

ANNUAL REPORT 2023

Building Capacity,
Catalysing Change:
Our journey of
impacting 10 million
lives





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Message from the founders



Dear readers,

Right since we hit the ground running in 2006, the Collective Good Foundation (CGF) has been committed to the task of creating ecosystems that drive sustainable impact. With a firm belief in collaboration and collective action, CGF has been serving communities across India through scalable interventions that create positive, lasting social value.

Driven by our value of care, CGF focuses on issues that impact lives and affect the well-being of communities. We're committed to constantly creating innovative solutions that focus on doing good, leading with a collaborative spirit to create equitable and impact-driven results.

In the past year, we have continued to further integrate our strategic partnership with Samhita Social Ventures, and together, engaged multiple stakeholders to address critical social issues. We have collaborated with companies, foundations, aid agencies, individuals, social organisations, the media, government and sector experts to address some of the most challenging issues of our times, including financial inclusion, skilling, entrepreneurship development, livelihood support, healthcare, education, Water, Sanitation & Hygiene (WASH), and women's empowerment.

With our strong investments in knowledge, research, and a unique cutting-edge technology platform that seamlessly connects participants to the services and support they require, we're enabling our stakeholders and partners to develop informed, tech-driven solutions that create large-scale social impact, so we can collectively work towards building a sustainable future for the nation.

With the 2023-2024 Annual Report, we're taking a step back to retrospect on the year we've had, with the goal of imbibing the lessons learned, pushing ourselves to strive for more, strengthening existing partnerships and forging new ones, and breaking new ground as we move forward.

We also want to take this opportunity to thank our partners, funders, and CSR clients for your continued support on this journey and for believing in the power of collective good.

Sincerely,

Madhu Bahl & Priya Naik

CGF

A note on this year's theme



Building Capacity, Catalysing Change: Our journey of impacting 10 million lives

This year's theme encapsulates the essence of CGF's mission and our unwavering commitment to creating lasting social impact. Over the years, our efforts have been guided by the belief that true change begins with empowering individuals and communities by enhancing their capacities—be it through skills, resources, or opportunities.

Building capacity is at the heart of our approach. It represents the work we do to strengthen individuals, organizations, and systems, giving them what they need to overcome barriers and achieve sustainable progress. Whether it is enabling women entrepreneurs with financial literacy, training farmers with modern agricultural techniques, or fostering social innovations, we believe in building the foundations for resilience and self-reliance.

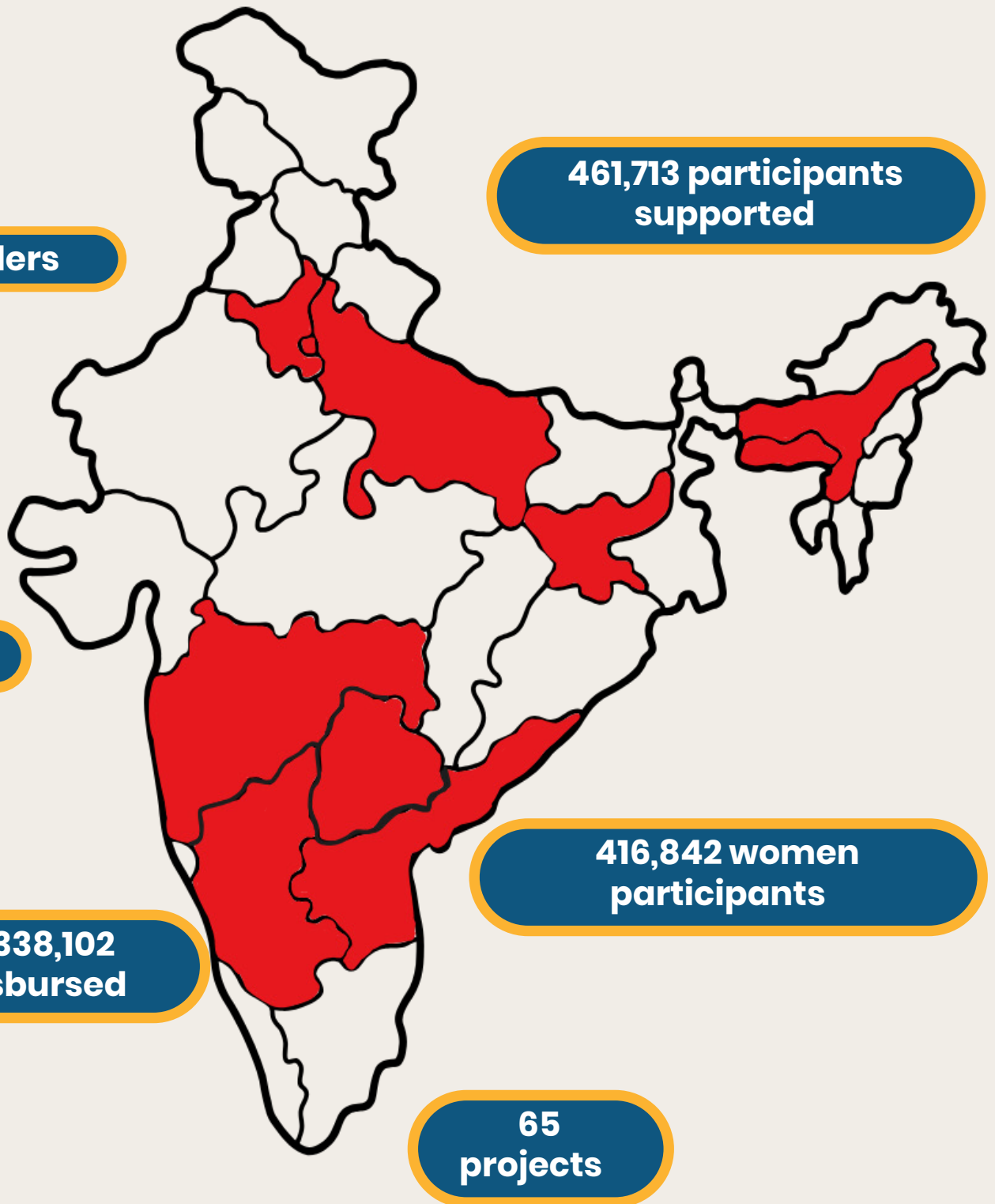
Catalyzing change is our ultimate goal. We strive to go beyond incremental impact by creating transformative, technology-led solutions that address complex social challenges. By fostering partnerships with corporations, governments, and non-profits, and by leveraging innovative models like blended finance, we scale interventions to achieve meaningful and measurable outcomes.

All of this is brought together by our evidence-driven approach, leveraging data analytics in real-time to identify and prioritize the areas and communities that need the most help, so we can continuously improve and customize our interventions to maximize impact.

Impacting 10 million lives is not just a milestone—it is a testament to the collective power of collaboration and purpose-driven action. It reflects the trust, dedication, and efforts of everyone who has been part of our journey, from grassroots changemakers to our corporate and philanthropic partners.

This theme serves as both a reflection of our journey so far and an inspiration for what lies ahead. As we look to the future, we remain committed to empowering millions more, addressing systemic challenges, and driving progress toward a more equitable and sustainable world.

CGF's impact at a glance



Key highlights from our alliances



Women's Health and Livelihood Alliance

The Women's Health and Livelihood Alliance (WOHLA), co-founded by CGF and USAID's FHM Engage, is a multi-stakeholder initiative aimed at empowering young women aged 19–29 across India through sexual and reproductive health (SRH), livelihoods, and financial inclusion.

Focusing on sustainable development and market-based solutions, the program implemented several key interventions. It provided comprehensive SRH information, products, and services through trained champions and partnered with digital tools like NIVI (a WhatsApp chatbot) and local providers to ensure access to contraceptives and healthcare services.

Livelihood programs included skilling, entrepreneurship training, and digital/financial literacy initiatives, along with affordable credit access via innovative financing tools such as credit guarantees and pre-credit scores.

Women were also linked to government schemes, subsidies, and market opportunities using platforms like ONDC.

The initiative engaged 27 cross-sectoral partners to strengthen market linkages, onboarded 1,058 community champions across 248 PIN codes, and sensitized 291,339 women. It also digitally mapped 3,446 clinics, 5,500 chemists, and other healthcare providers to improve service accessibility.

The impact was significant: over **309,000** youth accessed SRH services via digital tools, **25,000** referrals were facilitated to healthcare providers, and **20 million** women were reached through online channels, fostering sustainable health and livelihood solutions. Women entrepreneurs benefited from increased incomes and financial resilience through credit, skilling, and market linkages.

WOHLA is building a scalable network model integrating public, private, and philanthropic resources, creating a sustainable framework for large-scale impact and enabling women to lead healthier, more empowered lives.

Open Network for Digital Commerce

This alliance focuses on empowering women entrepreneurs and MSMEs by leveraging the Open Network for Digital Commerce (ONDC) to enhance access to digital marketplaces while addressing gender and structural barriers to markets, technology, and financial tools.

CGF aims to onboard 200,000 women sellers within three years, beginning with 20,000 through its Social Network Platform (SNP) and scaling to 80,000 via 8-10 SNPs and Digital Enablement Agencies (DEAs) through a Training-of-Trainers approach. Public goods like playbooks, demand strategies, and infrastructure solutions will support the onboarding of an additional 100,000 women sellers.

Sustainability has been built through pricing structures for SNPs, reducing reliance on external funding, and attracting capital and government/CSR support. Through our strategic collaborations with ONDC, we are addressing logistics, digital infrastructure, and marketing needs. The initiative aims to economically empower over 1 million women sellers within 3-5 years, fostering entrepreneurship, promoting gender equality, and driving inclusive growth through formalization, credit access, and digital inclusion.

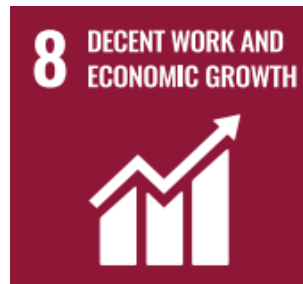


Aligned with SDGs

#5 **Gender Equality**



#8 **Decent Work and Economic Growth**



#9 **Industry, Innovation, and Infrastructure**





Overview and Objective

Mera Gaon Mera Pride (MGMP) is a comprehensive rural development program designed to empower communities by fostering sustainable and inclusive growth. The initiative focuses on economic empowerment, digital and financial inclusion, entrepreneurship development, access to government schemes, quality education, health and nutrition, and climate action. With a community-led approach, MGMP aims to create self-sufficient villages by equipping individuals with skills, resources, and opportunities that drive long-term social and economic transformation.



Key Intervention Areas

The MGMP program focuses on six key interventions to drive rural development and empowerment. It supports entrepreneurship and livelihoods by offering skill development, financial and digital literacy, and connecting rural entrepreneurs to platforms like ONDC and Amazon through the “One District One Product” initiative.

Healthcare services include affordable diagnostics, telehealth, and menstrual hygiene solutions via ₹2 sanitary napkin vending machines. Education and skilling initiatives provide childcare facilities, tuition centers, and IT training in collaboration with IIT Bombay, equipping youth with advanced skills. The program also enhances financial inclusion by improving access to government schemes and delivering financial literacy aligned with national policies to strengthen savings and investment practices.

A rural development program that provides opportunities to achieve sustainable and inclusive growth.

Our key program areas:

- 1 Skill and Entrepreneurship Development
- 2 Financial and Digital Inclusion
- 3 Quality Education



- 4 Government Schemes and Programs
- 5 Health and Nutrition
- 6 Climate Action



Challenges and Solutions

Rural India is faced with a complex, interconnected web of socio-economic challenges that limits access to sustainable, inclusive growth opportunities for employment and economic upliftment. With limited access to quality education and skill development, financial and digital exclusion, poor market linkages, inadequate infrastructure and limited awareness of government schemes and programs, rural communities remain trapped in a cycle of poverty with limited resources and reach. MGMP addresses these challenges through a multi-pronged approach by layering interventions, converging resources and driving strategic partnerships to empower communities towards their own transformation and overall welfare, ensuring long-term, sustainable impact at the village level.

The program focuses on 6 key development areas to provide: Access to Education, Skilling & Economic Growth, Financial & Digital Inclusion, Climate Action, Social Protection and Enabling Health & Hygiene for integrated rural development. Through the program, participants are equipped with the necessary skills and knowledge, access government schemes, formal credit and market linkages to support them in their individual journeys while also enabling supportive environments and local ecosystems for collective progress in rural communities across India to build economic resilience and social capital.

Impact Metrics and Results

In the year 2023-24, MGMP has engaged over **23,000** women and **3,450** youth and other participants across various initiatives, partnering with **30+** government agencies, **200+** corporates, and **250+** social organizations. **3,480** participants were engaged in skilling and entrepreneurship interventions, while **13,000** participated in financial and digital training. The program's initial phase (2023-24) covered over **40+** districts across 8 states and 1 Union Territory in India. By using a tech-enabled monitoring system and data-driven insights, MGMP ensures high data integrity and sustainable impact tracking.



Future Expansion Plans

MGMP aims to expand to 5,000 villages by 2028, scaling its impact through community participation, entrepreneurship, and technology. Our goal of impacting 10 million lives, especially women, by 2030 aligns with Sustainable Development Goals (SDGs), ensuring lasting social and economic transformation in India's villages.



Co-creating impact at scale: A multi-year, multi-intervention approach

One of our biggest lessons as an organization has been this—most people are not looking for one-time donations that provide temporary relief from structural problems, like poverty, unemployment, difficulty in accessing formal credit, lack of access to quality education, and more. What people want is to feel empowered to make their own choices, to carve out their own paths towards socioeconomic advancement and resilience. They are the heroes of their stories and want to be treated as such.

A single intervention alone cannot catalyse the long-lasting change that our participants need to improve their living conditions and build a better life for themselves. Think about it—providing a micro-entrepreneur with financial literacy training does not guarantee that they will be able to successfully grow their business and increase their incomes. They may have all the information they need to make sound financial decisions, but without sufficient working capital, the resources to expand to larger markets, and the safety net of social security schemes and government subsidies, a small-business owner will continue to face major structural obstacles that hold them back from a better future.

Keeping this nuance in mind, CGF has designed a multi-year, multi-intervention approach to executing our intervention programs, which allows us to serve our participants not just for a point in time but over a long-term period to unlock holistic impact. Through this approach, we are able to better address the needs of the communities we serve, by customising a set of interventions based on their unique socioeconomic, geographical, and cultural contexts.

This targeted approach to creating and scaling impact means we are able to accompany and support our participants as they journey through the various stages of socioeconomic development, ensuring that they have the assistance they need to overcome the full life-cycle of the challenges they face. So, for an unemployed person in a remote village, CGF's support does not end at simply providing them with vocational skills and training. We travel the extra mile with them to ensure they then have access to relevant job opportunities, timely mentorship support to build a meaningful career, and long-term support to sustain their professions as well.

The multi-year, multi-intervention model of impact comes to life with the support of our funders and partners. By uniting the siloed efforts of the public, private, and philanthropic sectors, CGF brings together these powerful forces to create holistic, targeted impact for an individual.



The core of our business: CGF's seven interventions



Our mission are aligned with the UN SDGs and encompass the following core interventions:



Government schemes and subsidies

Providing access to government and social security schemes that protect against life uncertainties through measures like insurance, pensions, etc.



Financial and digital empowerment

Equipping individuals with digital skills, tools, and access to technology to enable their participation in the digital economy and society.



Healthcare awareness products and services

Ensuring access to affordable, quality medical services, preventive care, and health awareness to improve overall well-being.



Skilling, jobs, career progression

Building the knowledge and capabilities of individuals to improve their employability and secure meaningful work opportunities.



Entrepreneurship development

Creating opportunities to generate sustainable incomes through entrepreneurship, employment, or collective enterprises.



Access to credit

Providing affordable and timely financial resources to individuals and businesses to meet their investment or consumption needs.



Market linkages

Creating connections between producers, especially small-scale businesses, and larger markets to increase their profitability.

Intervention #1: Government schemes and subsidies

In India's vast and diverse landscape, government subsidies and welfare schemes are designed to uplift marginalized communities and promote inclusive growth. However, despite numerous available schemes addressing participant challenges, awareness is lacking regarding eligibility criteria.

For instance, a 2021 study revealed that only one-third of farmers knew they were purchasing fertilizers at subsidized rates; another third believed they received no subsidies, and the rest were unaware of the subsidy system altogether. Similarly, among women entrepreneurs in metropolitan areas, 24% were unaware of government schemes designed to support them, and 34% had not utilized any such schemes. Enabling access to government schemes enables participants to tap into these schemes and formalise their business, while subsidies/schemes they are eligible for reduce their cost of entrepreneurship.

At CGF, we help in bridging this gap, ensuring that assistance reaches those who need it most despite challenges, including:

- ◇ Complex administrative processes, including intricate application procedures and bureaucratic hurdles, that often deter individuals from applying.
- ◇ Limited outreach efforts which fail to adequately inform remote or marginalized communities, leaving many unaware of available benefits.
- ◇ The digital divide—marked by restricted access to digital platforms and low digital literacy—further impedes information dissemination.
- ◇ Socio-cultural barriers, such as language differences, gender discrimination, and social stigmas also restrict access, preventing equitable distribution of these essential resources.



What CGF is doing to change the status quo

- ◆ **Awareness Creation:** To ensure communities are informed about available government schemes, CGF conducts targeted awareness campaigns through workshops, training sessions, and digital outreach. We utilize multilingual materials, community radio, and local influencers to maximize reach and engagement.
- ◆ **Identification of Eligible Beneficiaries:** We employ structured assessment tools and criteria to identify individuals who qualify for various government schemes. Through community surveys, self-assessment checklists, and collaboration with local organizations, we ensure that the right beneficiaries are reached.
- ◆ **Application Support:** To simplify the enrollment process, CGF provides hands-on assistance with documentation, digital application submission, and form-filling. Our field teams and digital kiosks help individuals navigate complex procedures, reducing barriers to access.
- ◆ **Follow-Up Mechanisms:** We implement tracking systems to monitor application progress, troubleshoot issues, and ensure timely approvals. Beneficiaries receive updates via SMS and community support groups, enabling a smoother experience.
- ◆ **Post-Enrollment Support:** Beyond approval, we offer guidance on utilizing scheme benefits effectively. Financial literacy sessions, mentorship programs, and digital training empower beneficiaries to maximize the long-term impact of government support.

Facilitating access to government subsidies is not just about assistance—it is a commitment to social justice and equitable development. Through this structured approach, CGF ensures that government benefits reach every corner of the nation, fostering a more inclusive and prosperous India.

How access to government schemes helps enhance other intervention areas:

Access to government schemes plays a crucial role in amplifying the impact of social interventions by bridging financial gaps and fostering long-term economic stability. These schemes complement credit access initiatives by providing subsidies, low-interest loans, and financial incentives that enable individuals, especially in rural areas, to invest in small businesses, agriculture, and skill development. Additionally, the effective utilization of government schemes is closely linked to digital literacy, as beneficiaries who are adept at using digital platforms can seamlessly apply for and manage these benefits, enhancing financial inclusion. Moreover, government scheme benefits contribute to livelihood sustainability by offering social security provisions, insurance, and direct cash transfers that reduce economic vulnerability, ensuring that individuals and communities can build resilient and self-sufficient futures.

Intervention #2: Financial and digital empowerment



Why a combined intervention for financial and digital literacy are important:

In a country where nearly **76%** of adults lack basic financial knowledge and millions remain excluded from formal financial systems, financial literacy is the bridge that connects individuals to opportunities for economic growth and stability. Similarly, with only 38% of households currently possessing digital literacy skills, the need for comprehensive programs is more pressing than ever.

Financial and digital literacy are deeply interconnected, enabling individuals to participate effectively in today's economy. As financial services become increasingly digitized, the ability to use digital tools is essential for accessing banking, savings, credit, and government welfare schemes. Digital literacy enhances financial inclusion by equipping individuals with the skills to use mobile banking apps, digital payment platforms (UPI, e-wallets), and online financial planning tools.

Secure digital transactions reduce dependency on cash, increase transparency, and help individuals manage finances efficiently.

At the same time, financial literacy strengthens digital adoption by educating individuals on safe and responsible use of digital financial services. Awareness of online fraud, cybersecurity, and budgeting through digital tools empowers people to make informed financial decisions while leveraging technology for economic growth. By integrating financial and digital literacy, individuals—especially in rural and marginalized communities—gain the knowledge and confidence to navigate the digital economy, improving financial security and long-term economic resilience.



Financial Literacy

Objectives: CGF's financial literacy initiatives are designed to promote entrepreneurship, helping micro and small business owners access credit, navigate taxation systems, and scale their ventures. By prioritizing financial literacy for our participants, we not only address socio-economic inequalities but also contribute to India's broader development goals, including poverty reduction, women's empowerment, and inclusive economic growth.

Our financial literacy initiatives are aimed at rural and peri-urban populations across districts in Maharashtra, Karnataka, and more. Its primary goal is to empower youth, women, entrepreneurs, and low-income individuals with a consistent monthly income through comprehensive digital and financial education.

Approach: CGF integrates specific financial products such as savings accounts, microinsurance, and pension schemes to promote financial security among our participants. They are guided on the benefits of structured savings, risk protection through insurance, and long-term financial planning. Strategic banking partnerships play a crucial role in supporting the initiative. Through collaborations with banking and financial institutions like **IndusInd Bank, Kotak Mahindra Bank, Avendus**, etc., CGF has facilitated account openings, access to microloans, and financial advisory services.

Digital Literacy:

Objectives: We are actively engaged in promoting digital literacy initiatives across rural communities in India through our innovative program, "Mera Gaon, Mera Pride" (MGMP). We focus on empowering women, youth, and the elderly by enhancing their digital skills and ensuring access to essential services, online education and employment opportunities, thereby enhancing socioeconomic conditions across various demographics.

Approach: One of the key components of our approach is Digital Empowerment, which encompasses training participants on the effective use of digital devices. This includes responsible internet usage, accessing government schemes, and utilizing social media safely. The interventions also emphasise digital skills for entrepreneurs, providing training on digital accounting, tax payments, and inventory management to enhance business efficiency.

Additionally, CGF leverages technology to facilitate Financial Literacy among community members. Through various campaigns with our CSR clients, we promote savings and financial planning using digital platforms such as chatbots and online

training modules. These campaigns are designed to engage participants through various formats, including WhatsApp groups and interactive learning sessions.

For example, CGF's collaboration with **IIT Bombay** enabled access to Spoken Tutorials, offering over **75 IT courses** available in multiple languages. This initiative equipped youth with essential skills for better employment opportunities. The program includes community outreach efforts to ensure that participants are aware of the available resources and benefits. Moreover, CGF also integrates health services into its digital literacy framework by establishing health kiosks and telehealth services. This holistic approach not only addresses educational needs but also ensures that community members have access to vital health information and resources.

Challenges and Solutions:

Digital literacy interventions often face significant barriers, including poor internet connectivity in rural areas, language barriers that limit engagement, and a lack of prior exposure to technology among beneficiaries. To address these challenges, CGF's programs have implemented offline solutions such as preloaded educational content, community training sessions, and more. Additionally, multilingual digital tools and localized content have made learning more inclusive, ensuring that non-English speakers can effectively participate. A key lesson learned is that personalized, hands-on training yields better results than one-size-fits-all approaches, leading to the integration of peer mentoring and interactive modules to enhance user engagement and retention. These insights have informed program improvements, making digital literacy efforts more adaptable, accessible, and impactful.



Intervention #3: Healthcare awareness, products and services

India accounts for 17% of the global maternal deaths, with rural areas facing the brunt due to inadequate healthcare facilities. Access to quality healthcare remains a significant challenge for millions of women in India's underserved communities. From maternal health complications to menstrual hygiene and chronic diseases, many women lack the knowledge, resources, and access to essential medical care.

According to the National Family Health Survey (NFHS-5), only 21% of women in rural India have access to proper menstrual hygiene products, leading to health risks and social stigma. Additionally, diseases such as cervical cancer—one of the leading causes of cancer-related deaths among Indian women—often go undiagnosed due to lack of screening and awareness.

At CGF we have designed transformative healthcare initiatives that are designed to bridge the gap between economic empowerment and healthcare access for women in underserved communities. Our aim is to enhance women's financial independence while ensuring they receive crucial sexual and reproductive health (SRH) information, products, and services.



Image: Scope of services: We aim to improve resources for women's economic empowerment and access to healthcare information, products and services.

Our initiatives build on a proven returnable grant model, which has already empowered women by improving their financial resilience. By integrating healthcare awareness and access into this model, we ensure that women not only gain financial agency but also make informed health decisions. Here's how the program works:

- ◇ Train NGO staff as Women's Health Champions, equipping them with SRH/FP (Family Planning) knowledge to support beneficiaries.
- ◇ Improve awareness through digital resources, counseling sessions, and local healthcare linkages.
- ◇ Facilitate direct connections between women and local pharmacies, doctors, and healthcare providers.
- ◇ Provide mentorship, advocacy, and leadership opportunities to strengthen women's voices in healthcare access and workforce participation.

Our cohorts include young women aged 19-29 years from lower- and middle-income (C & D class) urban and peri-urban communities, ensuring that those with limited access to healthcare and economic opportunities are prioritized.

Through a holistic approach, we are creating long-term socio-economic change by:

- ◇ Improving access to SRH/FP services, reducing health-related barriers that hinder economic participation.
- ◇ Enhancing financial independence through returnable grants, digital literacy, and economic empowerment programs.
- ◇ Boosting decision-making power, allowing women to make informed choices about their health and careers.
- ◇ Creating a structured support system, where trained NGO staff provide ongoing mentorship and guidance.

Studies show that women's financial empowerment directly correlates with improved health outcomes. Ownership of a bank account has been linked to increased contraceptive use, better birth spacing, and improved maternal healthcare access. By integrating economic empowerment with healthcare access, we are ensuring that women are not just financially independent but also healthy, informed, and in control of their futures.

CGF is also developing the Women's Economic Empowerment (WEE) Index, which will be used to track and measure progress over time, assessing income growth, household well-being, financial health, and healthcare access.

Intervention #4: Skilling, jobs, career progression



Why Indians need skilling and career progression support:

India's informal sector constitutes a significant portion of the nation's workforce, encompassing a diverse range of occupations from street vendors and artisans to daily wage laborers. Despite their substantial contribution to the economy, individuals in this sector often face challenges such as limited access to formal education, lack of vocational training, and minimal opportunities for career advancement. CGF is addressing these challenges by providing targeted skilling programs, job placement assistance, and career progression support.

The need for skill development in India is underscored by the fact that only 2.3% of the country's total workforce has received formal skills training. This gap highlights the critical importance of skilling initiatives in enhancing employability and ensuring sustainable livelihoods. We are bridging this divide by offering training programs tailored to the needs of the informal sector.

Through our livelihood programs, we have trained hundreds of millions of youth across India with thousands of individuals successfully placed in various industries. These programs focus on imparting essential skills such as computer literacy, English language proficiency, and industry-specific knowledge, thereby enhancing the employability of marginalized youth. Our programs are designed to promote livelihood opportunities through education and practical training, aiming to enhance the country's competitiveness and economic development.

For example, CGF, in collaboration with one of our clients, implemented a skilling initiative to empower youth aged 18–35 years, including school and college dropouts as well as final-year students, in urban, semi-urban, and tribal areas of Maharashtra. With a strong emphasis on inclusion, the program aimed to ensure that 50% of participants are women. It addressed key barriers such as lack of access to skill development, employability, and digital and financial empowerment, creating pathways for sustainable livelihoods.

The initiative focuses on comprehensive skilling, delivering holistic training programs that cover domain-specific knowledge, employability skills, digital literacy, and financial literacy. To enhance learning experiences, the program also includes industry visits, guest lectures, and mentorship opportunities. With ambitious placement goals, the initiative aimed to ensure that at least 80% of trained participants secure jobs offering a monthly salary between ₹12,000 and ₹15,000. Each participant will have access to a minimum of three placement opportunities upon completing the training.



To maximize effectiveness, the program offers customized and inclusive training, aligning courses with National Skills Qualification Framework (NSQF) standards and industry demands. Training was tailored to sectors such as beauty therapy, general healthcare, digital banking, telecom services, and retail sales. Recognizing the importance of post-placement support, the initiative provided career counseling, job continuity monitoring, and alternate employment options for those facing challenges in their roles. This ensured long-term stability and professional growth for participants.

Our programs actively address skills gaps through a blended learning approach, combining classroom instruction, digital learning, and hands-on training. By leveraging online modules, interactive workshops, and tech-driven learning platforms, we enhance accessibility while ensuring flexible, self-paced learning for participants.

A key focus is on practical skill development, achieved through industry-aligned simulations, on-the-job training, and project-based learning. Collaborating with sectoral partners, we provide real-world exposure through apprenticeships, internships, and live industry projects, equipping participants with job-ready expertise. In addition to technical training, we emphasize soft skills development, covering communication, teamwork, problem-solving, and workplace etiquette. Continuous monitoring, evaluation, and feedback loops allow us to refine our approach, maintaining high program quality and alignment with industry needs. By integrating these elements, our training methodology creates a comprehensive, demand-driven skilling ecosystem, ensuring participants are not only trained but also workplace-ready and equipped for long-term success.

CGF's programs go beyond skilling by ensuring long-term career growth through structured post-training support. We have established mentorship programs that connect graduates with industry professionals, providing career guidance, workplace integration support, and advice on advancement opportunities.

To foster continued engagement, we have built strong alumni networks, enabling past participants to share experiences, access job referrals, and stay connected with evolving industry trends. These networks serve as a support system, encouraging peer learning and professional growth.

Recognizing the need for lifelong learning, we offer upskilling opportunities through refresher courses, advanced training modules, and digital learning platforms, ensuring participants remain competitive in a rapidly changing job market. Additionally, our job transition support services help individuals navigate career shifts by offering placement assistance, resume-building workshops, and interview coaching.

Intervention #5: Entrepreneurship development



The problem statement

Supporting entrepreneurship development in India is not just an economic imperative but a cornerstone of fostering equitable and inclusive development. With over 80% of India's workforce engaged in informal jobs and millions relying on small-scale enterprises, empowering India's small-scale entrepreneurs is vital for sustaining families and communities. However, structural challenges like limited market access, skill gaps, and insufficient financial inclusion often leave many, especially women and marginalized groups, struggling to break free from cycles of poverty.

By investing in entrepreneurship development, CGF empowers individuals with opportunities to build sustainable incomes, fostering dignity and self-reliance. This not only uplifts families economically but also strengthens social cohesion by reducing inequalities and creating pathways for upward mobility. For women, this translates into enhanced agency, participation in decision-making, and the dismantling of traditional barriers that hinder gender equality.

Evidence also suggests that such programs have a ripple effect on the economy—stimulating local industries, and driving rural and urban economic growth. As India strives to transition into a digitally connected and globally competitive economy, CGF's entrepreneurship development initiatives aligned with skill development, financial literacy, and digital inclusion are key to unlocking the potential of its vast workforce.



Through the entrepreneurship development intervention, CGF provides the following support:

- ◇ Soft skills and training on leadership, teamwork, workplace ethics, problem-solving, communication skills, and promoting inclusivity, including gender and disability inclusion in the workplace.
- ◇ Digital and financial literacy focuses on basic computer and internet usage, online communication tools like email, social media tools LinkedIn and Instagram, basics of digital marketing, and financial management, including savings, investments, tax returns, and digital payments
- ◇ Social protection through assistance with applications for government schemes, benefits, and social protection programs, and collaboration with Common Service Centers (CSCs) for improved access.

Such interventions not only tackle India's unemployment crisis but also contribute to its climate and sustainability objectives. They go beyond traditional skilling programs by offering a multi-year support model that ensures sustained impact. Unlike short-term training initiatives, CGF provides continuous engagement through mentoring, helping individuals navigate entrepreneurial challenges, upskill, and progress in their careers.



Intervention #6: Access to credit

India's informal sector, comprising over 80% of the country's workforce, is the backbone of the economy. Yet, this vast segment—ranging from street vendors and small shop owners to artisans and daily wage earners—often struggles with limited access to formal credit. Without this crucial financial support, their growth prospects are stunted, keeping millions trapped in cycles of poverty and vulnerability.

By working directly with these communities, CGF bridges the gap between the informal sector and financial institutions, facilitating access to credit that fuels entrepreneurship and economic resilience. Through blended finance programs, financial literacy workshops, and partnerships with banks, we empower individuals to invest in

their businesses, improve their livelihoods, and contribute to the larger economy.

The statistics are telling. According to a 2022 report by the Reserve Bank of India, only about 16% of micro and small enterprises have access to formal credit. Moreover, the Global Findex Database (2021) highlighted that 40% of adults in India still do not have a formal bank account, with a significant portion of these being informal workers. Through collateral-free loans, catalytic use of philanthropic funding, and tailored financial products, we are creating pathways to financial inclusion that traditional banking systems overlook.

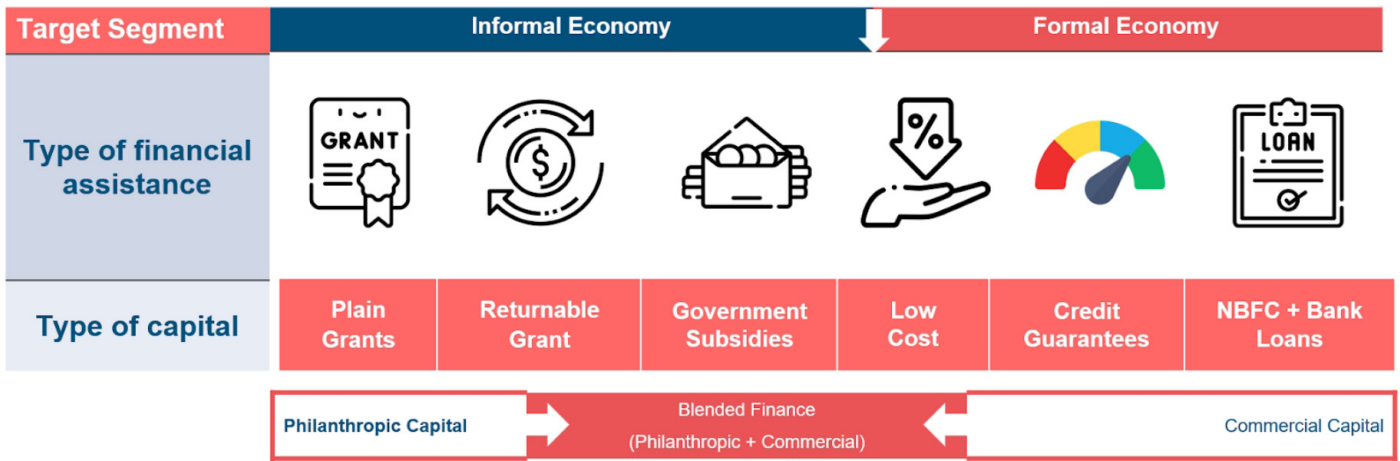
How CGF's interventions address this challenge:

- ◇ Providing capital support to underserved women in various sectors through blended finance tools like Returnable Grants, addressing short-term financial needs, and establishing an innovative financing model with a strong multiplier effect, surpassing traditional grants
- ◇ Focusing efforts in aspirational districts to tackle their unique developmental challenges and actively contributing to the economic empowerment of women in these regions
- ◇ Enhancing the credit-worthiness of participants through a Pre-Credit Score Survey (PCS) thereby enabling their graduation to formal credit pathways
- ◇ Facilitating access to social protection through repaid funds from the returnable grant program and enabling formalisation of businesses and unlocking entrepreneurship

Deploying the Returnable Grant

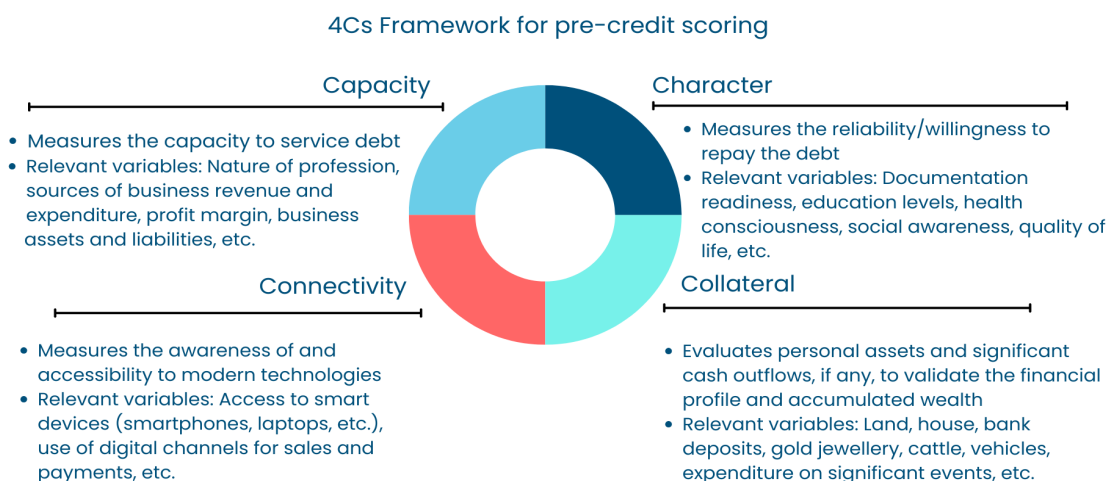
Returnable Grants (RGs) are typically offered to participants who are deemed either “ineligible” or “too high-risk” to access formal credit, and hence require access to capital support to upskill themselves (for individual participants) and/or grow their businesses (for micro-entrepreneurs). Returnable Grants have zero interest, zero collateral and zero legal obligation to repay, and only a moral obligation to repay to benefit similar participants. The RG is envisioned as a blended finance continuum that enables participants to graduate from informal lending mechanisms to a more formal credit system by showcasing their ability to repay.

The diagram below highlights the types of tools available to provide credit access to our participants and how blended finance tools lie at their cross-section, incorporating the best of both philanthropic and commercial capital.



The Pre-Credit Score:

We are co-creating a Pre-Credit Score (PCS) with IIM-Calcutta, RBI Innovation Hub and other industry experts and practitioners such as banks, NBFCs, academia, and credit bureaus in India which will be used as a proxy to a formal credit score for our participants to demonstrate their creditworthiness. Repayment data from the returnable grants will be integral in developing this score, along with personal, demographic, geographic, and professional data. Their timeliness and savings and repayment behaviour will allow us to verify the pre-credit score rating given to participants to access formal loans from our partner financial institutions (FIs), and based on the results, the pre-credit score can be made more robust and accurate over time. The PCS shall be an important public good created as a result of the proposed set of interventions, enabled through our tech platform and integrated appropriately with other partners. The following infographic shows the 4Cs framework that we will be using to generate a pre-credit score for women entrepreneurs:



When small entrepreneurs and daily wage earners have the financial resources to grow, they uplift entire communities, creating jobs and strengthening local economies. By empowering the backbone of our economy, we are paving the way for a future where financial opportunity is not a privilege, but a right for all.

Intervention #7: Market linkages

India's informal sector comprises over 400 million workers, contributing about 85% to the national economic output. Despite their significant role, these workers often earn less than US\$1 a day, face seasonal employment, and lack union representation, leading to economic vulnerability and exploitation. Market linkages are essential for integrating informal workers into the broader economy, enabling them to access larger markets, receive fair prices, and improve their livelihoods.

Keeping these challenges in mind, CGF's market linkages interventions solve for:

- ◇ **Enhancing Income Stability:** Access to broader markets and fair pricing mechanisms lead to increased and more predictable earnings.
- ◇ **Building Social Capital:** Collective organization fosters representation and advocacy, empowering workers to negotiate better terms and conditions.
- ◇ **Promoting Sustainable Practices:** Integrating eco-friendly methods, such as upcycling materials, contributes to environmental conservation while creating marketable products.

Our interventions actively facilitate market linkages for women entrepreneurs through a structured and multi-faceted approach. The programs integrate digital and physical interventions to enhance market access and business sustainability for participants.

1. **ONDC Onboarding:** Through our partnership with ONDC (Open Network for Digital Commerce), CGF is linking women entrepreneurs with an opportunity to sell their products online. The initiative includes catalog creation, e-commerce training, and continuous support.
2. **Business Formalization:** Entrepreneurs are assisted in registering their businesses through the MSME Udyam Portal, ensuring they gain formal recognition. This step is crucial in enabling them to access government schemes and financial services that enhance market participation.
3. **Phygital Interventions:** A blended approach of digital and offline training, on-field support, and technical handholding is used to help entrepreneurs navigate online selling. This includes assistance with cataloging, shipping logistics, and customer service.
4. **Needs-Based Classification:** Entrepreneurs undergo an assessment to determine their readiness for digital commerce. They are categorized into "Crawl, Walk, Run, and Fly" stages, allowing tailored support for each level.
5. **Access to Credit:** The program is linking women entrepreneurs to financial institutions, including banks and NBFCs, to secure loans under government schemes such as Mudra, Vishwakarma, and Svanidhi. Credit support strengthens their ability to scale operations and meet market demand.

By integrating these strategies, CGF is equipping women entrepreneurs with the necessary tools, knowledge, and resources to establish sustainable market linkages and expand their businesses.

People who have helped us in catalysing change

People are at the heart of everything we do. And, it is with the help of the people who believe in CGF and continue supporting us, that we have been able to bring our mission to life for more than 15 years now.

Our Advisory Board and our team leads, driven by our shared purpose, turn our vision into reality every single day. Without their commitment to meaningful change, passion for innovative solutions, and belief in the power of collective good, CGF would not be where it is today. As we take on bigger challenges and explore new opportunities, teamwork and collaboration will continue to remain the cornerstone of our approach to catalysing impact. We're proud to have our people leading with purpose at every step of the way—today and tomorrow.

Here's a look at CGF's Advisory Board—the people who make the impossible happen seamlessly.

Advisory Board



Paresch Parasnis

Mr. Parasnis is the Ex-Head of Piramal Foundation and brings over 27 years of experience in banking and finance.



Suman Srivastava

Mr. Srivastava is the Founder and Innovation Artist at Marketing Unplugged as well as an author, with over 27 years of experience in marketing and strategy advisory.



Noshir Dadrawala

Mr. Dadrawala is the Chief Executive Officer of the Centre for Advancement of Philanthropy, and brings over 32 years of experience in consulting on legal compliance for non-profits and CSR.



Dr. Nachiket Mor

Dr. Nooruddin is the Senior Director of South Asia Center at the Atlantic Council, and a professor in the School of Foreign Service at Georgetown University.



Jagdish Acharya

Dr. Mor is an economist currently focused on the design of national and regional health systems, with over 30 years of experience in banking and philanthropy.



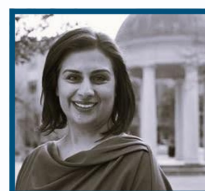
Subho Moulik

Mr. Moulik is the founder and CEO of Appreciate and former COO of Wayfair, with over 26 years of experience.



Sudip Basu

Mr. Basu is the President - Group Risk Management at Hinduja Group Limited, with over 35 years of experience in risk management, banking, and finance.



Dr. Amita N. Vyas

Dr. Vyas is a professor and Director of Maternal and Child Health, George Washington University, and brings over 20 years of experience.



Dr. Irfan Nooruddin

Dr. Nooruddin is the Senior Director of South Asia Center at the Atlantic Council, and a professor in the School of Foreign Service at Georgetown University.

Acknowledgements



We sincerely thank our visionary funders and esteemed partners for their unwavering commitment and collaborative spirit, which have been instrumental in shaping the impactful journey of Samhita and the Collective Good Foundation (CGF). Their foresight and dedication have driven 15 years of transformative social change, positively impacting over 16 million lives.

Together, we have aligned our efforts with India's socioeconomic priorities and the UN Sustainable Development Goals, ensuring full CSR and FCRA compliance.

As we look ahead, we remain steadfast in our mission to co-create and scale national social impact, with a strong focus on empowering women and underserved communities. With the continued support of our funders and partners, we aspire to reach 25 million lives by 2030, fostering sustainable change for generations to come.





Join the movement of change

As underserved communities face growing challenges, the need for collaborative, impactful change has never been greater. At Samhita, we believe in the power of partnerships and collective action to create a future where everyone has equal opportunities to grow and succeed. But we can't do it alone. Your support can help us drive real, lasting impact.

Ways to make a difference

Donate today: Make a direct contribution through our website, phone, or mail to support our programs and initiatives.

Give through donor-advised funds and foundations: Samhita welcomes contributions from donor-advised funds (DAFs) and corporate or family foundations. Contact us to explore how your philanthropy can align with our mission.

Donate stocks and securities: Maximize your impact by making a tax-deductible gift of appreciated assets, avoiding capital gains taxes. Visit our website for details.

For any questions or to discuss your giving options, **visit our website or contact us** at csr@samhita.org.

Mailing Address: 2nd Floor, Jagdamba House, Jay Prakash Nagar, Goregaon East, Mumbai, Maharashtra, 400063, India.

Financial Reports

Collective Good Foundation (Consolidated)					
Balance Sheet as at March 31, 2024					
Funds & Liabilities	As at March 31, 2024	As at March 31, 2023	Property & Assets	As at March 31, 2024	As at March 31, 2023
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
Liabilities :-			Fixed Assets :-		
For Expenses	63,61,571	49,65,474	Balance as per last Balance Sheet	14,01,282	13,81,208
			Add : Additional during the year	4,63,66,129	8,74,799
			Less : Depreciation up to date	(1,22,04,265)	(8,54,725)
Income and Expenditure Account :-				3,55,63,147	14,01,282
Balance as per last Balance Sheet	25,67,95,437	29,07,99,506	Investments :-		
Add : Surplus (As per I & E A/c)	7,78,29,913	5,59,49,728	Fixed Deposits	21,41,74,786	21,61,76,928
Less : Deficit (As per I & E A/c)	(6,07,71,194)	(8,99,53,797)			
	27,38,54,157	25,67,95,437	Current Assets :-		
			Deposits (Assets)	10,45,780	10,24,780
			TDS Receivable	18,07,219	7,93,637
			Loans & Advances	20,27,146	12,29,734
			TCS Receivable	16,000	16,000
			FD Interest Accrued	30,52,878	18,75,403
			Prepaid Card	91,828	-
			Cash and Bank Balances :-		
			In Savings Account-bank balances	1,57,22,946	3,62,37,047
			In Current Account-bank balances	67,10,231	30,02,864
			Cash with Manager	3,769	3,236
Total	28,02,15,731	26,17,60,911	Total	28,02,15,731	26,17,60,911

Note:-The above Balance Sheet to the best of our belief contains a true accounts of the Funds and Liabilities and of the Property and Assets of the trust

As per our report for even date

For SVS and Company

Chartered Accountants
Firm Reg. No. : 0086965

(S.Sankar)

Proprietor

Membership No. : 201638

Bangalore, the 21st September, 2024



For Collective Good Foundation

[Signature]

Trustee



[Signature]

Trustee

Collective Good Foundation (FCRA)
Balance Sheet as at March 31, 2024

Funds & Liabilities	As at March 31, 2024	As at March 31, 2023	Property & Assets	As at March 31, 2024	As at March 31, 2023
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
Liabilities (Note 1)			Fixed Assets (Note 2)		
For Expenses	26,34,974	23,86,019	Balance as per last Balance Sheet	11,384	18,973
Income and Expenditure Account			Add : Additional during the year	4,53,48,003	(7,589)
Balance as per last Balance Sheet	14,27,52,307	23,27,06,104	Less : Depreciation up to date	(1,13,23,673)	
Add: Surplus (As per I & E A/c)	7,78,29,913	-		3,40,35,715	11,384
Less : Deficit (As per I & E A/c)	-	(8,99,53,797)	Investments		
	22,05,82,220	14,27,52,307	Fixed Deposits	17,57,11,165	13,08,96,814
			Current Assets		
			Deposits (Assets)	21,000	-
			TCS Receivable	16,000	16,000
			TDS Receivable (Note 3)	12,34,862	6,18,511
			Loans & Advances (Note 4)	18,10,027	8,96,339
			FD Interest Accrued	16,27,051	12,19,556
			Cash and Bank Balances		
			In Savings Account-bank balances	87,61,374	1,14,79,721
			Cash with Manager	-	-
Total	22,32,17,194	14,51,38,325	Total	22,32,17,194	14,51,38,325

Note: The above Balance Sheet to the best of our belief contains a true accounts of the Funds and Liabilities and of the Property and Assets of the trust

As per our report for even date

For SVS and Company

Chartered Accountants

Firm Reg. No. : 008696S

(S.Sankar)

Proprietor

Membership No. : 201638

Bangalore, the 21st September, 2024



For Collective Good Foundation

[Signature]
Trustee



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Trustee

Collective Good Foundation (Consolidated)					
Income and Expenditure Account for the period ended March 31, 2024					
Expenditure	For the period ended March 31, 2024	For the period ended March 31, 2023	Income	For the period ended March 31, 2024	For the period ended March 31, 2023
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
To Establishment Expenses	4,23,81,623	2,96,54,552	By Interest and other income		
To Depreciation	1,22,04,265	8,54,725	On Fixed Deposits	91,21,415	71,72,659
			On Savings Bank Account	56,23,575	40,51,880
			On Income Tax Refund	-	48,520
			Misc. Income	128	17,813
To Expenditure on object of the Trust			By Benefaction towards corporate social responsibility commitments/Grants	63,24,15,678	49,44,29,705
General Public Utility	11,52,70,316	7,30,65,161	By beneficiaries participation	75,00,000	33,10,608
Medical Relief, health	6,73,52,874	1,52,22,757			
Relief of poor and/or livelihood	36,66,38,411	40,30,57,314			
Educational	3,37,54,586	2,11,81,745			
Program expenses to support trust's object	58,30,16,188	51,25,26,977			
To Excess carried over to Balance Sheet	1,70,58,720	(3,40,04,069)			
Total	65,46,60,795	50,90,32,185	Total	65,46,60,795	50,90,32,185

As per our report for even date

For SVS and Company

Chartered Accountants

Firm Reg. No. : 008696S

(S. Sankar)

Proprietor

Membership No. : 201638

Bangalore, the 21st September, 2024



For Collective Good Foundation

[Signature]

Trustee



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Trustee

Collective Good Foundation (FCRA)
Income and Expenditure Account for the period ended March 31, 2024

Expenditure	For the period ended March 31, 2024	For the period ended March 31, 2023	Income	For the period ended March 31, 2024	For the period ended March 31, 2023
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
To Establishment Expenses (Note 1)	2,66,98,390	1,89,57,079	By Interest and other income (Note 4) On Fixed Deposit On Savings Bank Account	47,56,540	61,85,110
To Depreciation (Note 2)	1,13,23,673	7,589		30,58,614	8,44,072
To Expenditure on object of the Trust (Note 3)			By Grants (Note 4)	78,15,154	70,29,182
General Public Utility	1,48,38,793	44,12,579		24,96,85,637	10,81,14,566
Medical Relief, health	-	-			
Relief of poor and/or livelihood	12,68,10,022	18,17,20,299			
Educational	-	-			
Program expenses to support trust's object	14,16,48,815	18,61,32,877			
To Excess carried over to Balance Sheet	7,78,29,913	(8,99,53,797)			
Total	25,75,00,791	11,51,43,748	Total	25,75,00,791	11,51,43,748

As per our report for even date

For SVS and Company

Chartered Accountants

Firm Reg. No. : 008696S

(S. Sankar)

Proprietor

Membership No. : 201638

Bangalore, the 21st September, 2024



For Collective Good Foundation

[Signature]
Trustee



[Signature]
Trustee

Collective Good Foundation (Consolidated)
Receipts and Payments Account for the period ended March 31, 2024

Receipts	For the period ended March 31, 2024	For the period ended March 31, 2023	Payments	For the period ended March 31, 2024	For the period ended March 31, 2023
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
To Balance B/f			By Expenditure		
Cash-in-hand	3,236	3,236	Professional Charges	32,23,569	10,80,380
Bank Balance	3,92,39,914	1,88,64,235	Program expenses to support trust's object	59,31,09,049	48,87,67,513
			Administration & Other Exp	3,76,69,376	2,49,58,657
To Income			By Deposits paid	21,000	24,780
Grants	63,23,52,670	49,43,59,704	By Fixed Assets - Purchased	10,18,126	8,74,799
Interest on Fixed Deposits	73,46,830	27,40,318	By Investments		
Interest on Savings Account	56,21,529	37,73,456	Fixed Deposit	39,94,69,795	15,35,00,000
Interest on Income Tax Refund	-	8,45,210	By Liabilities Paid		
Misc Income	128	-	TDS Payable- (Prof fees, Vendor and Rent)	2,81,51,416	2,47,98,059
To Deposits Matured			By Advance Paid to Creditors/Deposits/Consultants		
Fixed Deposits	40,09,64,982	21,26,61,179	HDFC Prepaid Card XX8234	50,000	-
			YES Prepaid Card	3,80,010	-
			By Balance C/f		
			Cash-in-hand	3,769	3,236
			Bank Balance	2,24,33,178	3,92,39,914
Total	1,08,55,29,289	73,32,47,338	Total	1,08,55,29,289	73,32,47,338

As per our report for even date

For SVS and Company

Chartered Accountants

Firm Reg. No. : 008696S

(S.Sankar)

Proprietor

Membership No. : 201638

Bangalore, the 21st September, 2024



For Collective Good Foundation

(Signature)
Trustee



(Signature)
Trustee

Collective Good Foundation (FCRA)
Receipts and Payments Account for the period ended March 31, 2024

Receipts	For the period ended March 31, 2024	For the period ended March 31, 2023	Payments	For the period ended March 31, 2024	For the period ended March 31, 2023
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
To Balance B/f			By Expenditure		
Cash-in-hand	-	-	Program expenses to support trust's object	17,28,46,684	17,37,16,326
Bank Balance	1,14,79,721	61,79,986	Administration & Other Exp	2,64,12,758	1,76,92,681
To Income			By Deposit paid	21,000	-
Grants	24,96,85,637	10,81,14,566	By Liabilities Paid		
Interest on Fixed Deposits	41,21,325	27,33,893	TDS (Prof Fees, Vendor, Rent)	1,51,00,500	1,35,09,799
Interest on Savings Account	30,58,614	5,65,647	By Investments		
To Deposits Matured			Fixed Deposit	23,80,99,795	7,35,00,000
Fixed Deposit	19,28,96,814	17,23,04,435	By Balance C/f		
			Cash-in-hand	-	-
			Bank Balance	87,61,374	1,14,79,721
Total	46,12,42,111	28,98,98,527	Total	46,12,42,111	28,98,98,527

As per our report for even date

For SVS and Company
Chartered Accountants
Firm Reg. No. : 008696S

(S.Sankar)
Proprietor
Membership No. : 201638
Bangalore, the 21st September, 2024



For Collective Good Foundation

[Signature]
Trustee



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Trustee

THANK YOU

