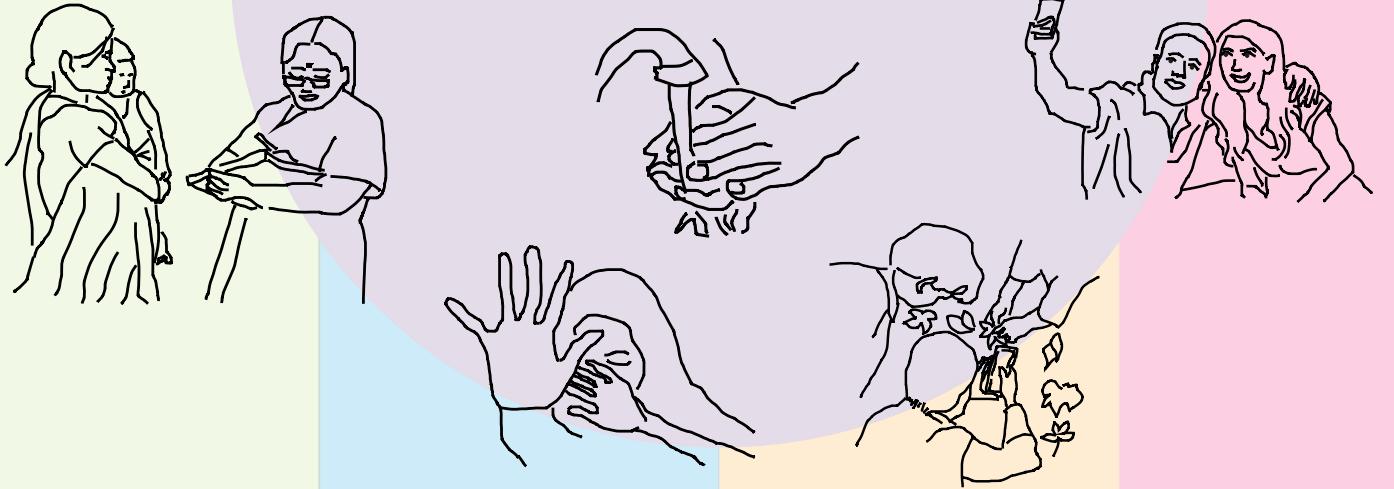


CATALYSING SOCIAL IMPACT 2019...



Catalysing Social Impact



Ellipsis ...

Ellipsis, the three dots in writing, indicate an unfinished sentence and can be interpreted as ‘there is more in the same vein.’ The theme of this Catalysing Social Impact report is the ellipsis, because Catalysing Social Impact is a journey where there will be more to come!

WELCOME!

REGISTRATION



ABBREVIATIONS

AI/ML	Artificial Intelligence/Machine Learning
ANC	Ante-natal Care
CSI	Catalysing Social Impact
FPO	Farmer Producer Organisation
IF	Innovative Finance
NGO	Non-government Organisation
VAW	Violence Against Women

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Together, we make

#Catalysing
SocialImpact2019

IMPACT



Foreword

What began as a conversation on how CMS would celebrate its Silver Jubilee evolved into this wondrous initiative, Catalysing Social Impact (CSI). Our journey through CSI, like many other new initiatives, had its highs and lows, its successes and challenges. Yet, the outcome far exceeded our expectations, including the concepts that evolved, connects we were able to revive and form, the enthusiastic participation, the depth of discussions, and some emergent solutions.

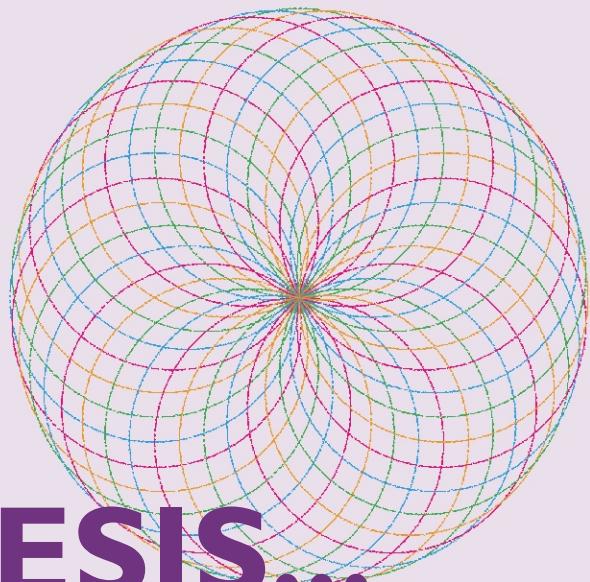
The solution circle approach to complex problem solving with a diverse set of people demonstrated how collaborations can progress towards developing effective solutions. While the experience has been very enriching, there are several areas for improvement to make this more robust, which will contribute to betterment in the design of future editions of CSI. This

learning though, is already being applied and has been instrumental in the conception and execution of the Covid Action Collaborative, a platform of organisations that supports the most vulnerable, to survive and thrive during humanitarian crises like COVID-19.

We are pleased to share this report on our CSI journey. We are extremely grateful to all our co-travellers including the Catalyst Group organisations, the solution circle leads, anchors and organisations that generously provided their initiatives as use cases, the key note speakers and of course the solution circle members for their immense contributions. A special thank you to our partner Ashraya Hasta Trust and Mr K Dinesh for extending their support to Swasti Health Catalyst in this endeavour. As the theme of this report suggests, we look forward to more that is to come...

- The CSI 2019 team

THE GENESIS...





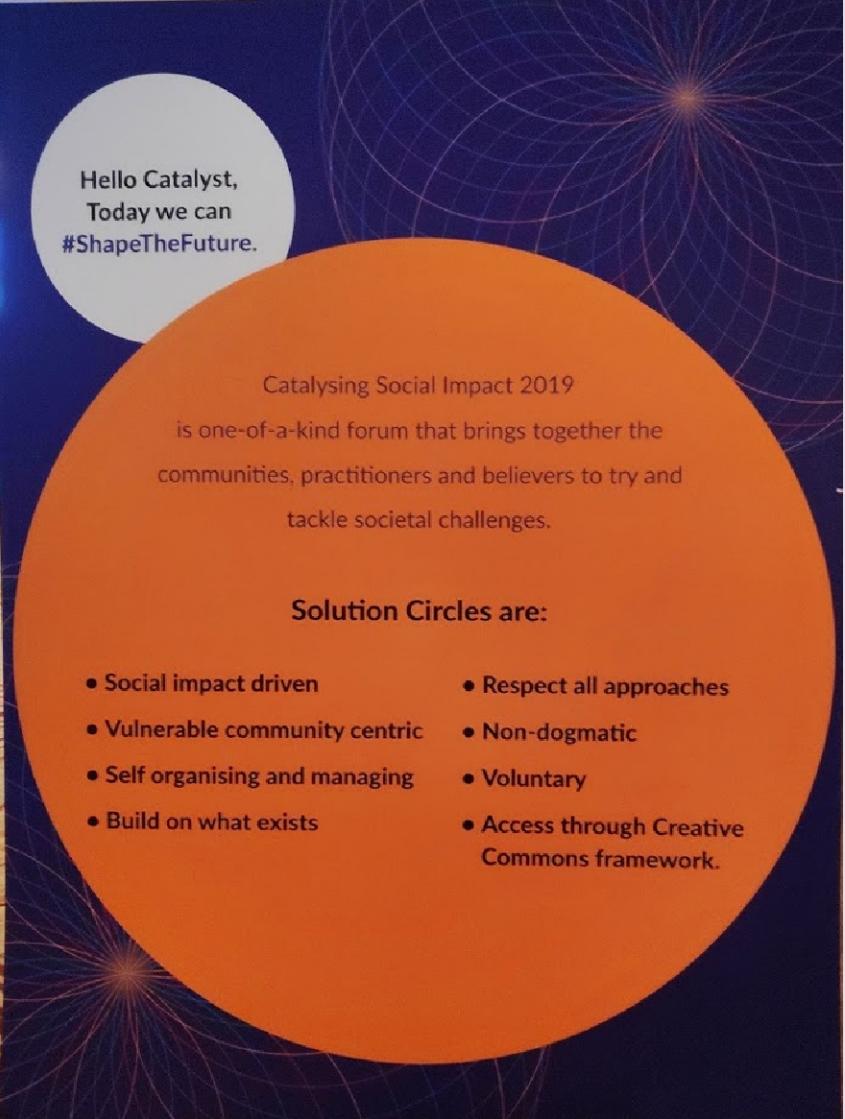
25 ...We're twenty-five

Early 2019. We were discussing a critical milestone of Catalyst Management Services. Founded on August 3, 2004, we were looking forward to celebrating our silver jubilee. Twenty-five years has been a wondrous journey for Catalyst Management Services and the entire Catalyst Group. It was a period during which we had amassed an incalculable amount of wealth; no, not of the monetary variety, but the wealth of experiences, of knowledge and wisdom, of collaborations and partnerships forged, and of a tremendous amount of goodwill. And the silver jubilee seemed an opportune time for us to give back to the sector...

...Giving Back

Through the work of the Catalyst Group organisations, be it direct implementation, professional service provision, investments, advocacy, capacity development, we have generated an enormous amount of sectoral knowledge and experience. “Let’s do an event,” we thought, “and bring together stalwarts of the social sector for knowledge exchange so that together we may shape the development agenda”. But, knowledge sharing spaces tends to be limited, with narrowly framed issues and unidirectional engagements.

We know that many social issues are very sticky and slow to change. There are models that have worked, albeit in a concentrated space. Yet, the present also presents us with a range of new knowledge, multi-sectoral perspectives and collaborations, and new opportunities that can be leveraged to arrive at new and innovative solutions. We decided therefore to create a forum which is not a one-off or a number of disparate events, but is rather a series of engagements over a few months where issues across themes get identified, solutions chalked and implemented. This allows for the closure of the circle from knowledge and action...



Hello Catalyst,
Today we can
#ShapeTheFuture.

Catalysing Social Impact 2019
is one-of-a-kind forum that brings together the
communities, practitioners and believers to try and
tackle societal challenges.

Solution Circles are:

- Social impact driven
- Vulnerable community centric
- Self organising and managing
- Build on what exists
- Respect all approaches
- Non-dogmatic
- Voluntary
- Access through Creative Commons framework.

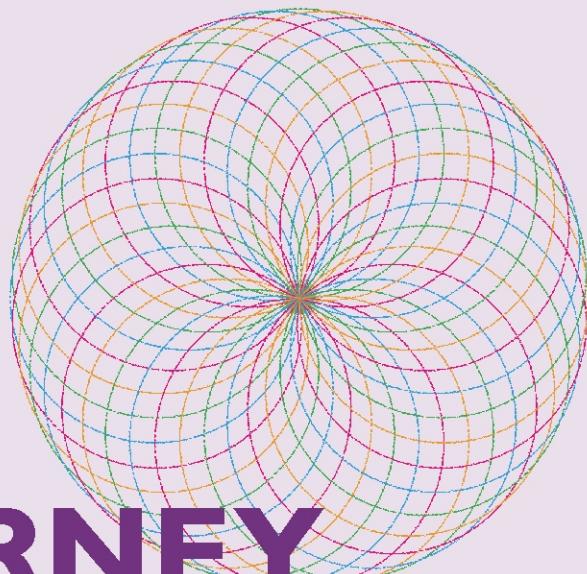
...Solution Circles

The solution to our intent, of catalysing social impact and shaping the development agenda, was found in the concept of the ‘Solution Circles’. This concept sought to drive towards finding a solution of deep and difficult sectoral issues that continue to challenge us by bringing together multi-dimensional expertise of practitioners, thinkers and funders who are committed to collaborative learning and advancing the knowledge and practice of the domain. This group would identify a set of issues to discuss, frame and re-frame problems, identify solutions and test them. We first curated four themes, each being called a Solution Circle. These were: Innovative Finance, #Techtonic, Transform for Scale and Social and Behaviour Change. Through these Solution Circles the collaborative would move beyond learning and focus on end use...

...Use cases

To ground the knowledge and ideas generated in the solution circles we first identified two to three threads per circle, and for each thread at least one use case. The use case represented one or more organisations that were willing to develop solutions with the larger group and pilot test or demonstrate these on the field. As such, the CSI was not a mere event, but a veritable journey...

THE JOURNEY...



...An engaging start

The CSI journey started in early 2019 with the concept design. By June 2019 the first members were onboarded to the Solution Circles, and preliminary discussions by each Circle initiated. During these discussions the overall CSI concept was shared, inputs from members taken on and a Chair and Vice-Chair from among members selected. Each Circle had at least two rounds of discussions to familiarise the members with the concept and process, and prepare them for the more intense engagement during the face to face...

...Coming face to face

August 28-29, the two-day face to face event brought together 350+ people from diverse worlds.

The event offered a platform to showcase a group of Challengers, individuals who have made a success of innovative ideas or new interventions in their communities. The riveting accounts of their lives and initiatives, spanning a spectrum of themes were inspirational.

It also provided an opportunity to afford recognition to initiatives and organisations that have taken on several societal challenges head-on, towards finding sustainable solutions.

All in all, the event was a space for minds to meet...



Jeysudha, a farmer entrepreneur shares her story highlighting the challenges and successes of women entrepreneurs

CHALLENGERS

Achieving the unconventional

- Uthara Narayanan, Chief Changemaker, Buzz Women
- Balasubramanian Muthuraman, Former Vice Chairman, Tata Steel
- Pushpalatha R, Entrepreneur
- S. M. Vijayanand, Former Chief Secretary, Govt. of Kerala
- Divya Dinesh, Founder and CEO, Vedaearth
- Ganesh Natarajan, Founder of 5F World
- Kumar Shailabh, Uplift Mutual Development and Aid Society
- Vilas Dhar, Trustee, Patrick J. McGovern Foundation
- Jeyasudha, Entrepreneur
- Dr. Devi Shetty, Chairman and Founder, Narayana Health

IMPACT CATALYSTS

Taking challenges head on

- Breakthrough
- Initiatives for Development Foundation
- Association for People with Disability
- Commissionerate of School Education
(Government of Andhra Pradesh)



The CSI 2019 forum brought together, through online and face to face engagements:

380+ participants

140 from NGOs

20 International partners/consultants

20 from the government and over

200 from the corporate world

◀ Ms. Sandhya Rani, Commissioner of School Education, Government of Andhra Pradesh receiving the Impact Catalyst recognition from S. M. Vijayanand, Former Chief Secretary, Govt. of Kerala

...Meeting of the minds

Breaking into groups of their Solution circle threads the practitioners, thinkers, funders, and even learners were able to muse over the identified issue. The diverse profile and experiences of the group brought to fore diverse perspectives. The groups were tasked with framing and re-framing the issue that needed to be addressed, and identify solutions that would be actioned by the use cases.

Following deliberations within each group, a marketplace approach allowed the participants to visit the other threads and circles, and critique their presentation of the problems framed and solutions suggested.

The two-day face-to-face ended on a high note with interesting pathways chalked for the way forward...



Team Innovative Finance in deep contemplation of the matters at hand



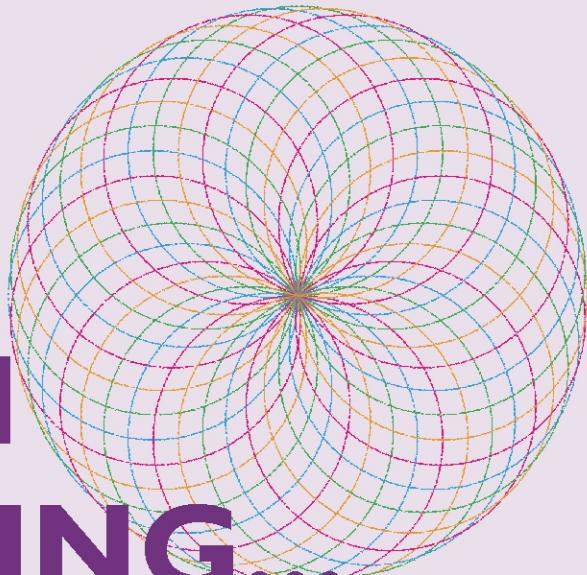
...The way forward

The way forward was a ten to eleven month journey of executing the thought and of grounding the solutions. This journey has had varied experience for solution circles and threads. We were able to achieve some of the outputs that we set ourselves, dropped some along the way and changed course for some others.

Participation was also varied with some threads having good participant engagement, some where the facilitators were not able to involve the participants well, and some where participation engagement was missing.

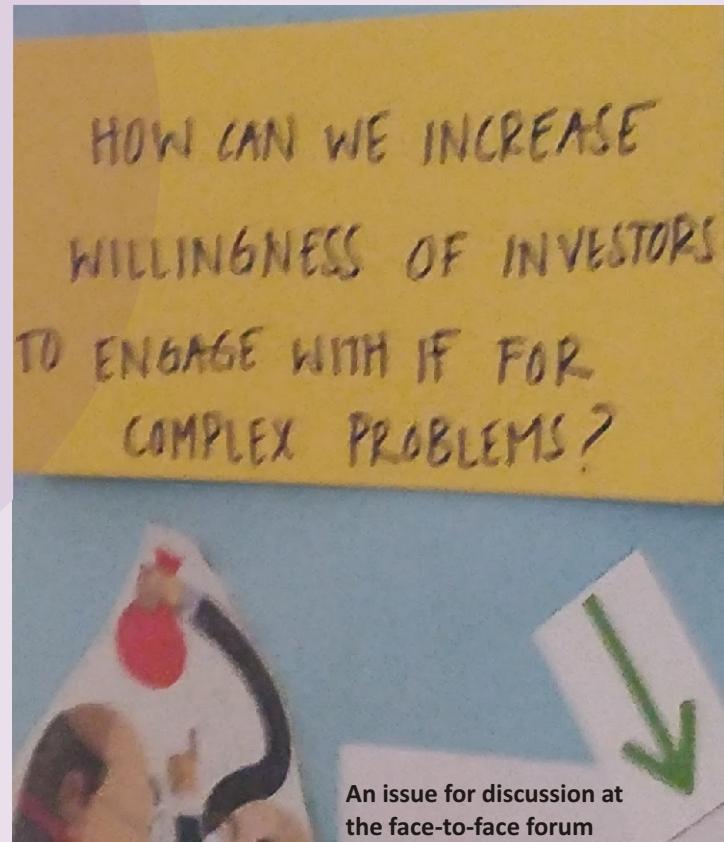
Yet the entire process from the genesis to execution lead to a wealth of learning, for the members of CSI 2019 and for the social sector at large...

**A WEALTH
OF LEARNING...**



A small group of participants from across solution circles were invited to a virtual meeting to get their experiences of the CSI journey - its structure and processes, and their thoughts on changes and improvements in the future. The participant profiles included those who were active members in their solution circles, those who were not actively engaged and those who wanted to be involved but could not be effectively included for a multiple of reasons.

There was a consensus among participants on the appeal of the Solution Circle format. The horizontal collaborative approach, bringing together a rich mix of contributors, some of whom were stakeholders in the solution themselves, was a fresh and robust approach to solving problems. Problem statements covered some path-breaking topics that needed innovative and collaborative solutions and they were relevant to many members and organisations, who have shown interest to adopt and adapt the solutions and models to their own contexts. Some of the solutions/products that came out of months of deliberation and planning have been successfully tested and are at the stage of being scaled up. The fruits of the format extended to building new networks and developing new partnerships for the future, as well.



However, areas that could use attention were also stressed.

Clarity of roles of the solution circle Chairs, facilitators and members, and expectation from use cases during initial discussions, brainstorming and subsequent actions is key to evolving buy-in and engagement. Some participants expressed confusion on their role and fit within the solution circle. Some others felt that the tight agenda during the face to face event forced Chairs to push solutions without adequately engaging and listening to all the voices.

The post-event engagement needs significant strengthening. To ensure continuity in numerical strength and active engagement of solution circles post-event, recruiting members to the different circles requires a closer look at member interests and engagement and quantifying and qualifying such engagement. More than one round of recruitment, at least for core teams could be considered. A suggestion was to employ a Secretariat, run by the Catalyst Group to convene, facilitate and guide the processes (not content which is collaborative in nature) to ensure continuity post-event.





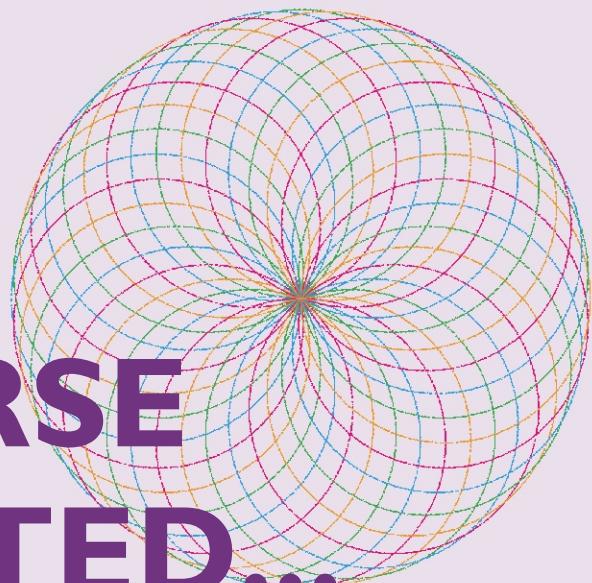
Communication was an Achilles heel post-event in some groups with participants learning of progress during the learning call. The need for regular communication must not be undermined to keep up interest and motivation.

For the internal leads and actively involved members, striking a balance between their other project and the solution circle work is essential, which may require more hands on deck to share responsibilities. However, it is also important that solution circle members drive topics they are passionate about within the circle to make sure they feel equal participants and are sharing the vision and responsibilities of finding solutions. Planning a mix of small sprints as well as marathon efforts keeps the variety going, the depth intact, while also showcasing small wins for continued motivation.

The digital mechanisms, the CSI App and the digital platform could not be effectively employed due to a mix of technology difficulties and member's own reluctance to engage. For future editions the focus on technology needs to be more driven, practical and user friendly.

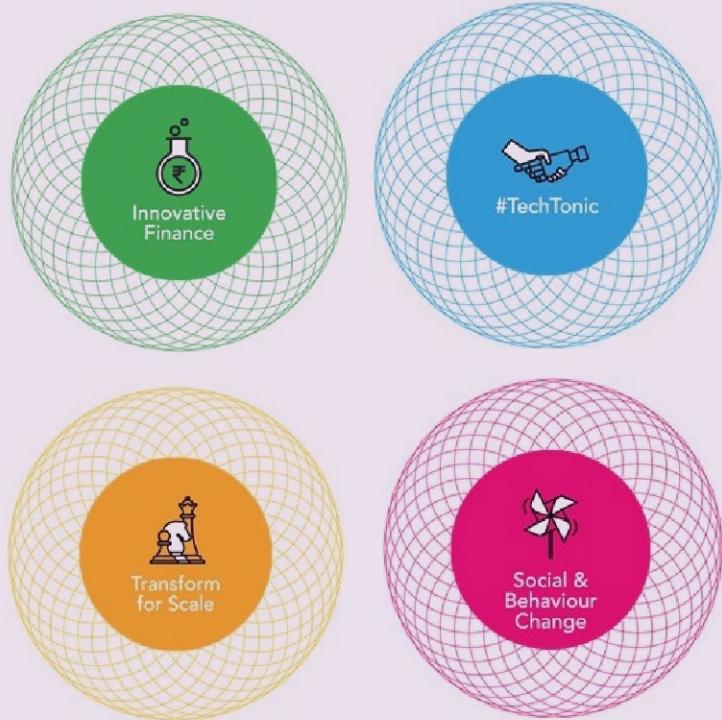
These rich learnings will guide us to improve the next edition. Overall, at the end of CSI 2019 we were satisfied given the challenging course we had charted...

**THE COURSE
WE CHARTED...**



The Solution Circles

The course we charted, as mentioned afore, was through solution circles, with identified issues and use cases to ground solutions. This section gives details of all the threads and their journeys, starting with a snapshot, followed with details.



The Solution Circle Snapshot



1. Innovative Finance Products for Complex Problems

Problem: Integrated and contextualised financial products are not available for vulnerable communities.

Solution:

- Innovative Finance product for small farmers through farmer producer organisations piloted;
- Impact Bond conceptualised;
- A white paper written on FPO Shakti: Impact Investment Facility For Farmer Producer Organisations (FPOs).

2. A marketplace for Innovative Finance

Problem: There is an absence of a common understanding of innovative finance mechanisms and products in the development sector, and a space for actors to interact.

Solution: An innovative finance toolkit conceptualised.



1. Technology Adoption Framework for the Social Sector

Problem: Information asymmetry, a challenge that exists in the technology space, becomes a barrier to efficient and good investments, adoptions, and smooth transactions.

Solution: Framework for Tech Adoption pathway: The TechTonic Toolkit designed.

2. AI/ML for Frontline Health Workers

Problem: Frontline workers are not able to effectively deliver programme services to the most needy because they are caught up in the mechanics of quality data collection.

Solution: AI-Voice-text based tool prototype for data collection pilot ready.

3. Community Engagement for Frontline Workers using New Media Technologies

Problem: Frontline workers are unable to use technology to help engage with people to achieve the stated goals.

Solution: A shared platform and services conceptualised; case studies and frameworks collected.



1. Transforming impact organisations

Problem: Successful models/ approaches/ designs, promoted by Impact Organisations, are difficult to replicate or scale.
Solution: Building Robust Repeatable Models - ideated, reviewed and documented

Problem: Social impact organisations find it challenging to attract and retain quality talent.

Solution: Talent acquisition and impact leadership framework ideated.

Problem: Engagement between donors and impact organisations are project oriented and not outcome oriented.
Solution: Donor-Impact Org Engagement Framework ideated.

2. Achieving impact at scale: Catalysing Ecosystem to enable farmers to access integrated services

Problem: Farmers who face multiple issues in their enterprise, affecting the ability for income growth.

Solution: Agri-stack a platform bridging farmers and the ecosystem leveraged and made operational.

Problem: implementation of policies for the prevention of Violence Against Women (VAW).

Solution: White paper on tighter implementation of policies for the prevention of VAW ideated.

1. Uptake of full ante-natal care (ANC) services by pregnant women

Problem: Low acceptability and sustainability of Focused ANC in India and globally and an absence of an integrated approach that drives women to use ANC services.

Solution: Tool/framework to understand the social determinants of access to ANC services grounded in a project in Botswana.



2. Good hand washing practices by healthcare workers in health facilities

Problem: Hand washing practices by healthcare workers in health care facilities are less than the standard.

Solution: A set of tools with a social norms perspectives to understand triggers and plan for intervention drafted, to be piloted.

3. Strengthening Intergenerational Communication to address sub-optimal choices on sex and sexuality made by youth

Problem: Young people's inability to communicate on sexual health, rights and relationships within the community leads them to make sub-optimal choices which affect their health and well-being.

Solution: Research design and framework in process.

INNOVATIVE FINANCE

Chair: Aparajita Agarwal, CMS

Solution Circle Lead: Narendran T

The Innovative Finance (IF) Solution Circle was keen to investigate how the ecosystem players can best remove barriers and leverage products and opportunities provided by innovative finance. The Solution Circle comprised more than 60 members representing NGOs, Social Enterprises, Banks, Non-Banking Financial Companies, Donors, Impact Investors, etc. The IF Solution Circle agreed to focus on two key threads within the ecosystem:

1. Innovative products for complex problems – with one sub-group each for smallholder farmers and primary healthcare seekers and
2. A marketplace for innovative finance.

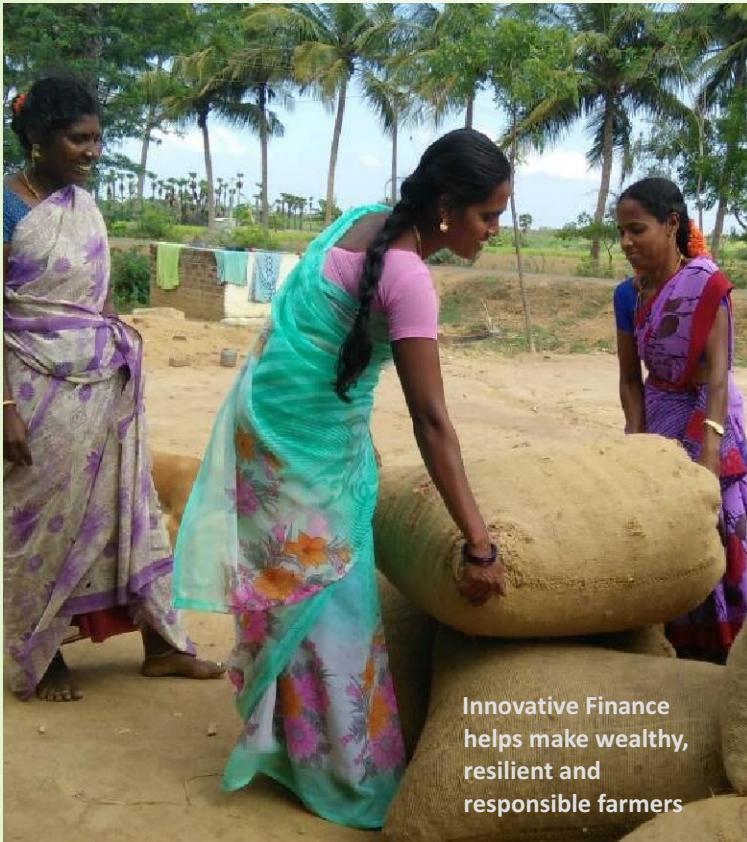
INNOVATIVE FINANCE PRODUCTS FOR COMPLEX PROBLEMS

Use case: Vrutti

The IF solution circle identified the unavailability of integrated and contextualised financial products for vulnerable communities as the core problem statement.

Vulnerable communities need resilience and growth, but communities like smallholder farmers, have limited access to credit and existing credit solutions do not serve farmers' needs. Absence of appropriate saving products, risk protection mechanisms knowledge and capacity constraints are key barriers. Insufficient evidence to support business case for products limits change or growth in the market,

The solution proposed was to refine and develop IF products (need-based) keeping focus on smallholder farmers and primary healthcare seekers such that they address barriers of trust deficit and behaviour. Testing these products on the field and demonstrating impact would provide a business case to take these products to the market and for scale.



**Innovative Finance
helps make wealthy,
resilient and
responsible farmers**

More than 25 members had multiple rounds of discussions on products for smallholder producers that resulted in the development of two products, with one being tested in three Farmer Producer Organizations (FPOs). On products for primary health care seekers, there was limited expertise and interest from the group with the decision to revisit it in the next edition.

Credit-based input and output business in FPO

Because most small and marginal farmers still depend on informal sources of credit for crop production, it is assumed that they are in the clutch of exploitative money lenders and input suppliers. This further prevents the FPOs from selling inputs, procuring produce or providing beneficial services to their farmer shareholders.

The product designed by the group was an agreement between farmer members and the FPOs where the FPOs provide good quality inputs to the farmers, at reasonable prices; and farmers commit to supply their produce to the FPO, at least to the extent of the value of inputs availed by them. This business proposition benefits individual farmers who receive timely and quality inputs and good prices for their produce, as well as the FPOs who can make a good profit from the business.

The product design received inputs through two convenings:

- Financing farmers through FPOs sub group meeting as part of the SKDRDP's (Shri Kshetra Dharmasthala Rural Development Project) International Conference on the SHG Movement. (Bangalore, November 02, 2019)
- An FPO Financing Workshop, organised by the IF Solution Circle with support from NABARD. (Bangalore, February 25, 2020)

This solution was tested as a pilot in three FPOs in Pudukkottai, Tamil Nadu, promoted and supported by Vrutti with financial support from EdelGive Foundation. Through this initiative, 62 farmers availed inputs worth Rs.3.17 lakhs (0.3 million) from FPOs and the FPOs made a profit of Rs.67,528. The program received positive response and feedback from farmers, staff and the FPO Board and learnings from this pilot were incorporated into the final design.

A detailed note on the credit-based input and output business in FPOs, along with steps and supporting documents is ready for dissemination and use by FPOs and relevant stakeholders in the country.

Impact Bond

There is an absence of financial instruments that meet the holistic needs of FPOs. Existing instruments have high interest rates and conditionalities that deter FPOs with low profit margins from accessing them. Restrictions on raising external capital by FPOs, allow debt as the only option to raise capital, limiting FPOs from taking risks and moving up in the value chain. A blended finance solution - of outcome based funding and long-term debt was a potential solution that the Circle discussed. Such a solution would require structured partnerships between multiple players that includes creditors, investors, guarantors and philanthropic agencies and the FPO. The idea of the impact bond emerged with the following features:

- Upfront credit facility offered to FPOs by an Impact Investor to implement the value chain project.
- Collaboration between the Impact Investor, a Social Enterprise and its partner FPOs towards finding Outcome Funders for the Bond, showcasing the impact being created.
- Social Enterprises pay back the principal and applicable impact interest to Impact Investor as per an agreed repayment schedule.

- Outcome Funders, based on the feedback from an Independent Evaluator related to the achievement of milestones defined within the outcomes, service the impact interest of the credit facility - paid to FPOs.

As a new initiative for the agriculture sector, this solution design requires a lot of detailing, which is work in process. The IF team seeks to test this solution in partnership with multiple stakeholders in 2020-2021.

A white paper on FPO Shakti: Impact Investment Facility For FPOs

A multi-stakeholder facility to innovate, test and scale financial products for strengthening FPO value chains

The agriculture sector is complex, having varying sub-sectors based on differing crops, cycles, seasonality, associated risks and absence of mitigating factors.

There is an absence of the supply of innovative finance due to low maturity of the sub-sectors; difficulties faced by financial institutions, including banks in assessing and rating FPOs across the different agriculture value chains; and the tendency to design solution from the financiers' perspectives, rather than formulate a symbiotic design that meets the needs of both the financiers and the FPOs.



The FPO Financing Workshop, organised by the IF Solution Circle with support from NABARD

What does exist is not available at a single platform or facility. The systems related to required documentation, collaterals, compliances, credit rating, and the high cost of credit and unreasonable repayment schedules serve to suppress demand.

To address these market barriers effectively, unlock impact investments and strengthen the agriculture value chains the solution circle proposed setting up of an FPO Shakti platform for Impact Investment Facility for FPOs.

A whitepaper by a solution circle sub-group details this design and guides the thinking on its execution.

A MARKETPLACE FOR INNOVATIVE FINANCE

The preliminary idea for a marketplace for innovative finance was to build a platform to develop a common understanding of innovative finance mechanisms and products in the development sector, and create a space for actors to interact. Such a platform has the prospect to evolve into a flourishing marketplace where toolkits can be accessed, risk profiles are available, evaluation mechanisms are accessible, and so on.

A sub-group took up the initiative to design an innovative finance toolkit that allows organizations to make the right mechanism of funding. Initial ideas for the toolkit were developed and the team felt that the design required more ideation and engagement than what they were able to provide and suggested that they continue to work on this solution as they move forward...

...Moving forward

The members of the IF Solution Circle made great headway in their journey towards their objectives. They suggest looking for more opportunities and closing the loop on some of the current open ones.

Towards this:

- Members of the Solution Circle to share ideas, articles, research, products and services that they create and have access to, with other members of the group. The Catalysing Social Impact team will circulate these at periodic intervals.
- As the FPO Shakti platform gets created, members will be invited to join and share their expertise.
- Members who pilot new products and services in the Innovative Finance area could share with the rest of the group.

#TECHTONIC

**Chair: Suraj Moraje, CEO Queso Corp, Former Senior Partner McKinsey
Solution Circle Lead: Aveek De**

The #Techtonic Solution Circle was formed to discuss possible solutions to three very distinct but interconnected threads on the adoption of technology. These threads have primarily emerged from a few key trends in the technology space in the recent past:

1. Technology Adoption Framework for Social Sector
2. AI/ML for Frontline Health Workers
3. Community Engagement for frontline workers using New Media Technologies

TECHNOLOGY ADOPTION FRAMEWORK FOR THE SOCIAL SECTOR

Information asymmetry, a challenge that exists in the technology space, becomes a barrier to efficient and good investments, adoptions, and smooth transactions. With numerous technology solutions in the market and more tools being launched daily, end-users are spoilt for choice. However, all solutions are not likely to be relevant, nor fit for the specific needs of organisations.

While the larger organisations, especially the for-profits, have well-structured technology teams and defined technology life-cycles, technology adoption in the social impact space is often a long-drawn, complicated and unstructured process. This process is influenced by the time that it takes for the adoption as well as the availability of financial and human resources. A technology adoption framework can ease the navigation through the adoption journey and enhance technology uptake, even for small NGOs.

The framework offers a logical pathway for deploying technology in organisational processes that can benefit

most from its use. Also referenced in the framework is the value chain framework which helps understand the overall business flow, business processes and the inter-linkages between the departments which can influence the choice of technology solutions. Sections on shortlisting and evaluating technology solutions are included with associated templates. Finally, success measures of a technology deployment are as important as the solution itself. The impact needs to be evaluated at regular intervals, with metrics to indicate improvement in key processes and/or changes in performance outcomes of impacts with the introduction of the new technology.

AI/ML FOR FRONTLINE HEALTH WORKERS

Use case: Swasti

Artificial intelligence/Machine Learning (AI/ML) is being used to find solutions for health problems across the world. AI/ML can help identify hotspots and predict disease occurrence and lifestyle patterns, to enable a better focus on prevention.

AI/ML has the potential to enable better decision making and access to services for poor and

marginalised communities by supporting effective usage of data. Data collection and data tracking are important to achieve solutions. Therefore there is a need for an intelligent system to extract data and give feedback which can be achieved by using AI/ML.

The Solution Circle took on the problem of frontline workers not being able to effectively deliver programme services to the most needy because they were caught up in the mechanics of quality data collection, which was time consuming.

In this context, a suggested solution was a voice-based AI system that helps health workers capture data and provide voice-based insights as needed to the frontline worker.

Preliminary desk research indicated variations of such applications already exist in large corporate hospitals and in an English-speaking context. However, such tools and systems were not available in large scale deployments in smaller hospitals or Primary Health Centres (PHCs).

The Solution Circle envisaged design of a prototype within six months followed by a pilot. There was initial

traction where the group, during the exploration process, listed various issues faced by frontline workers and ideas to help take better decisions. Most of them were related to securing accurate information on the ground, mechanisms for regulatory consent, addressing topics related to predictions of metrics for impact. The pathway to this solution required collaboration with research, academia and companies working on voice-based applications in Indian languages. While a few representatives in the #TechTonic Solution Circle had hands-on experience with AI Models, there were no AI experts with experience in voice models.

The initiative fell short of resources who could contribute towards the development of this tool.

COMMUNITY ENGAGEMENT FOR FRONTLINE WORKERS USING NEW MEDIA TECHNOLOGIES

There was clear consensus amongst the group participating in this Solution Circle thread that using media for community engagement has to be a two way process. As much as it needs to provide to the masses, information from the community needs to be included in the design and execution of technology.

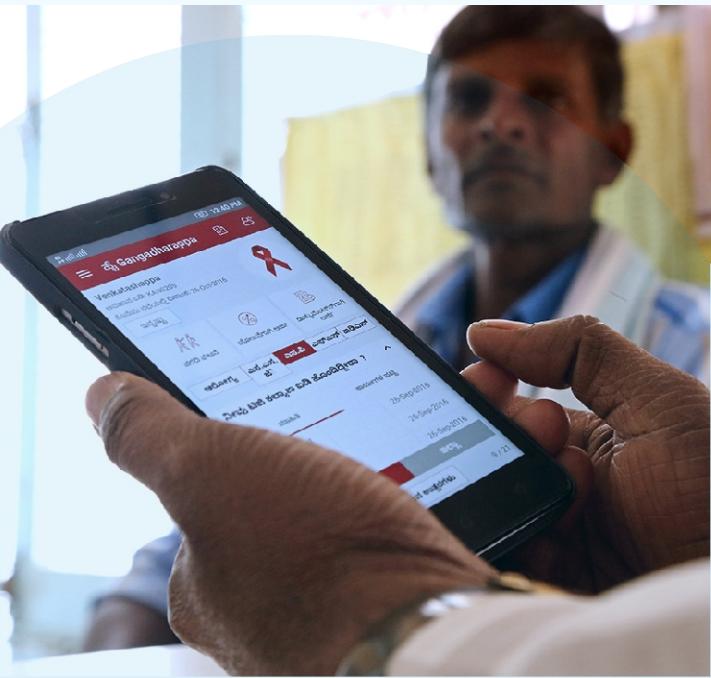
The participants examined the problem on how frontline workers can use technology to help engage with people (Target audience/Communities) to (Listen, engage, participate, influence, adopt, solve, empower) achieve the stated goals.

While, technology can be language agnostic, access to technology cannot. It is therefore imperative that the technology tools are embedded in the indigenous context. It is also important that the frontline workers understand the purpose, need, and use of the tool that they are being provided with.

The group also agreed upon the sales and marketing framework to test different technology tools for community engagement. For donors, implementation agencies as well as recipients, tech adoption for community engagement becomes a fidelity investment considering that people tend to make use of certain technologies over others.

The solution identified to make this work was a shared platform and shared services.

As an output of the journey the team was able to bring



The use of technology can make a significant difference to provision of health services to the poor

together a good collection of case studies and frameworks that support communications as a shared service.

Development of a detailed framework design for shared services and a shared platform that could be applied to a use case, was envisaged but could not be achieved. This solution will be explored moving forward...

...Moving forward

The #Techtonic Solution Circle experienced some smooth and some bumpy terrain in their journey. Decisions on moving forward include:

- Test the tech adoption framework with organizations interested in deploying new technology.
- Connect with research-based organizations in the sphere of AI/ML who can take forward the project with the insights and ideas generated by the Solution Circle
- Members share ideas, articles, research, products and services that they create and have access to, with other members of the group.

TRANSFORM FOR SCALE

**Chair: Shirish Joshi, Independent Consultant and
Srinivas Uppuluri, Leadership Coach**

**Solution Circle Leads: Neha Sanwal and Sandip
Pattanayak**

The Impact at Scale Solution Circle was formed to explore:

1. Achieving Impact at Scale (what works at scale against scaling what works)
2. Transforming Impact Organizations (scaling and sustainability of impact organisation)

ACHIEVING IMPACT AT SCALE:

Catalysing the ecosystem to enable farmers to access a bundle of integrated Services (platform)

Use Case: Mindtree and Vrutti

As a perspective, Impact at Scale is distinct from ‘scaling projects or organisations’ as it is about impacting the population, about evolving an ecosystem that provides access to all individuals and institutions to exercise their choice and imagination. It is about catalysing action around a shared purpose. Scaling up seeks to increase the number of problems being addressed at population level (Bridgespan 2015).

Towards engaging the use case the circle thread discussed the context related to the status of smallholder farmers: About 92% of Indian agriculture comprises of smallholder farmers whose income is abysmally low at an average of around INR 1,500 per month. The core issues they face include depleting agricultural resources like soil and water, fall in production despite increase in land under cultivation. This context, with its large proportion of small-holders offers a high potential for Impact at Scale.

The solution that the group identified for taking impact to scale was Agri-stack, a platform meant to bridge the gap between the farmers and the ecosystem which includes the suppliers, buyers and the technology systems which enable production. It comprises input marketplace(s), service marketplace(s) and farm management systems brought together by Agri-BUS. This structure is supported by data wallets, interoperable standards and data feeds for smooth integration and a capacity-building platform, change management platform, program management and policy analysis to ensure smooth adoption and scale-up.

Two models of Agri-stack are currently being tried; (i) where a farmer with access to a smartphone and internet can engage in transactions through an app, and (ii) where the transactions are being facilitated by an accelerator on the field. This idea and the platform had picked up interest among other key stakeholders as well. Four instances are currently in operation:

- Kerala - Currently with the IT Department and in the process of being handed over to the Agriculture department
- Andhra Pradesh - Zero Budget Natural Farming
- Bihar - Jeevika: Bihar Rural Livelihood Promotions Society

- Mindtree in collaboration with Vrutti in Pudukkottai, Tamil Nadu

These four instances are federated and can talk to each other through a central registry, which implies that the market opportunity and content are available across the instances.

In addition to these instances, there are four pilots in the pipeline with Revitalising Rainfed Agriculture Network (RRAN), Odisha Millet Mission (OMM), Pradan, Industree and Digital Green. All these are at different levels of engagement and may materialise in the coming days.

Discussions are advancing with Niti Aayog to design and roll out the platform across the country. The Government of India is also interested in incorporating the idea as a part of their strategy document.

Beyond these direct impacts, the solution circle journey contributed to perspective building on the meaning of impact at scale; especially the context and definition of scale in today's development scenario. The Agri-stack solution was itself enriched

from the learnings and experience brought to the table by members. The solution was, in the truest sense of the term, evangelised where everyone was invited to collaborate, learn, contribute and participate in pilots. Each member brought with them their resources and used the solution to learn and improve their ground level efforts for smallholder farmers.

Agri-stack. Bridging the farmer-ecosystem gap



ACHIEVING IMPACT AT SCALE:

Tighter implementation of policies for the prevention of Violence Against Women (VAW) - A Whitepaper

There is a need to examine the nature and extent of the interventions currently addressing VAW and understand the scope and the extent of these interventions. A research whitepaper is planned that takes a multi-dimensional look at aspects like mode of operation, stakeholders, other elements of interventions to understand the general direction of interventions. There is a need to also look at the sustainability and scalability of the interventions. Through this, the paper intends to point out gaps in areas where the interventions are absent or failed to operate. In particular, the research studies the following aspects of interventions; design and method, extent, nodal agencies, and impact. Finally, a set of recommendations shall be included in the paper that can be insightful for bringing in more viable solutions.

TRANSFORMING IMPACT ORGANISATIONS

Use cases:

- Chaitanya, which had successfully scaled-up its model
- The Aga Khan Foundation (AKF), which was on the verge of scaling-up its model
- Anode Governance Lab (AGL), Vrutti and APD which were aspiring to scale-up

Social Impact Organisations (SIOs), particularly non-profits, which are promoted by passionate change leaders with compassion for people and commitment to the cause, bring deep and sustainable impact.

Considering the huge impact gap with respect to the Sustainable Development Goals, the SIOs should transform themselves to be relevant and more effective. For long, transformation has been identified with growth in terms of size, geography and turnover. There is a need to redefine transformation. Towards this, and following intense deliberations, the Solution Circle members finalised a more concise set of problem areas for solution generation and action, namely:

1. Building Robust Repeatable Model (process, quality, predictability)

2. Talent acquisition and impact leadership framework
3. Donor–Impact Organisation Engagement Framework

Building Robust Repeatable Models

Social Impact Organisations all over the world have demonstrated successful approaches and models to address various challenges to human development. But these models have not been easy to replicate elsewhere, outside the immediate context or geography. How do we enable impact organisations to develop models, which could be replicated or scaled with quality and predictability? How can other impact organisations learn and adapt these models? The idea was to develop robust and repeatable models for the use cases or learn from existing experiences of replication or scale.

In the case of Chaitanya, the task was to deliberate on the experience of scaling in terms of the journey, process, challenges and strategies for scale-up. This was expected to serve as a learning document for others with scale-up aspirations. The product in this case is a document, which covers broadly the learning and lessons for scale from Chaitanya for the SHG, microfinance and grassroots women empowerment work.

In the case of AKF, Catalyst Management Services had developed a Sustainability Plan for one of their flagship programmes which was coming to a close and required an independent review. The members of the TIO thread conducted an independent review of the plan and provided feedback to AKF on ways to take it forward. The feedback has been considered and the sustainability plan is being updated based on the inputs from members.

AGL had successfully implemented its model at several locations in the country. It had aspirations to scale-up the model and needed inputs on how to do so. TIO engaged with AGL and provided inputs on scaling-up of the model. AGL has incorporated the feedback into their scale-up aspirations and has produced it in the form of a document.

The TIO thread engaged with Vrutti on identification of key processes and developed a preliminary model to practise the processes related to its 3Fold model on building wealthy, responsible and resilient farmers. TIO suggested a deck of cards picturising key processes, which would then be made available in the form of a pocket-sized booklet for staff as well as for new joinees, like a ready-reckoner. While the end-product has been ideated well, mapping of actual processes, which is being done by Vrutti, requires more time.

Talent acquisition and impact leadership

Social impact organisations find it challenging to attract and retain quality talent. Talent attrition is very high in the development sector. With change in the context, the requirement for talent has changed. At the same time, young people, who have passion in the sector or want to come into the sector, have different expectations from their job.

A number of potential solutions were discussed relating to deepening values, recruitment and capacity development, remuneration and so on. However this sub-thread was not able to make much progress. Despite this, there is broad consensus to move this forward as there are other people in the sector who are interested in deliberating on the subject. A set of ideas that were shared at the time of the event by members will form the basis of future discussions.

- How can impact organisations which are facing sustainability challenges use some of the practices and come up with solutions?
- What are some insights in terms of scaling human resource practices or specific tools in relation to human resources?
- How can other people benefit from the same?

- How can we distill the findings, curate and archive it, so that others are able to use it?

Donor - Social Impact Organisation Engagement

Multiple problems were identified under this sub-thread, namely that funding channels are constrained by geography and domain, there is limited fund absorption capacity among potential recipients, business models are unclear and there is limited fund mapping. Most important was the project mode of delivering aid or investment in the sector. How can the investment be outcome focused? Can the funders and impact organisations identify a common outcome vision and agree to walk the journey together till the outcome is achieved?

This circle's members decided that with the multiple sub-threads, it would not be practical to pursue this sub-thread and it would be taken up in the next CSI edition.

To carry the work forward, members in the TIO proposed that CMS should consider an Accelerator Lab or Innovation Lab model, which could then be engaged in the long-term, as we move forward...

...Moving forward

The CSI event and solution circle consultations built perspectives among the participants about the differences in the scaling approaches.

The impact at scale approach requires large scale system change. The pathway taken by Agri Stack has reached piloting with the institutionalisation of the solution completed.

The GBV required multi-level engagement through a collaborative effort at a defined eco-system, for which the bandwidth and resources were not available, even though this was found a critical area to work on.

While the Agri Stack will continue to be expanded and established, the GBV will be taken up once the right partners and resources are available. CSI will proactively seek partnerships in this area.

The Platform for Inclusive Entrepreneurship is now available at <http://www.pie.foundation>. This is also included as a Mission under Societal Platform Collaborative (<https://societalplatform.org/>).

SOCIAL BEHAVIOUR CHANGE

Chair: Dr. Partha Krishnamurthy, University of Houston

Solution Circle Lead: Siddhi Mankad

Behaviour Change is explained by diverse disciplines, theories, models and frameworks. It is practiced across sectors (such as marketing, advertisement, social programs) that seek to influence people's behaviours. The Solution Circle sought to understand three complex issues where behaviour change is difficult and slow to accrue.

1. Uptake of full ante-natal care (ANC) services by pregnant women
2. Good handwashing practices by healthcare workers in health facilities
3. Strengthening Intergenerational Communication to address sub-optimal choices on sex and sexuality made by youth

UPTAKE OF FULL ANC SERVICES BY PREGNANT WOMEN

Use cases:

- Swasti
- Oregon State University project in Botswana - Improving ANC and PNC Service Uptake through SCOPE (Sustainable Community Ownership, Partnership, and Empowerment)

ANC involves health care provided by skilled health-care professionals to pregnant women and adolescent girls to ensure the best health conditions for both mother and baby during pregnancy. Access to the full package of ANC services, i.e. clinical visits/checkups at four critical times during pregnancy reduces complications during pregnancy and childbirth. Globally, during the period 2007–2014, only 64% of pregnant women completed the WHO-recommended minimum four visits for ANC. In India, only half of pregnant women, and in rural Botswana only 75% receive the recommended amount of care. Prior research suggests that poor health infrastructure and delivery systems, limited access to care, cultural beliefs related to care during pregnancy, and several other related factors act as barriers to Focused ANC.

Accessing Focused ANC is critical to the health and well-being of mother and child



The problems identified in the solution circle was the low acceptability and sustainability of Focused ANC in India and globally and an absence of an integrated approach that drives women to use ANC services.

The circle members felt that a tool/framework to understand the social determinants of access to ANC could contribute to strategy and monitoring and learning systems to improve uptake. Based on this, different approaches such as digital communication or social and behaviour change communication messaging should be attempted. The group also stressed the need to leverage existing community and systems level processes, such as mobilising and training a task force in the gram sabhas.

The solution was to be grounded in two use cases, one in an Indian context and one in an African context in Botswana.

For India, a secondary literature review revealed that there already exists a good body of knowledge and resources on Social Behaviour Change as relates to reproductive and child health including ANC. Attempts were made to use these available resources to apply

in a field context to derive insights and learnings, but were limited through resource constraints.

The Botswana project saw a good degree of success. At the start of the project the uptake of ANC in rural communities in the project area was zero percent. While practical issues included poor transportation infrastructure and facilities, there were also social drivers such as not talking about pregnancy and feelings of isolation. Building on the problem framing insights during the two-day face to face event, the project integrated ANC services with government services for food security. The government, to improve food security, operated a programme to deliver food directly to rural households. The project used the transportation to piggy-back ANC services - attaching a community health worker with the social worker who was delivering food. In less than a year the gauge on uptake of ANC services moved from zero to 28%. Oregon State University is currently analysing data from the field and will share its report.

A next phase to this initiative, of improving the capacities of the community health workers in promoting messages of ANC to the community workers

is in motion. From an SBC perspective this will need to dwell into social norms and work through Social Behaviour Change Communication approaches..

GOOD HANDWASHING PRACTICES BY HEALTHCARE WORKERS IN HEALTH FACILITIES

Use case: Swasti and WaterAid

A 2018 study by Swasti and WaterAid found that handwashing practices of health care workers in health care facilities were below required standards. The group discussed multiple causes for why this could be and besides infrastructure issues they felt there were many social issues at play such as absence of accountability of doctors in these facilities, especially from patients, no sanctions for breach of protocols, or ego among health providers.

The need to deep dive into the triggers for change in behaviour was felt through literature review and field assessment to arrive at a measurement framework and innovative design solutions. The presence of the Chief Medical Officer of Sehore, Madhya Pradesh, during the face to face event was useful to gain and share perspectives, and also because his area was chosen for

grounding the use case.

A set of tools to collect data from a social norms perspective were designed to gain understanding of individual or group influences that drive handwashing behaviour. The tools included surveys with health care service providers, patients at health care facilities and an observation checklist. The application of these tools in the field was prevented on account of cessation of field engagements due to Covid-19. Telephonic surveys - at least with health care providers were attempted but this cadre of professionals were engaged with response to the pandemic and unable to spare the time. The solution circle lead and anchors therefore decided to defer the study and subsequent design of solutions till engagement - direct or through virtual means - becomes possible.

INTERGENERATIONAL COMMUNICATION

Use case: Best Practices Foundation

The Best Practices Foundation and its Alliance partners work on pioneering a sustainable, autonomous model of community based organisations. One of its core development themes is gender and sexuality. The

Alliance in its field locations were increasingly experiencing adolescents engaging in sexual practices that made them vulnerable to health and legal issues. For instance, an increasingly common practice was girls and boys under the legal age at marriage being romantically involved and getting married, resulting in the young boys being sent to juvenile centres. Other issues of teen pregnancies and contracting of Sexually Transmitted Diseases posed serious mental and physical health risks to the youth. Due to entrenched social norms around romantic engagements amongst adolescents, there was a total breakdown of communication between the younger and elder generations. This solution circle thread evolved to discuss and generate solutions, as there were none currently known that could breach communication barriers between generations towards reducing the vulnerability of adolescents and enabling their well-being.

There was rich discussions into the context: of how denial of the concepts of attraction and pleasure served as blinders to the elder generations; of how strong social norms on control of youth, family honour and purity, drove rebellious actions; and above all, of how penetration and access to communications were

evolving new norms of sexuality among adolescents, while ever widening the chasm between the generations.

The problem framed by the group was that the absence of communication on sexual health, rights and relationships between the generations leads adolescents to make suboptimal choices which affect their health and well-being.

The solution charted included a research design and framework to get a deep understanding of the issue. Subsequently, if possible, a prototype solution could be arrived at. Ideas around this included co-opting recently married young couples to be the bridge between adolescents and adults, building capacities for communication amongst generations, creating safe spaces for adolescents to learn and talk about sex, and using gaming to disperse key messages to adolescents. Given the very taboo nature of the issues being discussed, the polling booth tool developed and used by CMS in research where the issues tend to draw social desirability bias responses was shared with Best Practices Foundation to adapt and use in the field. BPF, through its other projects, had also planned a series of regional workshops to discuss these and other youth

vulnerability issues. However, none of these actions could be completed in the required timeframe. This thread will have to be reviewed moving forward...

..Moving forward

In the Social and Behaviour Change Solution Circle there were some successes across threads, but also challenges in closing some others. The way forward for this Circle includes completing the pending research studies on ANC and Handwashing and sharing the findings.

CSI 2019 WAY FORWARD...

CSI with its solution circle approach to complex problem solving with a diverse set of people demonstrated how collaborations can progress towards developing effective solutions. While the experience has been very enriching, there are several areas for improvement to make this more robust. We had many partners who wanted to continue engaging within smaller groups, threads and circles. The COVID-19 situation provided another bigger opportunity for us to build on this experience and address this big challenge. Thus stemming the #COVIDActionCollab (<https://covidactioncollab.in/>), or CAC, a platform of Organisations that supports the most vulnerable, survive and thrive during humanitarian crises like COVID-19. The collaborative aims to rapidly and cost effectively prevent new infections, diagnose early, treat appropriately and care and mitigate any other impacts. Solution circles is one of the 3 key strategies of the collaborative. The collaborative will identify critical COVID challenges, and assemble a range of interested parties (agencies, experts etc.) to deeply examine the problem/opportunity and come up with evidence-based, cost effective solutions, test them and support collaborative and others to scale the same. An example is Community based testing. The CAC is currently working on exploring over 19 solution circle ideas that range between ideation to scale stages.



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