design and Implementation of Policy:
Janaagraha played a crucial role in shaping JNNURM (launched in 2005), with Ramesh leading the National Technical Advisory Group. This initiative coupled financial aid with policy reforms. Janaagraha's advocacy efforts focused on institutionalising citizen participation through initiatives like the Nagara Raj Bill (CPL) and the Public Disclosure Law (PDL), adopted in 11 and 25 states respectively. Coupling financial assistance with policy reforms continued to guide Janaagraha's engagement. Through advocacy with the 15th Finance Commission, Janaagraha successfully campaigned for the mandate of publishing audited annual accounts – over 4200 municipalities comply as on date. Janaagraha developed Property Tax reform conditions, leveraging the "Toolkit for Property Tax Reforms," which were linked to grants of Rs. 1 lakh crores under the 15th Finance Commission, Rs. 5,000 crores under the Special Assistance Scheme, Rs 50,000 crores of additional borrowing for States and further incentives available under AMRUT.

Design and Demonstrate Scalable Solutions: The genesis of Tender SURE stemmed from Swati's recognition of street design, particularly the organisation of underground utilities, as a catalytic reform with manifold

benefits. The implementation involved ducting eight utilities under footpaths, joint tenders among utility providers and the municipality, junction redesign, safe crossings and enhanced street-side parking. Moreover, the accompanying model tender document and detailed material specifications facilitated improved project management and ensured accountability for quality and significant cost savings. Tender SURE roads commenced with the conceptualisation of a systemic solution addressing root causes and symptoms. Subsequently, a coalition of opinion leaders from business and civil society were enlisted to advocate for and co-own the initiative. A demonstration road displaying Tender SURE design standards served as a lighthouse, attracting champions within the Government. The project gained momentum with budget allocation in the State Government's budget, followed by rigorous project monitoring to ensure successful implementation. Finally, scaling up the project through the smart cities project ensured its longevity and full ownership by the Government. The journey of Tender SURE serves as a guiding light in systems practice, offering valuable lessons for future endeavours and emphasising the importance of designing and demonstrating scalable solutions.

Create Demand and Alignment for Change: Engagement with Union and State Governments is primarily focused on ensuring the adoption and implementation of these instruments of change through a holistic state urban transformation agenda. An example of such work is their efforts in Odisha since 2019 that focuses on:

1. **Municipal Finance:** Developing a digital grants management system, tracking FY 22-23 expenditure (~Rs. 3,400 crores flowed through the system).
2. **Organisation Development:** Testing and scaling process and people innovations, impacting 72 positions, translating to ~3,000 posts and process reforms in 24 workflows for 115 cities.
3. **Urban Policy:** Supporting drafting and implementing rural-urban transition policy, and drafted amendments to Odisha Municipal Acts for institutionalising Slum Dwellers' Associations (~1.5 million citizens covered).
4. **Civic Participation:** Establishing and building capacities of Slum Dwellers Associations across ~2,750 slums (7,500 community leaders covered), implementing participatory budgeting, asset management, sanitation upgradation (10,600+ household toilets built), and slum delisting (1,500 slums upgraded).

How was the organisation set up for success?

Leadership Orientation and Credibility: The founders and the CEO are practitioners of systems change with a deep conviction to look for root causes and implementation of scalable solutions. They practice 'Urgent Patience' i.e., when there was no purchase with Governments and donors, they sharpened their tools, taking advantage of the smaller reform opportunities that came their way, yet keeping an eye out for the right time for the big thrust. By placing their confidence in institution building, the founders showed maturity to leave the management of the organisation to a team of professionals. They come with extensive leadership experience in for-profit professional settings but their credibility in non-profits was established through their work with the Government. Ramesh led the National Technical Advisory Group for JNNURM, Swati received the Rajyotsava Puraskar – Rajasthan's highest civilian award – for her work on the Jaipur 2025 Master Plan, and Srikanth (along with Nithya Ramesh, Director, Jana USP) is currently part of the High-Level Committee of Urban Planning, Government of India, and State Audit Advisory Board of the Principal Auditor General of Andhra Pradesh.

Diverse Capabilities and Culture of Learning: Janaagraha and Jana USP employees come with diverse expertise and experiences, (Architecture, Urban Planning, Municipal Finance, Technology, Community Mobilisation), a background in economics, public policy and social sciences from institutions of repute (London School of Economics, Tata Institute of Social Sciences, Azim Premji University) and other professionals with experience in business management and finance from institutions like IIM-Kozhikode, IIT- Roorkee, XLRI, etc.
Gender and Equity Focused: Janaagraha's gender balance is 51 women to 54 men at an organisational level and is continuing to improve this metric at leadership levels as well through gender sensitive policies (female reproductive leaves, extensive and flexible maternity and paternity leaves, women safety prioritised travel and accommodation, and extensive POSH, WFH, Whistleblower, and D&I polices).The organisation culture is rooted in a set of co-created culture codes, which include "I Take Ownership", "I Apply Systems Thinking", "I Practice Urgent Patience", "I Choose Depth", "I Engage Constructively", "I Strive to Excel", "I Care", reflect the organisation's commitment to values like excellence, collaboration and empathy, guiding its endeavours towards meaningful impact in India's cities.

System Insiders as Advisors and Accelerators: Janaagraha has nurtured relationships at the highest levels of Governments across Union, State and City, including constitutional bodies such as the Comptroller and Auditor General of India (CAG), Election Commission, Central Finance Commissions, and State Finance Commissions. Further, Janaagraha has closely worked with the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Securities and Exchange Board of India (SEBI), Capacity Building Commission (CBC), Second Administrative Reforms Commission and NITI Aayog. Currently, Janaagraha has strong partnerships with the Ministry of Housing and Urban Affairs, Government of India, Urban Development Departments in Odisha, Uttar Pradesh and Assam, Office of CAG, CBC, and SEBI. Where Governments had intent but lacked capacities, they acted as equal partners who brought the value of independence, aspiration and innovation.

Svatantra MHFC

Affordable Loans for Fulfilling Housing Dreams of the Financially Excluded

PROBLEM

- India will need ~125 million homes and estimates show a shortfall of 25-50 million homes
- A large part of financing for these homes will need to be met through home loans
- Inadequate documentation and collateral to prove credit worthiness, prevents access to housing finance, for people from Economically Weaker Sections (EWS) and Low-Income Group (LIG) segments

IMPACT

- Profitable social enterprise focused on providing home loans to EWS/LIG families
- Healthy Return on Equity (RoE) of 12-15% at very low NPAs (<1%)
- >20,000 active housing finance borrowers with an average loan size of Rs. 5 lakhs
- Attracted over 50 new entrants into the housing finance ecosystem with a focus on EWS/LIG segments

APPROACH

- Create viable markets for the underprivileged *(combination of deep community engagement and innovative technology tools allowed to create profitable offerings)*
- Build partner network for scale *(close relationships with NHB, HDFC and partnerships with developers)*

What was the context of the problem?

India's cities and towns house close to 350 million people and this is likely to go up to 500 million over the next 8-10 years. Assuming an average family size of 4, cities in India will need ~125 million homes and estimates show a shortfall of 25-50 million homes. A large part of financing for these homes will need to be met through home loans and even a successful home loan provider like HDFC has done cumulative home loans of ~5 million over the 30+ years of its existence. To solve home finance problems for the shortfall of 25-50 million homes, India needs to exponentially increase the number of housing finance companies (>5 HDFC equivalents in terms of number of home loans disbursed) to address the home loan requirements.

Further, traditional housing finance companies have seen steep growth by lending exclusively to a segment with reliable documentation for proving credit worthiness, specifically income proof (tax returns/ pay slips). Inadequate documentation and collateral to prove credit worthiness, prevents access to housing finance, for people from Economically Weaker Sections (EWS) and Low-Income Group (LIG) segments. Despite this EWS/LIG segment being a large unaddressed white space (>25-50 million) with the capacity to repay home loans (for example, autorickshaw drivers, street vendors, cooks etc.), the traditional housing finance ecosystem has not been able to find a viable operating model to address their home financing needs.

It is with this intent of addressing the home loan requirements of the financially excluded lower income families, that Rajnish Dhall set up Micro Housing Finance Corporation (MHFC) in 2008.

What impact did the organisation achieve?

MHFC has created a profitable social enterprise focused on providing home loans to EWS/LIG families while delivering a healthy Return on Equity (RoE) of 12-15% at very low NPAs (<1%). They have >20,000 active housing finance borrowers with an average loan size of Rs. 5 lakhs.

This profitable business model powered by technology and field-practice innovation, as demonstrated by MHFC, has drawn strong support from housing finance institutions like the National Housing Board (NHB) and HDFC over the last 10-15 years, and attracted over 50 new entrants into the housing finance ecosystem with a focus on EWS/LIG segments. Affordable housing finance for the financially excluded EWS/ LIG segments is now seen as a viable business model with strong social and financial returns on investments.

How did the Theory of Change evolve to address the underlying root causes?

The trigger for conceiving MHFC came when Rajnish's driver, in 2008, asked him for help with a housing loan of ~Rs. 3 lakhs to fund his house. Despite having a monthly income of Rs. 15,000 which would enable him to repay the loan comfortably through EMIs of Rs. 4000, no home loan company was willing to offer him the loan of Rs. 3 lakhs, even with a letter and guarantee from his employer.

As he delved deeper into the problem and attended a conference on "Housing for All", exploring the need for developers to build houses with a ticket size of Rs. 5-6 lakhs (as against the prevalent practice of Rs. 50-60 lakhs+), Rajnish raised the issue of the lack of home financing for homes with the smaller ticket size. The next day, Rajnish got a call from the Dell Foundation offering a grant of USD 1 million dollars to set up a housing finance company focused on home loans to EWS/LIG segments. Despite not having any specific experience in retail lending or mortgage or any plans to set up an enterprise of their own, Rajnish was joined by two other professionals: Madhusudhan Menon, former Business Head, American Express Bank and his ex-boss and Nachiket Shelgikar, a young 22-year-old who gave up investment banking in London to join MHFC and is the technology genius in the team. The trio decided to take the plunge to set up MHFC.

As they sat down to formalise the grant proposal with Dell Foundation, MHFC studied the models of existing housing finance companies as well as micro finance institutions and found that while both had great commercial success stories, there was nobody straddling the middle, which is the micro housing finance segment. MHFC borrowed heavily both from the rigorous systems and processes of HDFC and the customer intimacy led approach of micro finance players, to evolve an operating model that would serve as a proof of concept and inspire a systemic change to financing home loans for the EWS/LIG segments. The model itself gave the MHFC team enough confidence to start the venture as a "for-profit" social enterprise and therefore MHFC took the money from Dell Foundation as equity (and not a grant).

Amongst the early supporters for MHFC were National Housing Bank (NHB) and HDFC. NHB as regulator agreed to not just provide a license but also ended up underwriting financing of ~30% of the planned loan book because of MHFC's mission to focus on the EWS/LIG segment. Similarly, HDFC as a lender were keen to support EWS/LIG segments but their processes had evolved to approving loans based on formal documents only, whereas, engaging with the EWS/LIG segment needed a bottom-up building of customer and risk profiles which HDFC had no experience in. Like NHB, HDFC agreed to fund MHFC, with the credit risk still resting with MHFC.

Along with institutional support from NHB and HDFC, mission-aligned people who joined the leadership team, played a pivotal role in developing MHFC's operating model. Jayesh Shah with 25 years of experience with HDFC joined MHFC and helped set up the systems and processes, including training the field officers on what

questions to ask the customers and how to build their detailed income and risk profile. Similarly, for loan documentation, MHFC leveraged another ex-HDFC legal officer, Suryakant Shroff as a legal advisor for MHFC to help draw up customer loan contracts which were in line with formal housing finance industry standards. On the developer side, Ramesh Ogale, with deep experience in developing buildings in a range of contexts (rural Maharashtra to Dubai) brought construction specific experience to help MHFC engage with developers who were targeting the EWS/LIG segments.

The core of the operating model involved gaining a deep understanding of customers, their income profiles and the motivation for owning a home. For this, MHFC did not use traditional loan officers from the home finance ecosystem but relied on community workers from social sector institutes and organisations who had the skills and temperament to sit with potential customers in the EWS/LIG segment to understand their monthly income, running and other associated costs, seasonal challenges and risks, motivations for owning a home (for example, safety, impact on earning potential, educational opportunities for the next generation etc.). To document this detailed profile, Nachiket Shelgikar helped design and develop an innovative technology tool which was ahead of its time and enabled MHFC's field workers to capture the details through simple selection-based fields. The tool which was also used for interacting with the credit officers in the head office, real-time, also enabled the capture of photographs, videos and GPS coordinates, all of which were useful in setting up a foolproof risk management process.

While the operating model that MHFC developed was innovative and turned the prevalent home finance model upside down fundamentally (by lending on the basis of "people" and not "paper"), MHFC ensured that norms for assessing business and customer risks were the same as those of leading HFCs. For example, the loan to value ratio (<80%), instalment to income ratio (<40%), fixed obligation to income ratio (<50%) etc. All of this helped MHFC build a profitable social enterprise which while delivering healthy financial results (~15-20% CAGR with a healthy Return on Equity of 12-15% with NPAs <1%) and has proved the bankability of the financially excluded EWS/LIG segment. This in turn has inspired > 50 new players to enter this home financing space and build a thriving new market at the bottom of the pyramid.

What practices did the organisation deploy?

Create Viable Markets for the Underprivileged:
MHFC helped create a pathway to service a segment of customers who had hitherto been financially excluded from the home loan market through a combination of deep community engagement and innovative technology tools. Personalised and direct involvement with prospective customers to understand credit worthiness and motivations was enabled through hand-held devices for Field Officers which had easy to use features for personal, professional, location profiling of customers. Real time access to verification and credit risk teams, through the tool, eliminated the need for time-consuming paperwork. This profitable and proven business model along with a willingness to share learnings proactively with key stakeholders (NHB, HDFC, other HFCs including competitors) has helped solve the housing loan need-gap for the EWS/LIG segment by attracting over 75 new entrants.

Build Partner Network for Scale: NHB as regulator and HDFC as a competitor had strong belief in MHFC's mission and wanted the housing finance market to be expanded to the EWS/LIG segment. Their encouragement accelerated MHFC's growth journey through regulatory, financial and systems support. MHFC also partnered with developers (private and Government driven projects) to offer an end-to-end solution to home buyers by combining their affordable housing loan product with the affordable home that developers built to create a win-win proposition for customers, developers and themselves.

How was the organisation set up for success?

Leadership Orientation and Credibility: Focus on the mission to de-bottleneck housing finance for the underprivileged through a for-profit business model, helped create a thriving market ecosystem that has enabled other new entrants to service the EWS/LIG segment. The early decision to create a for-profit business model ensured that MHFC created a delivery model that was frugal but innovative while generating healthy financial returns for MHFC. The personal credibility and belief in the mission helped create support from stakeholders in ecosystem organisations across Government, (NHB, SBI), markets (HDFC, other private banks) and social sector funders (Dell Foundation).

Systems Insiders as Advisors and Accelerators:
Housing finance veterans with belief in the mission, like Jayesh Shah and Ramesh Ogale in the leadership team complemented the founders' background in the intense regulation driven financial sector to build a robust process and technology-driven social enterprise.

Diverse Capabilities and Talent Pool: Besides housing finance veterans, hiring community workers as Field Officers helped MHFC create a cadre that could relate to the socio-economic background of target customer segments. Training of these community workers focused on understanding the personal and professional profile of customers while testing their ability, need and willingness for micro housing loans.

Patient and Flexible Capital: This came from key equity funders like the Dell Foundation, who initially had offered a grant that MHFC decided to convert to equity and India Financial Inclusion Fund. Debt funding followed after about 3 years from NHB and HDFC and this provided the capital foundation in the initial years for MHFC. Support from SBI and IFC followed thereafter, which then cascaded to other key banks entering this segment as well.

Migrants Resilience Collaborative

Strengthening Social Protection Systems

PROBLEM

- 140-200 million migrant workers travel from rural to urban (often inter-state) areas in search of work
- Systemic disenfranchisement of migrants occurs due to the power imbalance (informal employment, lack of employer accountability)
- High vulnerability due to low savings and lack of access to social protection systems

IMPACT

- 130 District Migration Resource Centres (DMRCs), providing assistance and support to migrant workers in 93 districts of 12 States across India with a field force of 1,000+
- Enabled 5.8 million+ households to register with MRC and facilitated social security benefits of USD 5 million+
- Support for 15 million migrants through government welfare schemes and 25+ large companies to enable access to social security entitlements for their workers in next 5 years

APPROACH

- Create Demand and Alignment for Change *(Extensive on-ground work to create awareness amongst migrant communities)*
- Design and Demonstrate Scalable Solutions *(Jan Sathi app integrating social security and social registry)*
- Build partner network for scale *(collaborative platform of key stakeholders across nonprofits, industry and government)*

What was the context of the problem?

India has over 140-200 million migrant workers who travel – often inter-state – from rural to urban areas in search of work across industrial and agricultural clusters. A large proportion of these migrants are forced to migrate for subsistence employment due to socio-economic distress. Despite being significant contributors to their country's GDP, they often contend with systemic disenfranchisement due to the power imbalance like informal employment and lack of employer accountability coupled with high vulnerability due to low savings and lack of access to social protection systems. While international migration receives some attention, internal migration has largely been invisible. Even as they embark on aspirational social mobility journeys, they normally earn below minimum wage, are vulnerable to forced labour and are unprotected from economic and health shocks. Most migrant workers are also predominantly from historically excluded communities and are employed in the informal sector like casual work in construction, farming, manufacturing etc.

The COVID-19 pandemic further highlighted the challenges that migrant workers face and its impact aggravated their issues. The International Labour Organisation estimates that 400 million workers in the informal economy are at serious risk of falling deeper into poverty.

MRC was founded as a grassroots-led collaborative of non-profit, philanthropic and private sector actors focused on ensuring safety, security and mobility for vulnerable internal migrants.

What impact did the organisation achieve?

Migrants Resilience Collaborative (MRC) has emerged as India's largest non-governmental, grassroots-led collaborative and has forged strong partnerships with State Governments, civil society organisations, real estate developers, donors and philanthropic organisations, to improve access to social security schemes for migrant workers and their families.

MRC today has established 130 District Migration Resource Centres (DMRCs), providing assistance and support to migrant workers in 93 districts of 12 States across India with a field force of 1,000+.

Till date, MRC has enabled 5.8 million+ households to register with MRC and facilitated social security benefits of USD 5 million+. Over the next 5 years, MRC intends to support 15 million migrants and other informal workers through access to state delivery systems for social security schemes and work with 25+ large companies to enable access to social security entitlements for their workers.

MRC is also facilitating initiatives related to worker protection and is looking to enable 10 million workers and their families gain access to helplines and dispatch support-related state remedies. Till date, they have received 1,36,000+ calls on the helpline and recovered USD 1.9 million+ compensation for workers.

How did the Theory of Change evolve to address the underlying root causes?

When the COVID-19 pandemic struck in 2020, Jan Sahas, which had worked with excluded social groups in India for more than two decades, focusing on safe migration and workers' protection as well as prevention of sexual violence, started with providing immediate relief – ration delivery, cash support, mental health and legal support. As the pandemic stretched, Jan Sahas started looking at a medium-term initiative focused on building resilience of migrant families given the potentially long road to economic recovery.

Realising that it could not do this alone, Jan Sahas reached out to civil society, the private sector and the Government as well as more than 50 CBOs, CSOs, and worker-led groups to launch MRC. Players from the real estate sector were an integral part, since they employ a large number of these migrants.

Building on work that started in the first wave to help secure transport for migrants and then to register for social security entitlements, MRC's work focuses on solving for three key pillars.

The first pillar creates visibility for migrants and migration patterns by creating a National Migrant Registry. MRC gathered relevant details of these families meticulously over a period of eight months to compile a database that gives MRC valuable, real-time data. The registry serves as a foundation for MRC to base its responses as well as track migration patterns, enabling it to focus on the most vulnerable first. The second pillar involved leveraging their experience at Jan Sahas, to identify eligible schemes for migrant households and determine priority schemes based on household characteristics. Finally, the third pillar involved worker protection where they work across the entire lifecycle from prevention (training, awareness camps for prospective migrants, remedial mechanisms in distress), to response (toll-free mazdoor helpline, field level case management, legal support), rehabilitation (access to Government mechanisms) and systemic reforms (using the generated case knowledge to work with police, district administrations to improve processes).

For systemic change, MRC has decided to focus on the construction sector, which is covered under the Building & Other Construction Workers (BoCW) Act. Besides employing migrants, the sector has a legal and administrative framework in place to deliver social security, as well as an existing pool of money, sitting idle with the BoCW boards (unspent cess money ~Rs 40,000 crores+).

Further, the sector is "organised" with large corporate players in real estate who have funds available to facilitate the work through the 1% cess payable by real estate entities. Armed with this choice, MRC has decided to focus on last-mile enablement at the State level because of the relatively autonomous nature of BoCW boards and the access MRC teams have. The work for the first 18-24 months focused on solving for customer journeys for BoCW (for example, solving for registration issues of construction workers). Another core area of systems change work is on evolving a sustainable last-mile delivery model. While the initial work was driven by philanthropy, the intent is to find a payer led model which will have the primary stakeholders (industry, Government and workers) taking ownership of the delivery costs. MRC is also working to fix broken processes to make delivery more affordable.

A second major focus is looking at workers' rights by working with the private sector to ensure responsible recruitment and strengthen worker protection, welfare and redressal mechanisms within their organisations. While the principles are already incorporated into ESG (Environmental, Social and Governance) compliance standards, many employers seem to overlook the social aspect. Using the plank of "focusing on your people is good for business", MRC is trying to establish a norm for companies and regulatory bodies to focus on worker protection by first establishing a clear-cut case for business.

MRC's Theory of Change combines two key components, critical to bridging the massive delivery gap in access to social protections for migrants:

Implementation for last-mile access: MRC directly facilitates both social security benefits and worker protection for the most vulnerable migrants. Over the next five years, the intent is to scale these on-ground efforts to ensure meaningful social protection for 15 million households (up from 5.8 million households today) by building partner capacity to deliver last-mile support and implement this model.

Systems change for migrant inclusivity: MRC is partnering with Governments – particularly State level – to enable migrant-inclusive design and delivery infrastructure. Strengthening Government infrastructure will enable faster, better, cheaper access to social protection, easing direct delivery work for MRC and others. To ensure expanded delivery, they will also work with industry to increase incentives and accountability to fund access to social protection for the millions of migrants.

As MRC fine-tunes its implementation model, it also aims to transition from social protection to social mobility for migrant workers over the next 10 years. This will entail working towards wider adoption of responsible business practices and improved financial health for migrants.

What practices did the organisation deploy?

Create Demand and Alignment for Change: MRC is focusing on creating access to social security schemes for 2 specific sets of migrants through systemic solutions. The first group based on characteristics of migrant workers (for example, caste, income levels, BPL status) and the second group based on the nature of employment (construction workers). For both, extensive on-ground work to create awareness in the beneficiary community, training workers on social security benefits, creating helplines along with mobilising volunteers to support their community activation work, has helped create demand for change. MRC is investing in resources to build a scheme discovery and eligibility platform and then aligning key stakeholders (Industry and Government) to solve for funding and last mile facilitation.

Design and Demonstrate Scalable Solutions: MRC's Jan Sathi app is a platform that integrates social security and social registry for migrant workers. The app helps MRC complement the government's efforts in connecting migrant workers to necessary services through a single window. The application has been designed in close collaboration with MRC's field staff drawing from their on-ground experiences. The long-term goal is for it to be used by the community members directly to support migrant workers to access social security benefits. It is also designed to eventually integrate with Government systems to simplify access to social security and worker protection for migrant workers and ease the workload on the Government.

Build Partner Networks for Scale: Early recognition of the scale and complexity of the problem determined shaping of MRC as a collaborative with multiple stakeholders actively involved in conceptualising and delivering the solution. While MRC's focus has been on a few important levers like social security scheme discovery through its app, refining the last-mile delivery model, they have worked with key stakeholders like industry players in convincing and habituating them to give access to their workers and focus on social security facilitation for all their migrant labour. With the Government, MRC's focus has been on working with the BoCW board on revenue and cess augmentation which had been a historical challenge, and also focus on improving the design of last-mile delivery systems – using data, digitalisation to speed up and reduce the cost of delivery. Having developed a scalable model, MRC is keenly looking to move beyond a 'Doer' based model to working with other civil society actors to scale different components of the implementation work.

How was the organisation set up for success?

Leadership Orientation and Credibility: Even as MRC was trying to solve for immediate challenges around Covid relief, the leadership team had one eye on its mission and systems change goals. By sharply defining and targeting its systems change boundaries – focus on migrants and construction workers, social security schemes under BoCW framework, addressing last-mile enablement, arriving at affordable cost structures and developing a sustainable payer model, MRC has been able to deliver on implementation as well as systems change goals.

System Insiders as Advisors and Accelerators: The presence of advisors with background in the real estate industry in MRC's Steering Council brought valuable insights and helped articulate MRC's value proposition for the industry. Similarly, steering council members from the financial services industry helped open doors with CREDAI. These key advisors along with other supporters helped MRC use the right language to build meaningful narratives and open relevant networks.

Patient and Flexible Philanthropic Capital: The right timing (Covid driven crisis) and Jan Sahas' track record helped create initial funding support from large institutional funders, providing MRC with a 2-3-year runway for operations while creating flexibility to experiment with initiatives and test its theories. The Co-impact Design grant has further helped frame what the future of MRC work would look like and the outcomes they intend to deliver.

Diverse Capabilities and Talent Pool: MRC's identity has been that of an implementation focused organisation with a large implementation team, combined with a smaller but focused systems change team. A lot of commitment and energy came from teams with strong on-ground intervention experience that helped create space for MRC in the right forums. MRC also invested early in foundation capabilities (for example, social registry, a mobile app, eligibility engines for assessing household fit to schemes) to ensure they have the necessary infrastructure to create downstream value and impact at systemic level.

Piramal Foundation for Education Leadership

(PFEL)

Personal Transformation as a Path to Systems Transformation

Piramal
School of Leadership

PROBLEM

- Education in the 21st century will move beyond the 3Rs (reading, writing and arithmetic), in response to social, economic, technological and cultural shifts

- Traditional school structures and systems will continue to be funded in their current form

- School systems and participants can however trigger transformation in culture by focusing on personal change to drive systemic transformation

IMPACT

- Touched the lives of over 100 million children across 8 states through the government system

- Influenced over 15 lakh teachers and impacted over ~100 million children across 27 States & 2 UTs, in ~4 lakh schools

- System level outcomes to track impact of PFEL work (unlocking capital, unlocking talent engaged in problem solving and cultural shifts in measuring outcomes)

APPROACH

- Co-create demand and alignment for change *(Immersion of Gandhi fellows in grassroot communities to drive change)*

- Design & demonstrate scalable solutions *(Productising learnings into playbooks)*

- Help strengthen institutional capacity in government *(Co-creation of Future Ready states with government stakeholders)*

What was the context of the problem?

Education in the 21st century is no longer just about the 3Rs (reading, writing and arithmetic). The world is witnessing a social, economic, technological and cultural moulting. The old is being shed off to give birth to the new. The traditional boundaries between human beings, nations, cultures are blurring. More and more of the physical and real are being taken over by the virtual. While on the face of it, it appears that things are getting simpler, in reality it is getting more complex.

Education delivered in a traditional way, to develop cognitive skills for economic engagement and survival, is being challenged by the realities of industry 4.0, artificial intelligence, instant access to information, anytime learning and knowledge available beyond the boundaries of schools. Newer discoveries on how a human mind works and learns is challenging the linear approaches to learning. The speed of technological innovations is rendering the traditional pedagogy boring.

The problem is multi-fold. Education through the traditional school construct is a given, not likely to change in the foreseeable future. The economy will continue to fund the school system as is. Therefore, imagining a new paradigm remains abstract unless the school systems and participants in that system make a conscious choice of triggering a transformation towards a new culture of schooling which is liberating; instilling creativity, moderation, compassion; a culture that promotes critical thinking, active listening and lifelong learning.

What impact did the organisation achieve?

Started in 2008 as Kaivalya Education Foundation, with baby steps to test the theory of personal change to systems change, Piramal Foundation for Education Leadership (PFEL), over the last 16 years, has touched the lives of over 100 million children, not directly, but through the Government's own people and systems. PFEL is present in 8 major States of India – J&K, Himachal Pradesh, Rajasthan, Madhya Pradesh, Bihar, Jharkhand, Odisha and Andhra Pradesh. Their work has influenced over 15 lakh teachers and impacted over ~100 million children across 27 States and 2 UTs, in ~4 lakh schools; engaging with over 100,000 public education system officials - Principals, Cluster Resource Persons, Block Education Officers, District Education Officers and State level bureaucrats.

PFEL's Centres of Excellence focused on Education and Systems Change (Socio Emotional Learning, Project Based Learning, Assessment Reform, Physical Literacy, Aesthetic Literacy, Leadership Development and more in the making) have developed customised products by compiling a pipeline of innovations that they have experimented with and codified into playbooks. While each of these CoEs track impact at the product or project level (number of students, teachers, schools touched), the larger system level outcomes that PFEL targets include:

- Unlocking capital (for example, Rs. 60 crores in PAB for assessment interventions across 5 States through stakeholder and institution strengthening).
- Unlocking talent or range of ecosystem stakeholders being engaged to work with the Government to actively solve specific problems.
- Cultural shifts in measuring outcomes (for example, looking beyond a "taali-gaali" approach to a review of metrics and dashboards to understanding root causes for achievements or otherwise).

How did the Theory of Change evolve to address the underlying root causes?

PFEL's approach to addressing the learning challenge in the Indian Education System was grounded in some clear beliefs:

- The Gandhian belief that change happens in the self and then in the environment - when individuals move from idea to action, fear to courage, apathy to empathy, and from cynicism to belief, they are able to change the environment and create a better world.
- Running a school system is like running a complex organisation and even the best teachers need training and support to become effective and compassionate school leaders.
- To have an impact, organisations need focus and scale. "if designed properly, scale can lead to improved quality, as scaled organisations have access to more experiences and data points, thus affording better pattern recognition and solution design".

As PFEL sought to operationalise these beliefs, they came up with the following insights:

- "Wicked problems" will only worsen when isolated solutions are applied.
- Require programme design and capital to move away from thinking in 1-2 years to >10 years.
- Require active co-creation and rapid experimentation in close partnership with the Government.
- Can be solved by personal transformation of middle managers in the Government system, who may have the power but lack agency to serve due to traditional HR systems.
- Can be activated by young Indians who want to contribute to nation-building.

PFEL therefore decided to focus on working on leadership within the public education system by creating a cadre of "tempered radicals" where public servants experience the agency to serve and public institutions are designed to unlock human potential. To bring about this paradigm shift, PFEL is committed to addressing, carving, inscribing a gamut of elements in the education ecosystem to ensure no child is left behind. Their work is at three levels – Schools, Districts, and States as described below:

Future-Ready Schools: PFEL works in 15 lakh plus schools with Principals and teachers to enhance their inherent leadership abilities to improve school processes, cultivate community ownership and revolutionise K to 12 education. A range of tools like SEL-based Teacher Need Analysis Tool, Need Analysis Tool for Principals, Parent Engagement Tool, Parent-Child Engagement Assessment

Tool and many more have helped PFEL productise knowledge and enable building of future-ready schools.

Future-Ready Districts: PFEL collaborates with communities and the Government in 30 Districts through a 360-degree approach that includes strengthening district leadership, putting in place robust Government mechanisms to enhance the education delivery system of the District, coupled with intensive community engagement. A range of initiatives like setting up demonstration schools for digital literacy, demonstration schools for grade and subject specific learning, accelerated learning programmes for skill-based learning and many more, have helped PFEL productise knowledge and enable building of future-ready districts.

Future-Ready States and Leaders: PFEL works on enabling State, District and Block officials to build a skilled and engaged teacher workforce that delivers 21st century skills, by creating future-ready education leaders, transforming structures and talent policies and creating transformational pedagogy. A range of initiatives in Governance, Policy Design, Legal Reform, Technology, Leadership Development, Curriculum Updates and many more have helped PFEL productise knowledge and enable building of future-ready States.

The above is led by the power of youth and women. Piramal Foundation runs the country's largest fellowship programmes for women and youth.

The Karuna Fellowship: This builds the agency of women by learning new skills to engage in the economic world. These skills could range from technological skills to support Vidya Samiksha Kendras, run by State Governments, interpersonal skills, communication skills to engage with education departments, problem solving thought processes to collectively solve complex problems in their geographies through compassion, non-violent communication, active listening, influence without authority etc.

The Gandhi Fellowship: This unleashes the power of the youth to experience the country, its people, its problems from the closest quarters by living with them, experiencing their struggles, experimenting solutions but most importantly, experiencing "kaivalya" (knowledge and wisdom) through their own personal transformation journeys.

What practices did the organisation deploy?

Co-create Demand and Alignment for Change: PFEL's ability to deploy trained and inspired youth as Gandhi Fellows is designed to nurture essential 21st Century skills within the youth, empower young individuals to

cultivate leadership, critical thinking, empathy and social responsibility. By immersing Gandhi fellows in grassroots communities and providing experiential learning opportunities, the programme aims to mould a generation

of changemakers equipped to address complex challenges and contribute meaningfully to a rapidly evolving world. Gandhi Fellows bring their youthful energy, passion and 'can do' attitude to align attitudes of key stakeholders and the community they work in.

Design and Demonstrate Scalable Solutions: By structuring and 'productising' learnings from the grassroots transformation work at the School, District and State levels, PFEL has been able to create a menu of 'Lego' blocks hat help accelerate roadmap building and achievement of outcomes in subsequent schools. PFEL's approach to solution and impact is exemplified through Jhunjhunu, Kaivalya's Innovation Hub. Since 2008, Jhunjhunu has achieved rank 2 in the National Achievement Survey through interventions aimed at improving school processes, teaching practices, community leadership and moving education out of classrooms. This has been supported by innovations in the District processes such as Jan Andolan, No Bag Day, Collector ki Class, Baste ka Bojh Kam, Coach and Facilitator Trainings etc. The success of these experiments to improve learning outcomes is based on the three-pronged approach of strengthening school, community and district leadership. From 2019 onwards, Jhunjhunu has been hosting a much wider variety of experiments on a well-built system in early childhood education, secondary education, global leadership and socio-emotional and ethical learning. Through the transformation of K-12 education as a whole, PFEL has developed Jhunjhunu as a model District for scaling holistic system development in the country.

Help Strengthen Institutional Capacity in Government: PFEL's work with the Government is centred on 3 pillars to create future-ready States. 1. Creating future-ready education leaders involves developing a leadership pipeline at the District, Block and Cluster with 21st Century skills, enhancing cluster-level academic support processes and enabling evidence-based education governance. 2. Transforming structures and policies involves having a single source of truth through technology-enabled education processes, design of new organisation architectures and talent processes and simplification of legal management. 3. Creating transformational pedagogy aims to transform in-service teacher education, transform assessments and create a health and wellness curriculum. To achieve this, PFEL works on internal acceptability within the government through active listening and co-creation through deep engagement with key stakeholders. They hand-hold the stakeholders through the legal and policy finalisation process by identifying the structural dependencies necessary for the reform to be approved and sustained beyond the recommendation. They create political buy-in by building the political narrative around the topic and ensuring that the success of the initiative reflects strongly on the political leadership. Finally, they work on administrative feasibility by setting up strong follow-through processes that ensure that success is achieved through active capability building, engagement and ownership within the Government set up.

How was the organisation set up for success?

Leadership Orientation and Credibility: PFEL leadership team's inherent belief is that all public servants want to serve and transform the education system and every one of them has the innate potential and sewa-bhaav to do so. With this as the backdrop, PFEL is today working on creating a nation of 'tempered radicals' where public servants experience the agency to serve and public institutions are designed to unlock human potential. By building a pathway that supports personal transformation leading to systems transformation and eventually societal transformation, PFEL has been able to build strong credibility on the back of institutional change in education across multiple states in India.

Diverse Capabilities and Talent Pool: PFEL's talent mix consists of people with deep community experience (Pratham, Bodh, Digantar), corporate experience and supplemented with talent from social sector institutions (IRMA, TISS). Focus and intentionality around talent development has helped PFEL arrive at a tailored curriculum for different clusters (core team, director level, project managers and team leaders) while retaining focus on the 'how' and 'why' of PFEL's work. The close to 150-200 hours of annual training is focused on personal transformation, behaviour change and uses tools like influence without authority, non-violent communication etc. The rich mix of experience has helped create a pool of sector ready talent (> 1500 Gandhi Fellows) who are involved in a range of roles in the social sector (NGOs, Research, Policy, Academia, Consulting)

Patient and Flexible Capital: A seed funding approach from Piramal Foundation operates with a leverage of 1:3 wherein the Foundation invests early in ideas and then draws funding from like-minded philanthropic organisations followed by adoption into Government programmes and schemes. External funding is mostly multi-year commitments from institutional donors (like BMGF, CIFF) who are aligned on ideas and value systems.

Pratham

Every Child in School and
Learning Well

PROBLEM

- Large scale adult literacy efforts in the late 1980s did not address the problem at the root cause which included the dearth of pre-schools, especially in slums
- Children were directly enrolled into Class 1 with very little preparation

There was a need for increasing access to schools and teaching them at the right level

IMPACT

- State-wide partnerships on early childhood education and helping children 'catch-up' by Teaching at the Right Level (TaRL)
- ASER model has been adapted for use by organisations in 14 other countries across three continents, steering the focus on education priorities
- TaRL model has proven to be effective and is regarded as one of the most cost-effective interventions for improving learning globally

APPROACH

- Ground Theory of Change in Data, Evidence and Research *(conceptualisation of ASER to highlight the problem with data and evidence, and TaRL as one potential solution)*
- Design and Demonstrate Scalable Solutions *(frugal community-based model preschools)*
- Create Demand and Alignment for Change *(alignment of parents, teachers and communities to a common understanding of the problem)*

What was the context of the problem?

In the late 1980s, India witnessed large-scale action on adult literacy, especially for women. It is often acknowledged that one of the main outcomes of these adult literacy campaigns was an increased demand for universal elementary education.

In Mumbai, Madhav Chavan and Farida Lambay, both university teachers and later co-founders of Pratham, were actively involved in the adult literacy sphere in the city. By 1994, their attention had shifted to children's education. The mission for the newly formed Pratham organisation was "every child in school and learning". As they looked at the education landscape and at school infrastructure and functioning in Mumbai, the big gap that they noticed was the lack of pre-schools, especially in the slums. Most often, children were directly enrolled into Class 1 with very little preparation. Their families were also not equipped to support their children's journey through school.

For the next few years, Pratham's energy went into establishing community-based balwadis (pre-schools) that were run by local young women in low-income neighbourhoods across Mumbai. In 1996, there were 150 Pratham-supported balwadis. By 1998, over 3,500 balwadis were connected with Pratham. This rapid growth taught Pratham many important and enduring lessons of how spread and scale happen.

As the education landscape changed over time, Pratham's assessment of gaps has evolved as well as their prioritisation and strategy of how, when and where to develop and implement solutions.

What impact did the organisation achieve?

Today, across India, Pratham has a direct presence in close to 10,000 rural communities and urban slums. These are learning laboratories where Pratham team members work directly with children and families, teachers and schools, reaching close to half a million children annually. Periodically, Pratham does large-scale campaigns with youth volunteers in communities. For example, in the summer of 2022, Pratham teams worked to mobilise youth in all districts of Bihar, Uttar Pradesh and Madhya Pradesh to provide learning support to children going from Class 5 to Class 6. Close to 3.5 million children were mobilised by more than 3 lakh volunteers during a one-month summer camp. Pratham also partners with State Governments. In 2023-24, there were state-wide partnerships for early childhood education in Himachal Pradesh, Punjab, Haryana and Andhra Pradesh and 'catch up'/TaRL partnerships in Bihar, Uttar Pradesh, Andhra Pradesh and Punjab.

Most notably, ASER, its annual source of data on children's learning outcomes for India, is often credited with changing the focus of discussions on education from inputs to outcomes. Data on basic reading and arithmetic has been available annually between 2005 to 2014 and in every alternate year since then (barring the Covid years). The basic ASER survey covers almost every rural district in the country. ASER 2022 reached 616 rural districts, 19,060 villages, 3,74,554 households and close to 7,00,000 children. (The sample size is more than twice that of the survey rounds conducted by the Government's National Sample Survey Organisation). The ASER model has been adapted for use by organisations in 14 other countries across three continents. These organisations came together to form the People's Action for Learning (PAL) Network, with a secretariat housed in Nairobi.

Pratham's "TaRL" model has proven to be effective in repeated rigorous evaluations and is currently regarded as one of the most cost-effective interventions for improving learning globally (Best Buys report GEEAP panel). This approach is used in many countries such as Zambia, Nigeria, Cote d'Ivoire, Madagascar, Niger and Morocco.

How did the Theory of Change evolve to address the underlying root causes?

Initially, Pratham worked with families, communities and schools, towards the goal of 'every child in school'. The fact that there were very few pre-schools for poor families led Pratham to develop the scalable community-based balwadi model. Pratham's view was that if the city could achieve universal pre-schooling, then it would lead to universal enrolment into primary school.

Through the vast network of balwadis, communities and families were able to voice other needs. At this time, Pratham's partnership with the municipal school system began to grow. Children moved from Pratham balwadis into municipal schools and schools reached out to Pratham for support with helping children who were getting left behind catch up with the curriculum.

By 2000-2001, Pratham teams were frustrated that their own efforts were not resulting in better and faster learning. There was a clear need to accelerate the pace of learning; for an eight or ten-year-old to enter school, the child needed to be ready quickly to be able to cope with the grade appropriate for their age. Dissatisfaction with status quo, a recurring theme in Pratham's story led to a strategic rethinking of their approach to teaching and learning.

The challenge of accelerating learning led to a fundamental question: "What is learning?" Team members from different Pratham locations and contexts convened to develop a common vocabulary and way forward.

There was consensus on the importance of basic reading, number knowledge and basic mathematical operations. During this period, the teams developed a simple tool to understand children's current reading and arithmetic level. This tool (which later became the ASER tool) was originally designed for the purpose of having a common way to identify where the child was, in terms of reading and arithmetic. The tool helped in guiding instructional practice as well as in explaining what was meant by foundational learning. ASER diagnosed the problem of learning, whereas the method that emerged was a pathway to the solution – an early version of TaRL. With TaRL, Pratham was able to demonstrate up to 50% jumps in learning levels and they are confident that any teacher in India can improve a student's learning levels 20-25% by using that method. They aspire to take this 'catch up' mission nationwide.

TaRL is a solution to the problem of low learning levels. But what if the problem was not to happen at all? In the last 5-6 years, Pratham has returned with high energy and resolve to the early childhood space. The age group 3 to 6 years is a period where parental and community involvement is critical, and where institutions like anganwadis or pre-primary grades need to focus on early childhood education. If "Teaching-at-the-Right-Level" was focused on helping children aged seven-eight or older achieve "catch up", Pratham's current priority is to ensure that younger children are able to "leap forward".

What practices did the organisation deploy?

Ground Theory of Change in Data, Evidence and Research: From inception, Pratham has attempted to understand the sector's landscape and identify gaps that can be filled by them. For example, in the early 2000s, while working with children in primary schools, Pratham constantly faced the issue of children who had been in school for a number of years but had not as yet acquired basic reading or arithmetic skills. Experiments and interventions on the ground led to the development of a simple tool to understand children's learning level (which later became known as the ASER tool) and the same time efforts to provide a solution led to the development of the early version of Teaching at the Right Level (TaRL). Over the next 15 years, Pratham and J-PAL carried out six rigorous impact evaluations to understand the effectiveness of the evolving TaRL approach.

Design and Demonstrate Scalable Solutions: A key founding principle that has endured over time, is Pratham's desire to develop solutions on scale. Once Pratham identifies and focuses on a problem or gap, then all subsequent efforts are made towards solutions that can serve 'every child' well. Starting in the early days in Mumbai, Pratham identified the lack of pre-school as a gap. In the next 2-3 years, it developed a basic community-based model of providing pre-school exposure that was frugal and that scaled rapidly across the city. The ASER exercise was designed to reach all rural districts in India and covered close to 400 rural districts even in its first year in 2005. Key principles of keeping things easy to understand, easy to do and easy to afford are visible across all their activities.

Create Demand and Alignment for Change: Embedded in the DNA of Pratham is the belief that 'you can solve problems around you'. So, you need to understand the problem, you need to be able to work towards a solution and for this, it helps to carry others along. For every child's learning to improve, Pratham believes everyone can help — families and communities, teachers and schools, the Government and others in the ecosystem. The organisation drives ownership amongst local communities, working with a big youth volunteer base and having champions spread awareness of the shared vision.

The architecture of ASER itself is built on local participation of district-level institutions, dissemination and discussion at all levels so that findings are widely shared and rally the ecosystem to a common understanding of the problem and forge a way forward. For TaRL or the more recent work in the early childhood space, Pratham demonstrates on-the-ground in locations around the country and then works with Governments of district and sub-district level officers to see the problem and practice the solution before taking it to teachers.

How was the organisation set up for success?

Leadership Orientation and Credibility: The identities of the founders, Madhav Chavan & Farida Lambay were intertwined with the development sector in India. Their inclination to be an active part of the public system, juxtaposed with their backgrounds in academia and adult literacy, led them towards building an organisation that was focused equally on research and evidence as it was on the involvement of communities. With Rukmini Banerji and several others like Usha Rane and CV Madhukar joining Pratham in 1996, their mission was strengthened further. The team's credibility in the ecosystem generated support from different sectors, built demand for programmes and attracted researchers like now Nobel Laureates Esther Duflo and Abhijit Banerjee, to collaborate with Pratham.

System Insiders as Advisors and Accelerators: From its early days, Pratham has had a Board consisting of eminent citizens, industry leaders and a municipal commissioner, albeit all being from Mumbai, like Sharad Kale and Armaity Desai. The leaders' independent credibility helped attract several thought leaders, funders, etc. who believed that Pratham was the right organisation to be driving systemic change in education. The role of Mr. Narayanan Vaghul, then head of ICICI as a major champion boosted Pratham's image, as did the support of several committed US-based individuals of Indian origin like Vijay Goradia and Yogi Patel.

Diverse Capabilities and Talent Pool: Pratham's belief in community-led change paved the way for its lean operating model with 'very little fine print'. The organisation has a large pool of volunteers, who join on the basis of alignment to the mission of 'every child' rather than subject-matter knowledge. This philosophy has worked well for Pratham, given that many members of its current senior leadership today began as volunteers or instructors. The organisation's longevity has also resulted in an expansive pool of alumni - many of whom have gone on to become Government officers or start their own initiatives (Rocket Learning, IDInsight, Kaivalya Education Foundation, etc.), embodying Pratham's focus on 'spread over scale'.

Patient and Flexible Capital: Pratham's mission resonated with multiple funders, who placed their faith in the ability of the leadership to deliver on the mission. Flexible funding from NRIs in the US and large foundations, such as Hewlett Foundation, Oxfam NOVIB enabled Pratham to invest in its programmes and in building the organisation. Diversification in the portfolio over time has helped to bring in stability and scale; today the organisation is supported by CSR in India, individuals in the Indian diaspora (through dedicated chapters in the different cities in the US) and foundations across with world.

Project Echo

Getting the right knowledge to the right place at the right time

PROBLEM

- Nearly 80% of all known health conditions can be addressed at the primary / preventive care level

- Despite having two-thirds of Indian population, rural areas have only 33% of the total health workers and 27% of the doctors

- Frontline medical practitioners are unable to deliver adequate quality of care due to lack of necessary knowledge and expertise

IMPACT

- 'Hub and Spoke' Model for Capacity building of healthcare practitioners by connecting Experts (hubs) to Learners (spokes)

- Launched over 404 hubs across 35 States/UTs, with over 1410 capacity-building programs being delivered, covering more than 30 disease areas

- Over 1.7 million attendances (200,000+ unique participants) from healthcare workers and educators across the country

- Multiple National Health Missions in India have now adopted the ECHO model (TB, NCSP, NMHP, Ayushman Bharat Yojana)

APPROACH

- Help Strengthen Institutional Capacity in Government *(Strengthening state health missions to reach underserved areas)*

- Invest in population-scale platforms *(iECHO digital infrastructure for knowledge sharing at scale, speed and low cost)*

What was the context of the problem?

The Rural Health Statistics 2020-21, released by the Ministry of Health and Family Welfare show 66% of India's population resides in rural areas and yet only 33 percent of the total health workers and 27 percent doctors are available in these areas. Nearly 80% of all known health conditions can be addressed at the primary or preventive care level. Lack of access to these services is a serious concern exacerbated by the fact that frontline medical practitioners are unable to deliver adequate quality of care for want of necessary knowledge and expertise.

Further, there is significant gender and social inequity in access to healthcare, with women and vulnerable populations bearing the heaviest burden. These segments lack both awareness regarding healthcare issues and easy access to affordable health services. They also lack opportunities and means to seek expert care. The main impediment to the delivery of qualitative and equitable healthcare is the paucity of healthcare providers across primary, secondary and tertiary levels.

It is with the intent of promoting equity in healthcare access and delivery that ECHO (Extension for Community Health Outcomes) India was set up in 2008.

What impact did the organisation achieve?

ECHO India aims to impact the lives of 400 million people in India by the end of 2025 through capacity building of healthcare practitioners and educators. In ECHO's 'Hub and Spoke' Model of learning, the hub is a group of experts who regularly mentor the learners (spokes), using cutting-edge digital infrastructure to enable capacity building at speed and scale in a sustainable and cost-effective way. ECHO India along with its collaboration partners has launched over 404 hubs across 35 States and UTs. These hubs have seen 1,410 capacity-building programmes being delivered over 25,000 sessions, covering more than 30 disease areas. These programmes have witnessed over 1.7 million attendances (200,000+ unique participants) from healthcare workers and educators across the country, with remarkable results. These 200,000+, the trusted human network, are now learning to implement the knowledge they gained during the ECHO session and will continue to learn. Learning by doing helps to build capacity in a sustainable way.

ECHO India has done exemplary work in supporting the National TB Elimination Programme: with a network of over 90 academic hubs for TB all across the country, all aspects of TB management are now covered under Project ECHO. Aspects from finding the lost millions, lab diagnostics, training of Community Health Workers and difficult to treat TB are all now using the ECHO model to build capacity and help eliminate TB by 2025.

Many other National Health Missions in India have now adopted the ECHO model, including the National Viral Hepatitis C Programme (NVHCP), Ayushman Bharat Yojana, National Cancer Screening Programme (NCSP) and National Mental Health Programme (NMHP).

How did the Theory of Change evolve to address the underlying root causes?

In 2003, as one of the few gastroenterologists in the state of New Mexico in USA who specialised in treating Hepatitis C, the wait list to see Dr Sanjeev Arora was frustratingly long. Patients waited nearly eight months for their first visit, and often had to travel long distances. Reading the medical file of a young widow and mother of two young children who came into his office visibly in pain, he saw that she had been diagnosed with Hepatitis C eight years earlier. "Why did you wait so long to come see me?" Dr Arora asked. Hepatitis C is treatable, but delaying treatment can have fatal consequences. The patient explained that she couldn't afford to take the time off work (an eight-hour drive through the course of her treatment) and did not have childcare. "Why now?" he asked. She no longer had a choice; her pain was so acute, she could no longer work. Unfortunately, it was too late.

This experience helped Dr. Arora launch Project ECHO with the vision to make access to care more equitable for everyone, regardless of where they live or their social status.

At the heart of the ECHO model is a case-based learning model driven by tele-mentoring, where healthcare provider participants become part of a knowledge-sharing platform for building capacity and sharing best practices through a learning framework they "all teach, all learn". It connects healthcare providers in underserved communities ("spokes") with mentors who are specialists and experts at regional, national and global centres (the "hub"). Community healthcare providers bring the understanding of problems on the ground, specialists bring the ways to solve them and ECHO catalyses this interaction. Today, Project ECHO has established 1,250+ academic hubs across 65+ countries and learners have joined the sessions from 190+ countries, expanding the reach of medical care to underserved areas. Validation through over 500 peer-reviewed articles published in renowned national and international journals, such as Lancet and The New England Journal of Medicine have established the effectiveness and scalability of the ECHO model.

ECHO's Theory of Change is based on four pillars:

1. **Amplification:** Building capacities by leveraging technology and the innovative "Hub and Spoke" Model of learning.
2. **Best practices:** Spokes have access to best practices from knowledge experts across the field.
3. **Case-based learning:** Spokes gain practical knowledge from real-life cases to align theory and practice.
4. **Monitoring programmes:** Constantly monitoring programmes to continually evaluate and improve approaches.

India was almost a perfect replication site for ECHO for a variety of reasons. First, cities in India have experts with the knowledge that is required to treat many prevalent complex diseases. Second, a strong Internet infrastructure to enable access to ECHO's platforms in most parts of the country. Third, the Government had announced bringing better healthcare to rural areas as a very important priority.

ECHO India has partnered with the Ministry of Health and Family Welfare (MoHFW), 20 State NHMs (National Health Missions), Municipal Corporations, Nursing Councils as well as leading medical institutions across India including AIIMS (All India Institute of Medical Sciences), NIMHANS (National Institute of Mental Health & Neurological Sciences), NITRD (National Institute for Tuberculosis and Respiratory Diseases), NICPR (National Institute of Cancer Prevention & Research), Tata Memorial Hospital, and PGIMER (Post Graduate Institute for Medical Education & Research).

Through its fieldwork, ECHO India has been working with frontline workers, including nurses, Accredited Social Health Activists (ASHAs), and Auxiliary Nurse Midwives (ANMs), experts in urban institutions – capacitating them to offer better care to patients while creating a community of practice. For example, as part of the National Mental Health Programme, NIMHANS is working with ECHO to address addiction as a serious health problem. NIMHANS is looking to build capacity to provide best patient care for addiction and mental health and reduce variations in standards of care. Before ECHO, in 2010-2013, ~100 healthcare professionals were getting trained at one time by NIMHANS. With ECHO, in 2013 – 2022, over 9,000 healthcare professionals have got trained, mentored and connected, wherein the participants rated an average of 4.5/ 5 on the mode, content, relevance of training and increase in knowledge due to the training. This has had a cascading impact in terms of volumes of patients getting access to this specialised treatment. In Chhattisgarh, the volume of patients treated has gone up from <4,000 p.a. in 2017 to over 1.3 lakh new patients with > 3 lakh OPD visits today.

Project ECHO is changing the way healthcare delivery is being provided in India: by building capacity in the many institutions and PHCs, more and more people are being treated closer to their homes. Its innovative model (platform combined with a trusted human network), does not provide the solution, but distributes the ability to solve so that partners can fulfil their mission with speed, scale, fidelity and at a low cost.

Going beyond healthcare, ECHO India is now also exploring how the model can be utilised to create lasting change across Education, Water, Agriculture, Law & Justice. The long-term goal is to empower stakeholders to expand their horizons to achieve a sustainable tomorrow.

What practices did the organisation deploy?

Help Strengthen Institutional Capacity in Government: Despite progress in recent years in the public health space with the ongoing work to establish 24 AIIMS across the country, as well as the roll out of several programmes under the National Health Mission (NHM), the demand for healthcare services continues to outstrip availability of healthcare centres as well as healthcare professionals. Given India has the highest global burden of hypertension, diabetes and cancer, ECHO's partnership with the Government of India has helped amplify national programmes across a range of diseases and benefited thousands of individuals residing in remote areas of the country. Delivery of healthcare is a State subject and ECHO India's work with the MoHFW allows scale and reach to the underserved areas. The Government budgeting for the costs internally ensures sustainability with ECHO India helping them amplify the impact of their capacity building efforts.

Invest in Population-scale Platforms: ECHO's model strives to de-monopolise knowledge sharing by leveraging digital infrastructure. The right use of technology and its tools to enable knowledge sharing at scale while ensuring accessibility. To facilitate this, ECHO has developed iECHO, a cloud-based platform that aims to be a one-stop environment offering tools for asynchronous communication, learning, discovery and social networking, much beyond the in-person ECHO sessions. Thousands of ECHO sessions will be recorded, transcribed, tagged and made searchable as an anytime resource, for those seeking knowledge both within and outside ECHO. The iECHO digital infrastructure is a shared infrastructure allowing a diverse group of people to join the ECHO movement, communicate, collaborate, share knowledge and build local best practices, thereby distributing the ability to solve, so that partners can fulfil their mission with speed, scale, fidelity and at a low cost.

How was the organisation set up for success?

Leadership Orientation and Credibility: Project ECHO's audacious goal (reaching 1 billion people, of which 400 million are in India) and orientation towards equitable access, has helped them make critical pivotal decisions like working with the Government and focusing on public hospitals. It has helped Project ECHO reach and create impact at population scale while embedding the solutions in national level health missions and programmes. The move to adopt a societal platform approach through iECHO, further accelerates ECHO's journey by creating digital infrastructure that can help the rest of the ecosystem co-create solutions which are contextually relevant for a varied set of domains and conditions.

System Insiders as Advisors and Accelerators: ECHO has had extensive support from technical advisors with experience of delivering population scale programmes (Nandan Nilekani, Sanjay Purohit, Shankar Maruwada and others from Bangalore). ECHO India's model and credibility also helped build trust in key Government stakeholders like the MoHFW and NITI Aayog. The power of the trusted human network of healthcare providers was used to build capacity during the COVID pandemic. The MoHFW helped create access to 14 Centres of Excellence across a range of established institutions like AIIMS, AFMC, NIMHANS etc. to shoulder the responsibility of building capacity in their allocated states.

Patient and Flexible Philanthropic Capital: Initial financial support for Project ECHO in India, came from Dr. Arora and his personal network of philanthropists in the USA. As ECHO's programmes saw success, organisational funding followed from Goradia Foundation, Tata Trusts, SBI Foundation, Co-Impact, Merck Foundation and others. ECHO's investments and operations are all funded through private grants and philanthropy, and they have steadfastly not taken any money or grant from the Government. However, ECHO has successfully managed to catalyse Government spending on healthcare. For every rupee of ECHO's investment, the Government of India has spent Rs. 100 to operationalise and expand the healthcare delivery initiatives through Government networks (for example, for TB – cost of drugs, staff, other operational costs are borne by the Government).

Samagra

Transforming Governance to Create Impact at Scale

Samagra
Transforming Governance

PROBLEM

- Data-backed accountability, last-mile high-quality execution, transparency and responsiveness for citizens remain a challenge for governments
- Very few solutions leverage the latest technologies, involving all the pillars of the State (politicians, bureaucracy, legislature, judiciary, media etc.)

IMPACT

- Worked with the Government of India and 7 State Governments, on 20+ large-scale systemic transformation programmes
- Saksham Ghoshna model under Saksham Haryana led the state to show significant improvement from NAS'17 to NAS'21.
- Saksham Haryana - Skills & Employment has led to the State having the highest number of apprentices appointed per lakh population (from 87 in 2017 to 233 in 2018 to 420 in 2020)
- Antyodaya Saral programme led to Haryana being ranked at the top of the citizen-centric governance index that the Government of India publishes

APPROACH

- Help strengthen institutional capacity in Government *(work closely with government officials to design, implement and review alongside technical partners)*
- Mission-mode governance transformation *(consulting methodology guided by the Panchsutras and informed by the Governance Matrix)*

What was the context of the problem?

India's scale, diversity and complexity make it difficult to deliver efficient and effective governance, be it improved learning outcomes in schools, on-time scheme and service delivery to beneficiaries or improved health outcomes. Governments are unable to solve for data-backed accountability, last-mile high-quality execution, transparency and responsiveness for citizens. These gaps can be bridged by building holistic and systematic solutions leveraging latest technologies, involving all the pillars of the State (politicians, bureaucracy, legislature, judiciary, media etc.) for effective change management at scale.

It is with the vision to create sustainable impact at scale, by working with the political and bureaucratic leadership across States and domains on complex governance challenges, that Gaurav Goel set up Samagra in 2012.

What impact did the organisation achieve?

Samagra's "impact-first" governance consulting approach focuses on citizens as the primary client to be served, with the Government as an intermediary. The organisation has worked with the Government of India and 7 State Governments, on 20+ large-scale systemic transformation programmes across domains like education, employment, agriculture, health, public service delivery and skilling.

For example, in Haryana, Samagra conceptualised gamification led accelerating learning outcomes through the Saksham Ghoshna model under the Saksham Haryana – Education programme. This led the State to show significant improvement from NAS'17 to NAS'21. Samiksha is an open-source mobile application designed by Samagra that helps Education Department officials with school quality control activities. Since July 2019, Samiksha has been used in nearly 30,000 Government schools of Haryana with over 14,000 active Government users. Under the e-Adhigam scheme, Samagra has worked with the Government of Haryana to facilitate personalised, adaptive and remote learning for students in which, the Government has distributed 5 lakh free tablets to students of Classes 11 and 12.

Samagra has also worked in the fields of skills and employment. It has streamlined Government recruitment for Group C and D jobs and made the process transparent, merit-based and efficient. The impact of Saksham Haryana - Skills & Employment has led to the State having the highest number of apprentices appointed per lakh population. This metric rose from 87 in 2017 to 233 in 2018 to 420 in 2020.

Samagra's Antyodaya Saral programme in Haryana addresses public service delivery challenges through an overhaul of G2C service delivery by implanting coverage, speed and convenience. An integrated online platform allows citizens to access 550 schemes and services across 30+ Government Departments; coupled with 115 state of the art Saral Kendras and 6000+ Common Service Centres to ensure last-mile access. The impact of the Antyodaya Saral programme led to Haryana being ranked at the top of the citizen-centric governance index that the Government of India publishes. Even after Samagra moved out, the State Government continues to evolve the use of Antyodaya Saral metrics to influence and drive performance of officers and governance programmes.

How did the Theory of Change evolve to address the underlying root causes?

Gaurav's formal journey in the impact sector began after he quit his management consulting job and travelled across the country to get a first-hand feel of social sector challenges. He started with a list of 25 NGOs, across multiple domains, to understand their growth journeys, including the grassroots change and impact they created. Next, to understand how wheels of governance move on the ground, he shadowed a range of Government officers (District Collectors, Block Officers, Medical Officers, Patwaris etc.). Third, he made a list of 15 Members of Parliament (MPs) to understand how they facilitated development in their constituencies. This exposure took Gaurav to 70 districts across 17 states over a period of 6 months, which is when the idea of Samagra took concrete shape.

Samagra's core thesis was – "better governance as a lever to create large-scale impact", which also made working with the Government an imperative. This provided scale and the leverage to use the massive machinery, resources and budgets that the Government had. The catalytic and complementary role that Samagra then played, through their small 5-member team helped to accelerate and amplify the impact.

In the first two and a half years of its existence (2012-2015), Samagra focused on working with MPs and supporting them with different aspects of constituency development. The opportunity to work with a range of MPs across party lines, in 8 different States across the country, provided immense learning in terms of how the wheels of administration and governance move on the ground. It also provided the opportunity to understand the interplay between politics and governance, gauge the impact of the work on the ground, and interact with the people who benefited from the work.

By early 2015, Samagra had two broad takeaways from their work – the first was the need to work with the Executive (and not Legislature) given it is the Ministers of the Government and the bureaucracy who really have the mandate to deliver at scale. The second big takeaway was, an individual State as a unit of change and the role of the State Government in enabling the change. For India to transform, the work would have to be carried out state by state, by working on conceptualising as well as designing programmes at that level, along with enablers like budget allocations.

With these 2 learnings, Samagra pivoted to its current model in 2015 – working with a combination of a Chief Minister who has the political will and an empowered bureaucrat who is mandated to champion a particular reform agenda. Samagra then works as a catalyst to drive systems change that deliver measurable outcomes at scale while building the State's capacity to sustain the outcomes even after Samagra's exit. Samagra combines a top-down management consulting approach for problem structuring with a bottom-up understanding of the governance ecosystem for solution design. Thereafter, Samagra works with the Government machinery to create

a holistic road map, and help with the implementation till measurable outcomes are achieved. The whole process takes up to 2.5-3 years but embeds the systemic change within the governance environment. Samagra has seen this approach to governance transformation work across state-controlled domains like education and healthcare as well as market dominated domains like agriculture.

As Samagra has scaled its work, a few common characteristics have emerged:
1. 1. Strong pull from the Government in the form of a priority for the Chief Minister and an empowered bureaucratic champion with clear vision of the macro-goals and theory of change.
2. Onus on the Government for finding philanthropic funding for a dedicated Samagra team to drive the programme.
3. Co-creation of a roadmap with the bureaucratic champion with both administrative and technical levers.
4. Focus on catalysing change and sustaining it.
5. Deeper reforms in 2-3 years' transformation waves.

Samagra's belief in its mission is fuelled by 2 strong drivers. On the demand side, aspirations of citizens (who they see as their primary clients), is creating momentum and pressure on the political and bureaucratic economy to drive governance changes. On the supply side, a key aspect is the role technology can play as an enabler without being a solution to all problems.

Samagra has focused on technology through its GovTech and DataGov initiatives which are housed under the SamagraX umbrella. Every assignment that Samagra takes up, has strong technology and data layers to deliver high-quality and standardised governance outcomes and build sustainability into the outcomes. Specifically, Samagra is focused on providing 2 kinds of support. First, they help with the technical architecture design for the GovTech products and platforms which are critical for programme delivery keeping in mind 3 key principles - interoperability, modularity, building block approach. Second, they help oversee the development of a government technology team by supporting the team and vendor onboarding, product roadmap design and quality control framework design. In addition to programme-led technology solutions, SamagraX is also working to create Digital Public Goods and infrastructure in the governance domain. Examples of these DPGs include Universal Learners Passport and Vidya Samiksha Kendra as part of the education-focused DPG programme and Niramaya, a capacity building DPG in the health domain. SamagraX has also been a front-runner in AI where within the last 12-18 months, Samagra has been at the helm of bringing multiple AI-powered applications and assistants to life, and is now embarking on the Gov.AI mission to drive at-scale use cases of AI in governance over the next decade.

What practices did the organisation deploy?

Help Strengthen Institutional Capacity in Government: Samagra typically works by sending five-member dedicated teams, including leadership and technology members, to state capitals and other areas where they take up programmes. They work closely with the Government's cadres to conceptualise, design and deliver the intervention road-map. Focused attention on strengthening internal capabilities has helped empower the institutional setup in the Government to sustain the change and build on it beyond Samagra's tenure. It has also leveraged CSOs, domain specialists to augment and deepen the delivery networks (for example, for the NIPUN Bharat programme in UP, Vikramshila is the numeracy partner, Language & Learning Foundation is a partner for literacy, UNICEF is a communications partner, CSF is a thought partner and funder, Google for technical components and APIs for Samagra's products, Mantra for Change for leadership training at the District/ Block level etc.).

Mission-mode Governance Transformation: Samagra's consulting methodology blends a top-down management consulting approach for problem structuring, with a bottom-up knowledge of challenges for governance transformation. Mission-mode change management is enabled through 2 robust frameworks and tools that have been synthesised through learnings from past work. The Governance Matrix is a tool to determine the readiness of a Government (national, state or local) to drive outcomes as a function of political will and system capacity (people, processes and infrastructure). The Panchsutras for Governance Transformation are the five key principles for carrying out a successful governance transformation at the national, state or local government level.

How was the organisation set up for success?

Leadership Orientation and Credibility: The staying power through the tough initial years when Samagra's revenue model was not yet in place, came from the organisation's focus on targeting "population-scale transformative impact, not incremental impact". Additionally, their decision to be independent of revenue from the Government and instead fund engagements through impact-driven philanthropies and CSRs was also extremely critical.

Top Talent Pool: The scale and complexity of governance challenges needs the very best minds. To be able to attract the finest talent, Samagra's value proposition to its people is anchored on delivering visible, tangible impact. Career growth for them is typically fast, with a steep learning curve and strong mentoring support. To ensure their people are fairly compensated, Samagra benchmarks at 70-80% of what best-in-class corporate sector consulting firms pay their incoming talent. The choice of being a "for-profit" social sector consulting firm, was to attract the best minds to work on complex problems and allow for wealth creation over a period of time through innovative profit-sharing approaches. The recruitment process of Samagra has been thoughtfully refined over the years to consistently hire talent with the right combination of "will" to create impact and "skill" to navigate the complexity of this space.

Culture of Learning and Iteration: Samagra's core values and constructs have been discussed and debated extensively internally and codified through contextualised training material and videos around the core values and principles (Mahavakyas and Panchasutras). The intent is to create a deep alignment around them within the organisation as well as establish strong foundations for Samagra as an institution that outlives the current team. The core values Samagra espouses and the ways of working has allowed the firm to work as "insider-outsiders" with the Government and maximise value addition. The firm invests heavily in its monthly fora (Townhalls) and annual 3-day forum (Sanskar), that are designed and executed to keep these values, mindset and behaviours active in every team member's consciousness.

SaveLIFE Foundation

Saving Lives on Roads in India and Beyond

PROBLEM

- 10% of the world's total road crash deaths in India
- In 2022, 1,68,491 people died (53 road crashes every hour, killing 1 person every 3 minutes).
- Cost of road crashes - 8.17 lac crores (3% of India's GDP)

IMPACT

- 58% reduction in fatalities on Mumbai-Pune Expressway through Zero Fatality Corridors (ZFCs)
- Partnership with Ministry of Road Transport and Highways (MoRTH) to scale ZFCs to 100 most dangerous highways across 16 states
- Enabled the passing of the Good Samaritan Law
- Incorporated road safety-related instruments in Motor Vehicles (Amendment) Act 2019
- Judicial intervention for ban on protruding rods and loads in trucks

APPROACH

- Ground the Theory of Change in Data, Evidence and Research *(fatality statistics and root causes)*
- Inform design and implementation of policy *(work with legislature, executive and judiciary)*
- Designed and demonstrated scalable solutions *(ZFC demo and playbook for scale-up)*

What was the context of the problem?

The World Health Organisation (WHO) reported that India witnesses over 10% of the world's total road crash deaths.

In 2022, India registered over 4,61,312 road crashes, in which over 1,68,491 people died. This works out to 53 road crashes every hour, killing 1 person every 3 minutes.

Over the last 10 years, there have been over 15 lakh fatalities cumulatively. The total number of crashes between 2014 and 2022 that led to grievous injuries stands at 13,15,450. According to WHO, road crashes cost about 3% of a country's GDP. In 2022-23, India's GDP was Rs. 272.41 lakh crores. The road crashes witnessed during the year, therefore, cost about Rs. 8.17 lakh crores.

According to a report by SaveLIFE Foundation and the World Bank titled Traffic Crash Injuries and Disabilities: The Burden on Indian Society, the issue impacts vulnerable communities the most. More than 75% of impacted Low-Income Households (LIH) in India reported a decline in their total household income, compounded by emotional distress. The 201st report of the Law Commission of India states that 50% of road crash fatalities could have been prevented by rendering emergency medical assistance speedily.

It is with this aim of improving road safety and emergency care across India that Piyush Tewari set up the SaveLIFE Foundation (SLF) in 2008.

What impact did the organisation achieve?

The impact has come through a combination of policy and legal work as well as on-ground capacity-building interventions.

SLF's Zero Fatality Corridor (ZFC) model, for example, is an innovative solution that has delivered an unprecedented reduction in road crash fatalities on the corridors and stretches where it has been implemented. The model was first deployed in 2016 on the Mumbai-Pune Expressway through a collaboration between SLF, Maharashtra State Road Development Corporation (MSRDC), Maharashtra Highway Police, and automobile manufacturer Mahindra and Mahindra. The exercise began by scientifically investigating over 500 crashes to uncover the infrastructural, vehicular and human factors involved. Infrastructural hazards such as exposed concrete structures, behavioural issues such as drivers using the shoulder to overtake and vehicular problems such as missing safety gear were some of these issues.

The investigation helped SLF identify over 52 separate engineering problems, and MSRDC and other partners on the project ensured that the majority of these were fixed expeditiously. This was achieved through scientifically-backed initiatives like guarding exposed concrete structures on the Expressway with crash barriers, installing signages and electronic enforcement to help regulate driver behaviour and closing unplanned gaps in the median to prevent sudden high-speed collisions. Between 2016 and 2023, the ZFC model has successfully brought fatal road crashes on the Mumbai-Pune Expressway down by 58%.

As a result of the model's success, India's Ministry of Road Transport and Highways (MoRTH) has partnered with SLF to scale this model to the top 100 most dangerous highways in the country across 16 states. The model is adjustable and scalable for contexts where complex settings and low resources are major deterrents to employing the traditional road safety guidance emerging from developed nations.

SLF is renowned for its work to secure the Good Samaritan Law for India, aimed at protecting individuals who help accident victims from legal interventions and harassment. SLF was also invited by the Government of India to help draft changes in key policy instruments related to road safety, bringing forth the Motor Vehicles (Amendment) Act 2019. SLF has also used judicial intervention to secure a ban on trucks from carrying protruding rods and loads that had led to over 9,000 fatalities annually.

How did the Theory of Change evolve to address the underlying root causes?

After his cousin died in a road accident in 2008, Piyush Tewari discovered that public inaction at crash sites was driven less by apathy but more by a profound fear of legal and procedural hassles. There was never any doubt that India needs Good Samaritans - those who render assistance to injured persons. It took him 3-4 years to understand the power structures and the need for institutionalising a 'Good Samaritan Law' that would fundamentally change the way police, hospitals and courts operated when it came to Good Samaritans. SLF started the exercise by empirically documenting the underlying issues and the kinds of fear bystanders were grappling with. The detailed evidence helped SLF file a Public Interest Litigation (PIL). Their subsequent work with around 100 Indian parliamentarians helped build a case for reform.

Through court action, parliamentary action, public demand and media involvement, the Good Samaritan Law became reality. The Supreme Court judgement 2016 instituted a nationwide, legally-binding Good Samaritan Law, which was subsequently legislatively adopted through the Motor Vehicle (Amendment) Act 2019. In the law, a specific chapter and section on the protection of Good Samaritans were added.

SLF also arrived at its recommendations by addressing the root causes – road-user behaviour, engineering, road design, enforcement and emergency care alongside education and awareness by collaborating across 6-12 agencies. These included road owners, operators, PWD, NHAI, the police, healthcare - pre and in hospital, agencies focussed on awareness and behaviour change etc.

At the same time, SLF also institutionalised the process of arriving at micro recommendations through practices like forensic investigation of road crashes and the auditing of corridors. These practices are now being institutionalised by the Bureau of Indian Standards (BIS) as minimum standards for ensuring road safety on highways and expressways in the country.

These experiences have led to SLF's two-pronged Theory of Change, including:

System Strengthening via Policy Advocacy and Legal Interventions:

- **Policy Advocacy:** Compiling and generating authentic, verifiable data and information on Road Safety and Emergency Care in India and across the world. Using this expert-reviewed research and data, SLF then proposes policy changes in Crash Prevention and Post-Crash Response. Examples include the work mentioned above for the Motor Vehicles (Amendment) Act 2019 and the Good Samaritan Law.
- **Legal Interventions:** Identifying gaps in the existing legal framework around Road Safety and Emergency Care. Based on the detailed study of these gaps, SLF has sought judicial intervention to provide interim relief until the lacunae were addressed legislatively. Such examples include the filing of the PIL by the Foundation to help get India, the country's first Good Samaritan Law and the ban on trucks from carrying protruding rods.

Grassroots Interventions

In parallel, SLF's on-ground interventions through the ZFC programme include forensic investigation of road crashes, deployment of mitigation measures and capacity building of police, medical and engineering personnel to prevent and respond to road crashes. SLF deploys tailored interventions at high-fatality stretches across the country. The ZFC model is an innovation designed specifically to accommodate the realities and existing infrastructure in low- and middle-income countries through optimised use of resources and their intelligent allocation. The ZFCs include interventions such as:

- Relocation of ambulances at fatality-prone locations for faster response time.
- Use of drones to identify parked or stopped vehicles along the shoulder for pre-emptive prevention of rear-end collisions.
- Enforcement action plan to optimise police resources to enforce during those times when fatalities are highest due to non-compliance of rules of the road.
- Resolution of engineering issues related to fatalities such as installation of crash barriers to prevent run-off crashes and object-impact crashes, treatment of gap in medians, provision of truck rest stops, safety critical signages such as speed limit signage and chevron signs along curves.
- Other curated initiatives include First Responder Training of over 25,000 first responders spanning multiple states across India and targeted training for over 22,000 high-risk commercial drivers through a proprietary, customised and blended learning programme.

What practices did the organisation deploy?

Ground the Theory of Change in Data, Evidence and Research
Extensive analysis of root causes using road safety incidents and crashes have helped SLF generate primary insights on crash prevention and post-crash response. In the case of the Good Samaritan Law, the team at SLF undertook research that revealed the reason behind the reluctance of bystanders and passers-by was fear and not lack of empathy. The team then used the data to inform policy design and advocated for the Good Samaritan Law.

Inform Design and Implementation of Policy
The process of converting the findings into the Good Samaritan Law involved identifying allies for this cause. These allies included lawmakers who understood the problem and were willing to help bring about this law, members of civil society and media persons who wrote extensively on the topic to create awareness among different types of readers about the issue at hand and help create the necessary momentum to bring it to fruition. Active engagement with over 100 Members of Parliament has helped SLF build salience and understanding of the legislative community and collaborate with them for policy support that is necessary to bring forth changes to the legal framework of the country.

SLF onboarded advisors who helped with connections and navigating the efforts to create interim relief for gaps in the existing legal framework around road safety in areas such as the impact of stationary or stalled vehicles and vehicles carrying protruding rods etc. As a first step in this direction, SLF undertook an RTI-based study and found that over 9,000 people were killed across India in 2012 alone when their vehicles collided with trucks carrying protruding rods. Investigation into the matter revealed that not only did the Central Motor Vehicle Rules allow protrusion, but it also gave powers to State governments to allow additional protrusion. To stop trucks from carrying protruding rods and prevent road crash deaths and injuries in India, the SLF Foundation filed a Writ Petition before the honourable Supreme Court of India. Consequently, on March 5, 2014, the Government struck down the proviso to Rule 93(8) of the Central Motor Vehicles Rules, which allowed for the protrusion of sharp loads for up to one metre beyond the rearmost point of the motor vehicle, effectively banning the practice.

Build a Partner Network for Scale
To test and pilot initiatives for crash response and crash prevention, SLF has engaged extensively with important groups like the police, hospitals, drivers, regulatory authorities and auto manufacturers. SLF is in the process of creating an Engagement Playbook with detailed learnings from its on-ground experience along with Model Training Programmes and Projects.

Design and Demonstrate Scalable Solutions
SLF piloted the ZFC model on the Mumbai-Pune Expressway that resulted in 58% reduction in fatalities. Armed with the results, it is now partnering with the MoRTH to scale the model to the top 100 most dangerous highways in the country across 16 states. SLF continues to retain focus on building deeper data capabilities (e.g. analytics to predict road crashes) and using ZFCs as Innovation Labs to learn about the problem and test solutions.

How was the organisation set up for success?

Leadership Orientation and Credibility
A personally invested founding team that stayed focussed on the mission of solving for road safety. The SLF leadership helped drive a two-pronged approach: Bottom-up capacity building work on the ground across key actors, and top-down policy and legal intervention through all arms of the government - legislature, judiciary and executive.

System Insiders as Advisors and Accelerators
Bringing in advisors (ex-bureaucrats, policymakers) who have experience of working with the Government has helped build access to networks and shape thinking. For example, they guided the rollout of ZFCs enabling SLF to move from a 'Doer' to a 'Facilitator' role.

Patient and Flexible Capital
Initial funding was difficult as the issue was not a high point of recall amongst funders. However, SLF's funders allowed flexibility and many have stayed on for more than five years. Funding partnerships today cover all aspects of current work and future focus areas such as DPG creation.

SEARCH For Health

Arogya Swaraj: People's Health in People's Hands

SEARCH
Society for Education, Action and
Research in Community Health

PROBLEM

- Healthcare challenges inadequately addressed for marginalised populations due to issues of Access, Awareness, Affordability and Infrastructure

- Health indicators like Infant Mortality Rate (~ 115 per 1000 live births) and Doctor to population ratio was 0.3 per 1000 people in 1980

IMPACT

- Helped reduce IMR from 121 to 30; Home-Based New-Born Child Care (HBNCC) Model expanded across states and countries

- Similar community health solutions by SEARCH like pneumonia care, ASHA workers and women's reproductive health addressed through policies and programmesas part of National Rural Health Mission

- Project Nirmaan to create a cadre of changemakers to solve societal challenges and take up crucial social issues and problems

APPROACH

- Create Demand and Alignment for Change *(community-led prioritisation of health challenges, community mobilisation and protest for social change)*

- Ground the theory of change in data, evidence and research *(scientific rigour to establish Infant mortality rate & women's reproductive health challenges, use of LANCET for credibility and advocacy)*

- Inform Design and Implementation of Policy *(Infant Mortality, Pneumonia Care, ASHA workers, Women's Reproductive Health, Alcohol and Tobacco Control)*

What was the context of the problem?

When Drs. Rani and Abhay Bang completed their MD in the late 1970s, rural India faced immense health challenges. Rampant prevalence of infectious diseases, high maternal and child mortality rates, widespread malnutrition, coupled with severe shortages of qualified doctors, trained nurses, medical supplies and hospital beds reflected in health indicators like Infant Mortality Rate (IMR) of ~ 115 per 1000 live births in 1980 and a doctor to population ratio of 0.3 per 1000 people. To contrast progress since then, these numbers in 2020 were 28 and 0.7 respectively.

Further, these issues were exacerbated for marginalised communities (rural, tribal, women and children). Existing healthcare models which depended on resource intensive hospitals and trained doctors, were not viable in rural India.

It was in this backdrop, that the two young and idealistic Doctors Rani and Abhay Bang (both Gold Medallists) decided to dedicate their life to improving public health of rural India.

What impact did the organisation achieve?

SEARCH's systems change approach has focused on evidence-based research with the community along with community mobilisation and innovation for healthcare capacity creation. Their community health model has been adopted in national level policies and programmes in India and 80 other developing countries.

- **Reduction in Infant Mortality Rate (IMR)** - SEARCH's Home-Based Newborn Child Care model (HBNCC) through trained Community Health Workers (CHWs) helped reduce IMR from 121 to 30 in its programme intervention area. This model was then spread through Project Ankur where SEARCH and 7 other NGOs helped roll out the HBNCC model across Maharashtra with a 51% reduction in IMR. A study by the Indian Council of Medical Research (ICMR) ratified the efficacy and replicability of the programme, leading to adoption at a pan-India level. Today, more than 800,000 ASHA workers are trained on HBNCC. In addition, 12 more countries have adopted this model.

- **National Policy & Programmes:** Besides HBNCC, SEARCH's interventions for pneumonia, women's reproductive health, alcohol and tobacco control amongst others, have been adopted through policies and programmes in India, as part of the National Rural Health Mission.

- **Tribal Health Report:** The first report on health of and healthcare for tribals was issued in 2018 jointly by the Ministry of Health and Family Welfare and the Ministry of Tribal Affairs under the chairmanship of Dr. Abhay Bang. This report highlights the specific health issues of tribals in India and proposes a blueprint to address them.

How did the Theory of Change evolve to address the underlying root causes?

Drs. Abhay and Rani Bang, filled with idealism, began their work in 1978, around Wardha in Maharashtra. Their initial aim was medical aid and social transformation in the villages.

Their initial experiences taught them a few critical lessons:

- **Need to marry idealism with realism:** In one of the villages, their work as doctors was highly regarded. But when they tried to intervene in a case of social justice, getting compensation for a farm worker who had lost his hand, they were literally thrown out of the village. They realised that merely running a clinic was inadequate and the goal of social transformation too lofty.
- **Prioritising community needs:** The Bangs started work in the tribal district of Gadchiroli in 1986. They starting work with Sickle Cell disease for which they carried out detailed research that was well received in the medical circles. However, when they approached the villagers with it, they were told, "Doctor, this is your disease, not ours. Did we ever tell you that we need help for this?" The lesson learnt was to listen to people and their health priorities.
- **Power of data and research:** While working on the issue of minimum wages in Maharashtra, an agitation led approach helped increase the wages of 5000 workers from Rs 3 per day to just about Rs 4 per day. Dr. Abhay Bang then researched the Government's minimum wage calculation methodology and pointed out 20 errors in it. The new wage calculation increased wages from Rs 4 per day to Rs 12 per day in 1982, impacting almost 6 million workers. This demonstrated the power of data and research.

They decided to learn more about public health and research (distinct from clinical work) through the Ford Foundation Fellowship for a one-year Masters' Programme in Public Health at Johns Hopkins University in the USA. On their return they picked Gadchiroli as a pilot district, as health outcomes for the district were amongst the worst in Maharashtra. They applied their accumulated learnings to arrive at SEARCH's Theory of Change. This has four essential elements:

Community driven prioritisation: SEARCH started with anchoring its approach in working with the community to identify their biggest health needs, involve them in conducting the research and also applying the insights to find solutions. Through annual health assemblies, some of the top challenges identified were malaria, alcohol abuse, child mortality and backache.

Evidence-led research: All of SEARCH's seminal work is grounded in rigorous scientific methodologies to ensure findings are accurate and universally acceptable. By conducting RCTs for their work in childhood pneumonia and the trials of HBNCC, they could publish their findings in Lancet, an international journal with high credibility, thereby getting wide acceptance. In 1999,

they found the infant mortality rate, as reported by the health department in Gadchiroli was extremely low (13) against their estimate of 100. Initiating a scientific study to record every child birth and death in 13 different sites over a period of 2 years, they arrived at the true infant mortality which turned out to be 66 (not 13). The study also estimated that across Maharashtra, the actual child mortality related deaths was 1.75 lacs (~6 times the reported number of 30,000). They realised that the infant mortality problem was being 'solved' by inadequate reporting. The results of the study were debated heavily between the State health department and SEARCH's study group, discussed in the State assembly 3 times, before the results of the study were accepted for policy and programme action. To tackle the infant mortality challenges, SEARCH's approach initially needed confrontation with the Government to highlight the problem followed by evidence collection to complete the process of acceptance and action.

Community-driven solutions: In designing solutions for health challenges, SEARCH kept cultural sensitivities in mind. Their hospital in Gadchiroli, while meeting international medical standards, respects the beliefs of the local community. The staff do not wear white uniforms, as the community associates the colour white with death; the hospital has a place to stay for the patient's relatives; and has a goddess Danteshwari shrine. HBNCC or the early work in pneumonia have required innovation at several levels. Instead of X-rays for diagnosis, SEARCH decided that measuring the child's breathing rate (>50 breaths per minute), is classified as pneumonia. But many local women could only count till 10. SEARCH created a simple abacus equipment which had a sand-clock for a timer and beads to help count till 50. Other notable innovations include appointing community-based Arogyadoots to provide home-based neonatal care and a customised medical kit with oxygen pumps for asphyxia, 200 W bulbs and warm bags as incubators for babies.

Grassroots to global: SEARCH's direct work continues to be concentrated around Gadchiroli, where they started 40 years ago. But their solutions are designed for scale and replicability. This is because the data and evidence are gathered using global best practices; the solutions are thoroughly tested and documented; and thereafter actively published in leading global journals.

Project Nirmaan for social changemakers: In 2005, when the Bangs turned 55, they turned their attention to creating a larger cadre of social changemakers. Project Nirmaan is a youth focused initiative to identify, nurture and organise young changemakers (~2000 trained till date) to solve various societal challenges and take up crucial social problems.

SEARCH's journey of 35+ years continues, moving to newer health challenges like cardiovascular, diabetes and mental health. They continue to work on alcohol and tobacco use and are adding secondary care capabilities in surgery through rotation-based surgical camps.

What practices did the organisation deploy?

Create Demand and Alignment for Change: SEARCH's use of People's health assemblies to prioritise health challenges threw up 'expected' focus areas like child mortality and malaria along with 'surprises' like backache, vaginal discharge and social challenges like alcoholism. Over a 6-year period, SEARCH built a mass protest movement that led to prohibition of sale of commercial alcohol in the whole district in 1993. A 2017 study on the Global Burden of Disease has highlighted alcohol and tobacco as 2 out of the top 7 causes of diseases, death and disability, vindicating the early stand SEARCH took in Gadchiroli.

Ground the Theory of Change in Data, Evidence and Research: SEARCH's 1987 study on women's health to understand gynaecological problems of rural women demonstrated the power of scientifically generated evidence to change international policy related to contraception. It highlighted the limitations of a contraceptives-led approach to population control, especially if women had gynaecological problems which got aggravated by IUDs. It also showed women in rural areas were at high risk of HIV transmission. The results of the study published in Lancet significantly inform international policy. At the Cairo conference in 1994, it changed the narrative from contraception to a more holistic approach to women's reproductive health. The timing of this evidence-based approach coincided with emerging women's health movements across the world to help accelerate the policy shift.

Inform Design and Implementation of Policy: SEARCH's ability to synthesise learnings from its research and healthcare delivery models has inform national policies and programmes in multiple areas (Infant Mortality, Pneumonia Care, Women's Reproductive Health, Alcohol and Tobacco Control). Use of respected scientific publications like Lancet ensured credibility and salience for SEARCH's findings when discussing policy changes.

How was the organisation set up for success?

Leadership Orientation and Credibility: The social orientation and environment that Dr. Abhay Bang grew up in (Acharya Vinoba Bhave's Sevagram) helped establish an early focus on systemic change. The personal commitment to live amongst the community in Gadchiroli and create Shodhgram, as a means to build deep roots and best-in-class research capabilities helped the Bangs build a trust-based relationship with the community and an opportunity to take a holistic approach for the community's health challenges. A non-partisan attitude and lack of political ambition helped build personal credibility for Dr. Abhay Bang. Even when using community protest as a tool to inform policy (e.g., infant mortality rate), proposing a constructive alternative helped build the right environment for acceptance and change.

Diverse Capability and Talent Pools: The deep research capabilities built by SEARCH involved professionally training people in scientific approaches to ask questions while listening to grassroots issues. Equipping a pool of people from within the community with an orientation to operate from where the problems existed (and not where the facilities for research are) with knowledge of scientific approaches and tools helped create a strong ground level research cadre. Early investment in a computer to collect health and mortality data along with training statisticians and programmers to support the work has helped create the country's longest running health data laboratory (>34 years' health data scientifically collated).To complement this grassroots cadre and research capabilities from within the communities, SEARCH has developed mid-level management capability by training competent and committed people from within SEARCH to become team leaders along with family members (a doctor son and an engineer son) who are committed to Gadchiroli and also hiring people from outside the community.

Patient and Flexible Capital: Initially, funding support came from the Indian Council of Medical Research (on the back of SEARCH's innovative approach to research and evidence) and international organisations like Oxfam and Ford Foundation. Over the past 10 years, SEARCH has progressively moved away from international to largely local funding through CSR, family foundations and HNIs with small funding from the Government. The generous and liberal funding allowed the Bangs to experiment freely, based on local realities and played a key role in SEARCH's evolution over the years.

SELCO India

Delivering Last Mile Sustainable Energy Solutions

SELCO®

PROBLEM

- India's per capita energy use continues to be well under half the global average
- More than 300 million people in India live "off the energy grid"
- Many with no access to energy, live in absolute poverty with poor access to livelihoods, education and healthcare

IMPACT

- Solar powered more than 8,00,000 households across 7 states
- Provided digital education solutions to 3000+ schools, solar powered more than 500 health centres and created more than 7500 micro-entrepreneurs
- Developed livelihood focused energy solutions for a range of solar-powered grassroots applications *(e.g. solar powered sewing machines, rope making machines) complemented by solar powered household & community solutions (e.g. home lighting)*

APPROACH

- Create Demand and Alignment for Change *(built trust with key local influencers to propagate energy access and establish market linkages)*
- Create Viable Markets for the Underprivileged *(built capacity of local entrepreneurs across the value chain to create livelihoods and generate financial returns)*
- Inform Design and Implementation of Policy *(embedded energy access into existing government programmes of various ministries, e.g. Health, Livelihoods, etc.)*

What was the context of the problem?

Energy consumption in India has more than doubled since the year 2000, but per capita energy use continues to be well under half the global average. Further, there are widespread differences in energy use and the quality of service across states and between rural and urban areas.

More than 300 million people in India live "off the energy grid", and many of these people are living in absolute poverty with poor access to livelihoods, education and healthcare. One of the critical reasons that these Indians are in poverty is because they do not have access to energy.

It is with this intent of using solar energy as a tool to solve energy and related socio-economic problems, that Harish Hande set up Solar Electric Light Company India (SELCO) in 1995.

What impact did the organisation achieve?

SELCO has created a profitable social enterprise focused on last-mile energy services for off-grid communities across their household, livelihoods and community energy requirements. SELCO's pioneering approach focuses on creating customised energy assets and holistic solutions that help improve productivity and income, thereby working towards socio-economic development and poverty alleviation. For example, an innovative but low cost, solar-powered milking machine helps reduce milking time to half for dairy farmers, while maintaining high levels of hygiene. The solution enables dairy farmers to scale up their ventures profitably without depending on labour and associated availability and fatigue challenges.

Similar livelihood focused energy assets and solutions for a range of solar-powered grassroots applications like sewing machines, roti rolling machines, blacksmith blower machines, photocopiers, rope making machines, fencing, trimmers, pottery wheels, refrigerators, etc., have been complemented by solar powered household and community solutions like home lighting, street lighting, water heaters and inverters etc., to help improve productivity and quality of life.

Today, SELCO works across 7 States in India, through its 66 energy centres and has solar powered more than 8,00,000 households, provided digital education solutions to 3000+ schools, solar powered more than 500 health centres and created more than 7500 micro-entrepreneurs.

It is an umbrella organisation with multiple entities that are focused on specific gaps in the energy access ecosystem.

- **SELCO India:** A for-profit energy enterprise that runs grassroots operations to design, market, sell, install and service decentralised energy products like home solar systems and livelihood enabling equipment.
- **SELCO Foundation:** A non-profit organisation that is an open-source innovation research lab for replicable social innovations across the areas of livelihoods, education, and health.
- **SELCO Incubation:** A programme housed within SELCO Foundation that nurtures and catalyses clean energy enterprises that deploy and maintain sustainable solutions for underserved communities.
- **SELCO FUND:** A registered social venture impact fund that seeks to deploy patient capital such as equity or debt to last-mile energy access enterprises.

How did the Theory of Change evolve to address the underlying root causes?

While pursuing his Master's degree in Energy Engineering and a Doctorate in Rural Electrification at the University of Massachusetts in the US, Harish had two pivotal realisations that helped him conceptualise SELCO. The first came through his professor at the University, José Martin, highlighting the centrality of "socio-economic needs" just as much as "technology" when looking for energy solutions. The second was an eye-opening visit he made to the Dominican Republic where he was pleasantly surprised to find poor people willing to pay for solar electricity. The two experiences showed him that a decentralised approach to creating access to solar energy could be a viable proposition in India as well, particularly if it is linked to a specific socio-economic need.

To test the approach, Harish started with understanding the energy needs and bottlenecks of off-grid communities in Karnataka and the approach is highlighted in this story that he relates. "We had this group of tribals where 5-6 families live in a house and they just had candles for light. They were day labourers working in somebody else's fields. They used to roll bidis in the night under small kerosene lights. They told us they did this rolling under kerosene light because only this gave good light for a small area, so it was all they could do. We asked them what else could they do if they had more light, and they told us they were very good basket makers. The problem was that they did not have the time during the day to make baskets, and there was not enough light at night to do this work. I asked them how much they sold the baskets for, and they told us 30 rupees, and that they could make two or three per night. I asked them if they would be willing to give 5 rupees per basket to pay for the light, and they said absolutely.

We connected them to somebody who was willing to wholesale the baskets made by these 98 homes. The clients paid 5 rupees per basket for the loan, and in four years they had paid off the loan for the lighting. If you consider it, this is 300 rupees per month. That is what THEY paid; it was not subsidised by someone else. The moral of the story is if you can create a product that matches their needs, it does not matter how poor they are. We had not done anything extraordinary, we had just been a catalyst between two resources. The idea came from them, and we had tools to link them to the market. Other than that, we did nothing else. There is enormous potential if you just look at the whole chain, find the weakest link and strengthen it. It may also be a financial link, where they cannot afford the margin money so you work with the financial institution to get the margin money financed."

SELCO's focus on addressing the entire value chain is at the core of its Theory of Change. For example, for a dairy farmer, the value chain includes the fodder for the cow at one end to the cow shed, the milking process, the milk storage process and khoya making at the other end. SELCO looks at this entire value chain to see which interventions led by solar energy can improve the economics for the dairy farmer. The solution value chain includes creating solar powered hydroponics for the fodder, a solar powered water pump for cleaning the shed, the shed design itself, solar powered milking machines, solar powered chillers and solar powered khoya making machines. Rather than looking at selling solar panels, the intent is to create solar energy assets that improve productivity and economics for the dairy farmer.

As more and more energy needs emerged, SELCO needed to work on developing a complete market ecosystem to support the entire product life-cycle – from manufacturing to installation to maintenance and service. To develop a cadre of technicians to support equipment installation and maintenance, SELCO's first port of call were the mechanics in bicycle and TV repair shops that most villages had. With these trained technicians, most of whom were 4th and 5th grade dropouts, speaking the local language, the organisation established SELCO Centres (never more than 2 hours away from the customers they service) that were responsible for selling, customising and installing these energy products.

Initial apprehensions that financial institutions had about whether solar lighting could be linked to productivity or income generation were overcome in late 1996, when Malaprabha Grameen Bank agreed to start financing. In Harish's words, "They elected to finance 100 systems, probably because they were getting fed up with me more than anything else. I took the letter which stated they would finance 100 systems to other banks, and asked them why they were not doing the same. After that, banks opened up. That was our biggest code to crack, since our entire model is based on banks providing the financing."

A big part of the trust and relationship building process with the customers also involved working with financial institutions to leverage existing financial products (for example, Mudra Loans) to create access to funding for energy products (solar powered rolling machines linked to Mudra Loan schemes). In parallel, SELCO also worked with the financial institution to link loan terms to match cash flows of customers to make it a win-win proposition for the Financial Institution and the Customer.

With many such experiences and learnings from solving very specific household and livelihood challenges, SELCO's Theory of Change has successfully dispelled three myths:
1. That the poor cannot afford sustainable technologies;
2. That they cannot maintain sustainable technologies;
3. And that social ventures cannot be commercial entities.

To amplify and scale the impact of its work, SELCO has in parallel, worked on creating linkages with national and global programmes as well as influencing policy for inclusive and sustainable development. Examples include working with RBI to include solar in priority sector lending in the late 1990s / early 2000s, working with state level policy makers in Karnataka to include solar energy in Mudra loans.

What practices did the organisation deploy?

Create Demand and Alignment for Change: SELCO identified and prioritised specific energy bottlenecks which are impacting productivity, income or quality of life. In parallel, SELCO focused on building relationships with key influencers in the local ecosystem like school headmasters, postmen and executives of rural regional banks to generate trust, propagate energy access related ideas and highlight potential for productivity and income enhancement. It went further to establish market linkages for customers and end-user applications to help them grow their revenue and profitability thereby maximising value capture at the end-user level.

Create Viable Markets for the Underprivileged: Through grassroots innovation and capacity building for local entrepreneurs across the value chain - manufacturing, marketing, servicing of energy products, as well as collaborating with financial institutions to customise financial products. Capacity building chain of service providers and continued investment in innovation and focused problem-solving helped SELCO create livelihoods and micro-enterprises across the value chain while generating "acceptable" financial returns for itself.

Inform Design and Implementation of Policy: By leveraging existing Government programmes in Ministries of Health, Food Processing, Development and Livelihoods to embed energy into their programmes to scale up (as opposed to just working with the Ministry of Energy) has helped sharpen the linkages between energy solution and impact.

How was the organisation set up for success?

Leadership Orientation and Credibility: A mission aligned leadership team with strong belief in the social purpose and the effectiveness of the solution helped shape a profitable business model. It also built strong social capital and credibility for the SELCO team with multiple global academic and philanthropic fora leveraging the leadership team's perspectives on social enterprise building.

System Insiders as Advisors: Board members who brought in a complementary mix of skills to look at the end-to-end impact on not just SELCO but also the communities SELCO worked in - prudent financial management (Prof. MS Sriram), impact tracking and profitability (Elena Casolari), costing and cost management (Thomas Pullenkav) for SELCO India. Similarly, the SELCO Foundation Board has a mix of skills cutting across design thinking and systems thinking (Nandini Dasgupta), incubation (Dr. Taslimarif Saiyed), environmental journalism (Keya Acharya) and technical expertise (Dr KS Srinivas).

Diverse Capabilities and Talent Pools: Hiring talent rooted in local communities speaking the local language, a passion for the cause and problem-solving ability - these have helped SELCO create trust-based relationships with the communities they operate in. Mohan Hegde, the current CEO, is a Yakshagana artist with the ability to connect with a farmer in the morning and a Bank Chairman or senior political leaders in the evening. Other key members of the leadership team like Huda Jaffer and Rachita Misra in the SELCO Foundation have brought in strategic perspectives to synthesise systemic learnings that have created respect and branding internationally for SELCO and its work. Creative use of impact failure conferences to advertise and learn from innovations and failures have further helped embed a problem-solving culture across the SELCO ecosystem.

Vidhi

Centre for Legal Policy

Better Laws, Better Governance

V | D H |

PROBLEM

- 30 million cases backlogged, with 40% pending for over 5 years; ~13.5 years from initiation in trial courts to disposal by the Supreme Court
- India ranks 163rd of 189 countries for enforcing contracts according to World Bank
- Ambiguities and inefficiencies arising from outdated and inadequate legislation

IMPACT

- Assisted the Government in 394 Engaged Projects such as Acts, Rules & Regulations including initiating the bankruptcy law, drafting the Aadhar Act (2016)
- 369 Origination Projects such as reports, policy briefs, white papers and concept notes
- JALDI Platform: To study, understand and address problems of judicial backlog and delays.

APPROACH

- Ground the Theory of Change in Data, Evidence and Research (creation of new laws (e.g Personal Data Protection Bill) or change in existing laws *(e.g Bankruptcy Law, Company Law)*
- Inform design and implementation of policy *(lifecycle support from concept note to legislation including advocacy and narrative building)*
- Build partner network for scale *(JALDI, palliative care)*

What was the context of the problem?

Pendency of cases in Indian courts continues to rise with over 30 million cases backlogged and still going up. Of these, over 40% have been pending for more than 5 years. On average, cases take around 13 years from initiation in trial courts to disposal by the Supreme Court. Further, the World Bank's ranking of countries for enforcing contracts places India in the bottom quartile at 163 (out of ~189).

The underlying reasons for pendency and delays include ambiguities and inefficiencies arising from outdated and inadequate legislation which leave unaddressed legal gaps. Limited financial and human resources combined with influences from political interests and economic disparities hinder the government's ability to address legal and policy challenges comprehensively. Further, implementation of existing laws is hampered by a lack of awareness about legal rights at the citizen level, as well as poor execution due to bureaucratic hurdles, lack of resources, or corruption within the system.

It is with this intent, to support drafting of 'better' laws, using evidence-based research, that the founding team of Arghya Sengupta, Alok Prasanna, Debanshu Mukherjee and Dhvani Mehta set up Vidhi Centre for Legal Policy (Vidhi) in 2013.

What impact did the organisation achieve?

Vidhi has focused on providing expert advice on proposed legislations and regulations, assistance in legislative drafting and independent critical analyses of existing laws and policies with recommendations for reform.

Vidhi has delivered systemic impact through:

Better Laws: Assisted the Government in 394 Engaged Projects such as Acts, Rules & Regulations for the Central & State Governments and regulatory agencies. Some landmark projects include supporting the government in initiating the bankruptcy law, drafting the Aadhar Act (2016) and drafting the Personal Data Protection Bill (2018)

Research: 369 Origination Projects such as reports, policy briefs, white papers and concept notes

Advocacy: Over 500 speaking engagements and over 1044 publications and 496 media mentions

JALDI Platform: To study, understand and address problems of judicial backlog and delays.

How did the Theory of Change evolve to address the underlying root causes?

The idea of Vidhi came about in 2009-10 when India was caught up in the controversy around the Indo-US nuclear liability bill. The founders, who were a group of graduate students then, felt that there was room for significant improvement in the bill and sent in an unsolicited report to the Standing Committee of Parliament. Many of their suggestions were accepted by the committee and the Government of India and became the law of the land.

When Vidhi formally came into being in 2013-14, they realized that bankruptcy law is an area where a lot could be done to improve the effectiveness of the bankruptcy ecosystem in the country. So, the team prepared a concept note which proposed a shift from a resolution system focused on 'debtor protection' to one focused on 'creditor protection'. The Vidhi team took the concept note to key officials in the Ministry of Finance (then Joint Secretary, Mr. KP Krishnan and then Minister of Finance, Mr. Arun Jaitley). A committee headed by Mr. TK Vishwanathan was formed to translate the concept note into a legal draft that first went to the Ministry for review and then an inter-ministerial consultation before going to Parliament. After going through multiple reviews and drafts at the Parliament level, including the Standing Committee, the legislation was passed by the Parliament in 2016. Post this journey from concept note to legislation, Vidhi was actively involved in the 'implementability' aspects of the law by first supporting the process of setting up the regulator. Vidhi then worked with the regulator to set up the first set of regulations associated with the new bankruptcy law which included addressing questions like: How will the process of resolution work? When will the process go to the liquidator? How will the liquidator get appointed?

This approach was at the core of Vidhi when they started – leveraging high-quality research and engaging with key stakeholders to draft 'better' laws. 'Better' was defined around 5 Cs - Clear, Constitutional (should not be antithetical to the spirit of the Constitution), Compliant (with international obligations), Contemporaneous (in line with global best practices) and Coherent (interplay with other laws to ensure they fit well).

In addition to working on specific laws, Vidhi also worked on putting out its research in the public domain that started getting cited in academic work and judgments of the Supreme Court and High Courts. For example, Vidhi's research reports on 'The State of the Nation's Tribunals', to help understand effectiveness (speed and quality) of justice delivery. The research undertaken in 2013-14, found significant issues across multiple tribunals (like intellectual property appellate court, tax tribunals, cinematography act, etc.) and developed a series of recommendations to address them. The Supreme Court while hearing an ongoing matter on functioning of Tribunals in 2015, relied heavily on Vidhi's report for the data that they gathered as well as the direction that Vidhi was suggesting. Subsequently, in the Finance Bill (2019), the Government formally abolished ~18 tribunals based on Vidhi's (as well as other related) work.

Vidhi's research and narrative-building work to shape public opinion through open editorials, conferences with relevant stakeholders have ensured top-of-mind recall for key policy and legal milestones.

Over the last 10 years, Vidhi's experience has helped them branch into 2 specific directions. Firstly, they now focus on 3 mission clusters - Rights, Institutions and Economy. Within these clusters, Vidhi chooses projects that they feel passionate about, have competence to deliver, believe the ecosystem is ready to accept it and there is funding available (private or Government).

The second direction of evolution of Vidhi's work, which is Mission / Cluster agnostic, is to improve implementability of laws by looking at how well the concerned officials are trained and also how the law is financed to effectively operationalise it. Vidhi has progressively extended their footprint beyond the Central Government level to working with stakeholders at State and District levels (10 State Governments and 6 High Courts), to help build this implementation capacity.

Beyond law, Vidhi is now also working in areas like judicial reforms and palliative care to target outcome improvements. For example, their work in judicial reforms involves engaging with key institutions of the State like the judiciary and courts to study, understand and address problems of backlog and delays. To drive this work, Vidhi is working on the JALDI (Justice, Access and Lowering Delays in India) Platform*, to ensure no case is pending for more than 2 years. The work itself while being in the legal domain involves operational process reviews to reduce delays, makes courts more inclusive and accessible and ensures effective justice. While the primary stakeholders for JALDI are the courts and judges, other key stakeholders include the Department of Justice, National Informatics Centre (on the technology solution), as well as lawyers and on-ground partners who help operationalise the changes.

What practices did the organisation deploy?

Ground the Theory of Change in Data, Evidence and Research: Vidhi has extensively used evidence-based legal research to support creation of new laws (for example, the Personal Data Protection Bill) or change in existing laws (Bankruptcy Law, Company Law), or favourable judgments in court (repeal of discriminatory laws against leprosy patients) or shaping public narratives (decriminalising drug consumption). After studying the issue of drug decriminalisation in Punjab over 2 years, Vidhi published a clear point of view that it needed to be seen less as a law issue and more as a public health issue, needing de-addiction centres. The report which had collated and analysed data by district showed extensive evidence of people getting imprisoned (primarily farmers smoking at the end of the day), for poppy husk and not 'hard drugs'.

Inform Policy Design and Implementation: Vidhi has used its research to create concept notes that provide expert advice on proposed legislations and regulations along with assistance in legislative drafting. They have also undertaken independent critical analyses of existing laws while staying actively involved through the journey of concept note to legislation. Vidhi has worked extensively on narrative-building by engaging with Government, academia, civil society and media to shape thinking and discourse around the proposed new laws and changes to existing laws.

Build Partner Network for Scale: As Vidhi has expanded its footprint to look at 'implementability' of laws, external partnerships have been the key focus area – for example, for end-of-life palliative care, Vidhi's vision is to enable every critically ill patient to have access to palliative care. The work has involved creating awareness among doctors by conducting workshops to educate them on issues like how and when to take critically ill patients off ventilators without falling foul of the law. The work spans across multiple partner organisations like doctor groups (e.g., End of Life Care Task Force), hospital chains (e.g., AIIMS, Manipal hospital) and NGOs (e.g., Can Support).

How was the organisation set up for success?

Leadership Orientation and Credibility: Systems orientation from the very beginning through policy and law work and a leadership team committed to the mission. 4 out of the 5 founding team members have continued to be with Vidhi, giving the organisation immense stability and strength. Even at the next management level, 11 of the 14 team leads have been with the organisation for an average of 5.5 years by growing through the ranks.

System Insiders as Advisors and Accelerators: Board members like Dr. Ashok Ganguly, the first Chairman of the Vidhi Board, gave them the confidence to believe in the mission, of providing legal research capacity to strengthen the laws and governance ecosystem in the country. Dr. Ganguly also provided initial ecosystem access and seed funding. Since then, an engaged but independent Board with people like Ireena Vittal (focus on the 'big picture' and 'scale') and Uday Shankar (sounding board for directional decisions given his experience across social sector, corporate and media).

Diverse Capabilities and Talent Pool: Being able to attract high quality talent including many top rankers from the National Law Schools and other leading Indian and global law schools has helped Vidhi build a strong cadre of policy research and advocacy teams. While entry level compensation for these lawyers is competitive when compared to peers, the annual compensation increases taper off, with a more significant gap at senior levels. The value proposition for Vidhi's talent has therefore centred around greater visibility in key legal fora (when compared to peers in law firms who might be earning more) and the opportunity to see the real impact of the systemic governance work they deliver. Further, while the core team had lawyers, one of the first 'external' hires was a communications specialist from MICA to help Vidhi present its research in an easily understandable form for non-legal fora and stakeholders. This team, today, is seen as an 'impact collective' team for communication, outreach and design.

Patient and Flexible Capital: Initial funding from anchor supporters like Rohini Nilekani Philanthropies & Vikram Lal who were evangelists for systemic work in law and governance as a focus area, provided capital to support the first 3 years of Vidhi's operations. Since then, capital support has expanded to 24 funders led by clarity in Vidhi's charter which has helped maintain integrity in the process of filtering in and filtering out of donors they want to work with.

Building Future Exemplars: Moving Forward

As we have seen from the previous chapters in the report, systems change is a powerful approach to making an irreversible impact at population scale. There are several cases where systems change has led to significant social impact. While significant progress has been made on solving our developmental goals, more needs to be achieved. Take for example, India's progress on SDGs – we are on track to achieve a third of our SDG targets; significant efforts need to be made to enable good health and well-being, gender equality, clean water and sanitation and sustainable cities and communities, to name a few. Estimates suggest that India will need to invest upwards of $ 2.5 trillion to achieve the SDG goals.

This is not easy as we are strapped for capital, time and human resources to meet these targets. The systems change approach gives an opportunity to Government, civil society and markets to work together to solve these societal challenges. While it may be argued that the primary responsibility for some of these lies with the Government, we believe that civil society, including funders and Social Purpose Organisations (SPOs), can assist the government and make a significant contribution.

Funders:

In most of our discussions with exemplars, access to long-term flexible capital was identified as a critical enabler. We believe funders can play a pivotal role in helping SPOs adopt a systems change approach. Funders can champion systems change through 5 Cs – Capital, Capability, Collaboration, Convening and Connections. Each of these is described below:

1. Capital: As has been seen from most of the stories of exemplars, systems change is not a linear and quick process. Therefore, funding for systems change requires patience, risk appetite and trust. In most cases, if not all, the approach is not a well charted one, and requires design, experimentation, learning and redesign. The approach requires hiring specialised and high-quality talent. All this needs money.

Funders need to provide for long-term and flexible funding. In India too, funders such as Rohini Nilekani Philanthropies (RNP), Veddis Foundation and TCF among others are giving long-term and flexible grants. This requires a deep trust between the grantee and funder and philosophical alignment on the systemic change pathway. Gautam John, CEO, Rohini Nilekani Philanthropies, shared that their relationship with their partners is grounded

in trust. Additionally, traditional ways of measuring grantee performance will have to be replaced with more appropriate measures.

It is not to say that results should not be measured, but in systemic change, the results pertain to both changes in the systems (policies, budget allocations, reporting structures, measurements) and impact on people's lives. Progress therefore has to be measured on both counts.

Co-Impact has developed a framework that measures the outcome at three levels: people-level outcomes (impact on programme participants); system-level outcomes (impact on the system) and organisational level outcomes (impact on the capability of the NGO). As mentioned earlier, the path to systemic change is a non-linear one and therefore the milestones and targets cannot be defined a priori and be cast in stone. Children Investment Fund Foundation (CIFF) believes systemic problem-solving requires long-term, risk capital that empowers grantees by providing stability and predictability, enabling them to undertake more strategic long-term planning, execution and course correction for impact. CIFF has made a strong commitment to increase both the size and duration of their investments, with 86% of their portfolio in India going towards $10mn+ investments, with the average weighted length of investments being 5 years. These investments aim to assist the Government's developmental vision, while working to demonstrate scalable solutions at a State level with an intent to move the system level needle over a period of 8 to 10 years.

The Convergence Foundation provided early-stage risk capital for organisations across diverse issues, such as school education, state capacity, infrastructure, air pollution, skilling, etc. To give the organisations sufficient time to find the right approach, TCF measures progress through a framework, which consists of parameters across two dimensions: Institution Building and Impact. The framework allows enough flexibility for organisations to not be output-driven, but also provides strong governance to ensure progress is being made.

2. Capability: This approach requires investments in building capability of both the system and the NGOs. As seen in the examples of Vidhi, Janaagraha, SaveLife Foundation and ARMMAN to name a few, significant investments were made in attracting talent. Since the systems that SPOs work in are dynamic and also the tools available at their disposal are evolving, SPOs need to make regular investments in training.

For example, Janaagraha realised that to be successful, they needed to build an organisation which has a learning orientation and therefore invested in training themselves on Senge's "5 disciplines of learning organisations". ARMMAN on the other hand, started

their platform mMitra as a voice-based service, but with the vast proliferation of smart phones and cheap bandwidth, they are reskilling themselves to use multimedia communication instead of pure voice-based communication. Co-Impact actively encourages SPOs to identify and budget for their organisational development needs in their grant applications. In addition to capital, funders can help with connections with intermediaries such as consultants, recruiters, technology players etc., who can help organisations ramp up their capability.

Another interesting option is, rather than helping build the capability of specific SPOs, funders can also help enhance the overall sector's capability by helping build public goods – tools, database of best practices, compendium of success stories and failures. Take the example of ATE Chandra Foundation's (ATECF) work in rejuvenation of water bodies. As a part of this work, ATECF has developed a Learning Management Solution that community-based organisations can use to train themselves on the entire process of rejuvenation of water bodies. This is additionally supported by a WhatsApp bot (available in six languages) that answers specific queries.

CIFF has a dedicated Organisational Ecosystem Development team that is responsible for strengthening grantees capacity, promoting an organisational learning culture, building new field level infrastructure, building knowhow to help both their grantee partners as well as the wider ecosystem increase their resilience and long-term impact. Examples of the team's work include – working with organisations to sharpen their focus on design and measurement of impact, supporting grantees adapt to changing external environments or shifts in leadership, and supporting pivots to more efficient operating models.

The Convergence Foundation played an active role in shaping the early-stage organisations it funded. Through specialised teams at TCF across functional areas such as finance, strategic communications, human resources and talent acquisition, TCF provided high-level advisory support for its network in setting up the organisations for success. TCF also helped set up high quality boards for each organisation.

Additionally, systems change would require newer ways of sourcing, funding models and partnering with SPOs and therefore requiring funders to invest in their own capabilities.

3. Collaboration: Systems change is rarely, if ever, achieved by one organisation alone. Collaborations not only dilute the risk but also multiply influence and knowledge. Logically therefore, collaborations should be the norm in the social sector. However, collaborations rarely occur organically and require efforts to ensure that

the "right entities" with the "right mindsets" and shared objectives are brought to the table and continue to collaborate.

Funders can use their convening power and capital to help bring organisations together, build consensus towards a common North Star goal, build governance structures, course correction mechanisms and help capture and disseminate learnings. ATECF's work on rejuvenation of water bodies has a short window every year of about 10 weeks between March and June. It further requires the Government machinery and local NGOs to collaborate. ATECF therefore actively works in getting an alignment between the Government, district administration and community-based NGOs.

Funders are at a vantage point of having a bird's eye view on the work of several SPOs and therefore can highlight potential collaboration opportunities. Veddis funds both Centre for Effective Governance of Indian States (CEGIS) and IDInsight and was aware of their work in a particular state. It highlighted the potential opportunity to collaborate to them. Once CEGIS and IDInsight agreed to collaborate, Veddis also helped convene a meeting between the two of them and the State Government officials. Partnerships are a critical lever that is used to make investment decisions at CIFF. To ensure sustainability, CIFF actively ensures all its work is in partnership with and supported by both co-funders and the Government

The Convergence Foundation facilitates collaboration among its network organisations through various means. Firstly, due to co-location in the same office, the network organisations share a common space and actively witness the journeys of other organisations. Secondly, The Convergence Foundation publishes an internal newsletter to keep everyone in the network informed and to celebrate their successes and share learnings. Lastly, it holds in-depth annual reflection sessions with the network organisations, from which emerge new ideas for greater collaboration among the network organisations.

4. Convening: Systems change is an emerging field in India. Even the exemplars that we have spoken to feel that they are still on a journey and a lot more is yet to be learnt and achieved. Getting together various stakeholders – Government officials, NGOs, funders and intermediaries to share their experience regarding wins, failures, challenges and solutions that have worked can be priceless. Such convenings help build knowledge, connections, common vocabulary and a safe space to share and grow. In addition to helping stakeholders already embarking on systems change, they can also influence and "convert" those on the sidelines and testing the waters.

RNP is a big believer in the power of convenings and often facilitates these. Depending on the animating question, they invite both their partner and other actors. Similarly, ATECF helped convene a meeting for its work on water bodies that was attended by 120 people including representation from Niti Aayog, Block Development Officers, farmers, sarpanches and NGOs. Co-Impact believes in the power of peer learning. Its design grant process is configured in a manner that allows all their grantees several in-person and virtual opportunities to come together, discuss issues, failures and successes. Additionally, they are also helping to develop a community of practice where their partners from across cohorts come together.

Recognising the power of convenings to share best practices and knowledge, CIFF regularly convenes key players, such as Central and State Governments and civil society organisations, as well as bringing together grantees on an annual basis to learn from each other and share key insights on sector-specific programmes. For example, a national consultation to share learnings and insights from high-quality interventions in antenatal care, attended by all 36 State Governments, led to 5+ States showing interest in scaling up solutions that had shown improvement in child health outcomes.

The Convergence Foundation hosts regular convenings among the leaders of its network organisations to facilitate cross-learning, greater collaboration and relationship building. While the organisations themselves work on different issues, cross-cutting learnings such as best practices in organisation building, designing programmes etc., are valued by the leaders. Guest speakers are invited occasionally to expand the network's knowledge by learning from the ecosystem.

5. Connections: In addition to helping with peer-to-peer connections through convenings and otherwise, funders can help SPOs through connections in the Government, other funders and intermediaries. Veddis worked deeply with several Governments. CIFF supports connecting innovators with the broader Government and civil society ecosystem to create proofs of concept that can have a big impact. For instance, it has been used to explore using personalised learning systems to improve learning outcomes at scale in Rajasthan in partnership with the State Government. They have helped identify and engage with relevant stakeholders of their partners on several occasions - for example, for Rocket Learning in Uttar Pradesh and Indus Action in Haryana and Odisha.

The Convergence Foundation has built deep relationships with state officials and set up state-specific councils, which allows for its grantee and partner organisations to come together and offer a holistic plan that addresses diverse issues. For example, in Uttar Pradesh, CSF, FED, Udaiti, A-PAG, amongst others presented their plans to the Chief Secretary in a common meeting.

Social Purpose Organisations (SPOs)

While this report provides potential practices to help SPOs on their systems change journey, the SPOs themselves can champion the approach in the following ways:

1. SPOs who have already bought into the idea of systems change or have been practising it successfully can evangelise the approach by documenting their learnings, actively sharing them with the broader ecosystem and investing in shaping a mission-aligned ecosystem. They could also facilitate connections, share resources and act as an enabler for emerging organisations. Central Square Foundation worked closely with several organisations in the FLN ecosystem including Madhi, Language & Learning Foundation to align and strengthen their systemic impact approach.

2. SPOs who are uninitiated with the systems change approach or are aspiring to adopt it can proactively seek out learning opportunities by collaborating with exemplars. By building technical expertise in specific issue areas or undertaking service delivery alongside the exemplars, they can forge relationships and become trusted partners of the exemplars. They can also study how successful organisations have brought about impact and adopt practices that fit into their own contexts. For example, Air Pollution Action Group credits SaveLife Foundation for inspiring its approach towards identifying the implementation bottlenecks across different sources of pollution.

Conclusion

Systems change efforts can play a catalytic role in uplifting people from poverty and accelerating India's economic growth. At TCF, we remain committed to the systems change approach for long-term and population-level impact. Beyond incubating and partnering with future Systemic Impact Exemplars, we intend to encourage the adoption of the approach by:

Championing the systems change approach

This report is our first attempt to share evidence on how Systemic Impact Exemplars have made large-scale impact. We will continue sharing evidence and best practices from across India on the efficacy of the systems change approach in the Indian context. Different regions in India have varied nuances and challenges. It is important to take that into account when thinking of system-level solutions.

We hope that these best practices will inspire other SPOs and equip them with the knowledge and tools needed to design and implement systems change initiatives to address India's most pressing challenges.

Engaging with funders to support systems change initiatives

We will continue to engage with funders and philanthropists on the effectiveness and impact of the systems change approach. There needs to be a shift in the funding paradigm from short-term, project-based funding to long-term, flexible support that allows for systems exploration, learning and adaptation. This involves advocating for funding practices that recognise the complexity and time required to achieve systems change. Moreover, forging partnerships with funders can do more than just unlocking financial resources and help with access to their expertise and networks.

Working closely with emerging Systemic Impact Exemplars

Each of our portfolio organisations at TCF have adopted the systems change approach. We will continue supporting them and upcoming Systemic Impact Exemplars, to create a ripple effect that can lead to India's transformation. Depending on the requirements of the organisations, our support will vary from providing financial resources, to capacity building, to facilitating collaborations, to strategic guidance.

Appendix

Methodology

We followed a rigorous methodology for this study that relied heavily on primary interviews with experts and with leadership teams of exemplar organisations. Our approach can be summarised in the following three steps:

Exemplar Selection:
We followed an extensive process for identifying the exemplars. It was very important to identify the right exemplars as the learnings of the study are driven primarily from their experiences. The process for selection is described below:

1. A priori defined criteria: We first defined a set of criteria to help us identify the exemplars to be studied. The criteria included – population scale impact; work within and along with the system; significant role played by a civil society actor; and most importantly, evidence of significant and sustainable impact.
2. Expert interviews: Armed with these criteria, the team sought recommendations from 68 sector experts to help create an initial longlist of exemplar candidates.
3. Exemplar shortlist: Selecting 20 exemplars from the nominations (80 +) was not easy. Many of the nominated organisations have a strong track record of impact. To come up with the final list, in addition to the number of nominations an organisation received, we also considered factors like sectoral representation, change models deployed, organisational age and their willingness to participate. The table lists the shortlisted exemplars.

In-depth Interviews:
We then had 2-3 rounds of interviews with the leadership of each exemplar organisation. The focus of these interviews was to understand the motivation behind setting up the organisation (why), their journey with a specific focus on systemic change, tools and levers deployed (how) and the initiatives taken to build their own organisational muscle to navigate systems change. The learnings from the interviews were further fine-tuned through desk research and in many cases, study of internal documents that were shared by the organisations.

Synthesis & Report Writing:
The team then summarised the learnings from the interviews and synthesised the common learnings that have been shared in this report. Additionally, the case studies for each organisation were shared and verified by the respective organisations.

Given the importance and complexity of the topic that we are discussing in this report, we were fortunate to have a Brain Trust guide us and push our thinking through the process. Each of the Brain Trust members is a leading thinker and practitioner of systemic change. We are grateful to: CV Madhukar (CEO, Co-Develop), Gautam John (CEO, Rohini Nilekani Philanthropies), Gayatri Nair Lobo (CEO, A.T.E. Chandra Foundation), Geeta Goel (Country Director, Michael & Susan Dell Foundation India), Murugan Vasudevan (CEO, Veddis Foundation), Rukmini Banerji (CEO, Pratham), Shagun Sabarwal (Regional Director - Asia, Co-Impact) and Vikram Bhalla (Managing Director & Senior Partner, Boston Consulting Group) for their time and inputs.

Limitations of the Report:
The first and the most important limitation is that while we have studied phenomenal organisations, there are several other organisations that have helped achieve significant systemic change. In that sense, this is not a report on the "who's who" of systems change. That said, we believe we have featured here a great mix of organisations, each one of whom has had a significant systemic impact. We are confident that the learnings from these organisations are inspirational and provide a broad pathway and tools for SPOs desirous of undertaking systems change. Each organisation will, of course, have to chart out its own journey, based on its aspirations and context.

Further, this report does not attempt to cover the systemic changes that have been initiated by the Government itself. We acknowledge that numerous systemic changes have been brought about from within. However, since the objective was to "inspire and inform" civil society on systems change, we have focused only on efforts where a civil society organisation played a significant role.

Lastly, while we have mentioned the important role the funders have played in helping the systemic change take place, this report focuses only on the journey of the exemplars themselves. In almost all our conversations, the exemplars highlighted the support from funders and the championship and support provided by the Government and its officers without which these efforts would not have yielded the impact they did.
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Organisation	Thematic Area	Year of Incorporation	Size / Budget for FY23 (in crores)	Direct Employee Strength
Agami	Judiciary	2018	18	14
ARMMAN	Health	2008	44	199
ATE Chandra Foundation	Water	2013	6	4
Breakthrough Trust	Gender Justice	1999	38	201
Central Square Foundation	Education	2012	80	180
CHILDLINE	Child Rights	1996	130	500
eGov	Governance	2003	52	84
EkStep	Education	2015	>100	40
Indus Action	Citizen Rights	2013	10	60
Janaagraha	Urban Governance	2001	28	105
MHFC	Home Finance	2008	1000*	200
MRC	Migrant Protection	2020	N/A	N/A
PFEL	Education	2008	60	500
Pratham	Education	1995	290	6500
Project ECHO	Health	2015	38	180
Samagra	Governance	2012	80	120
SaveLife Foundation	Road Safety	2008	14	52
SEARCH For Health	Health	1985	16	160
SELCO	Livelihoods	1995	114	552
Vidhi Centre for Legal Policy	Judiciary	2013	20	91

*As of 2018

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