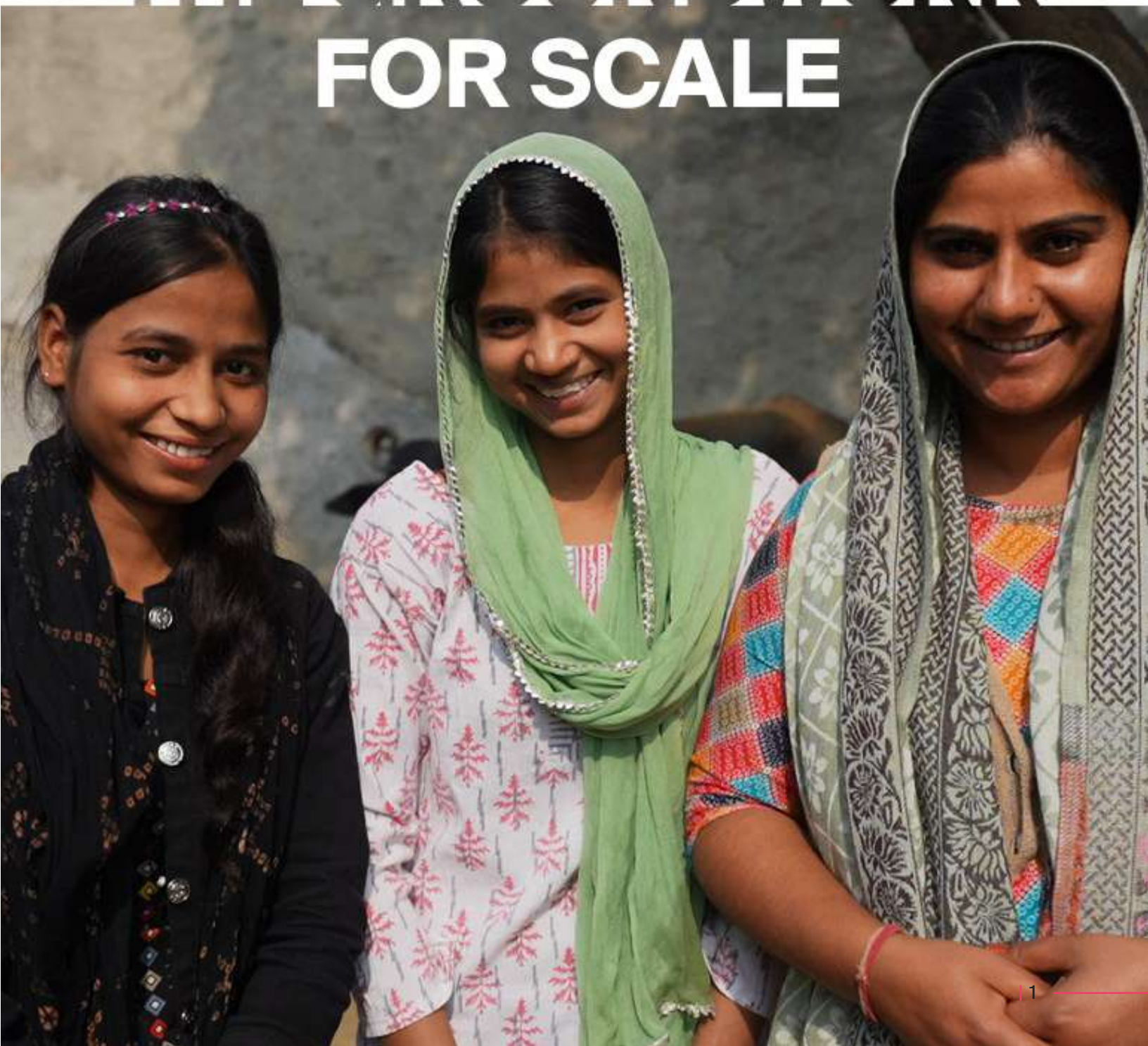
COLLECTIVE GOOD FOUNDATION
A Samhita Initiative

ANNUAL REPORT
FY 2024-2025

LAYING THE GROUNDWORK FOR SCALE



Contents

Leadership Letter 3

The 3 Levers to Unlock Prosperity at Scale 4

Impact At A Glance 9

Key Areas of Expertise 11

PULSE
People's Unwritten Legacy of Strength and Empowerment 22

The Way Forward 26

Governance and Finance Snapshot 28

Advisors and Directors 34

Key Partnerships 35

Dear Readers,

Since our inception in 2006, the Collective Good Foundation (CGF) has remained steadfast in its commitment to building ecosystems that drive sustainable, large-scale impact. Our journey is rooted in the firm belief that collaboration and collective action are the only ways to address India's most complex social challenges and create lasting value for the communities we serve.

Our strength lies in our ability to convene a diverse spectrum of stakeholders across government, philanthropy, CSR, and grassroots partners, and translate shared intent into coordinated action. This year, that collaborative spirit has been more vital than ever. Through these partnerships, and a robust, tech-enabled on-ground delivery mechanism, we have reached over 400,000 participants, connecting them to critical services across financial inclusion, entrepreneurship, healthcare, skilling, and social protection.

A significant highlight of our work this year has been the continued success of WOHLA (Women's Health and Livelihood Alliance). Funded by USAID, this alliance has been instrumental in creating a transformative impact, further proving that when global expertise and local insights converge, we can build resilient systems for women's empowerment and financial health.

At the heart of our work is a long-term vision: building a livelihood network that ensures every citizen can access the skills, credit, social security, and opportunities they need to achieve an irreversible increase in income. By blending capital from philanthropy, CSR, and government, we are able to dramatically increase the leverage and impact of every rupee invested, ensuring that funding does not operate in isolation, but becomes a catalyst for systemic, scalable change.

Through these strategic partnerships and our robust on-ground delivery mechanism, we have reached over 400,000 participants, connecting them to essential services in financial inclusion, entrepreneurship, and healthcare. This milestone is a testament to our relentless focus on creating equitable results at scale.

As we present the 2024-2025 Annual Report, we take this moment to reflect on a year of significant growth and learning. While we celebrate reaching nearly half a million lives, we remain focused on the road ahead and strengthening our existing alliances, forging new ones, and constantly evolving to meet the nation's needs.

We are deeply grateful to our partners, funders, and CSR clients for your unwavering trust in our mission. Thank you for believing in the power of collective action and for joining us in our journey toward building a sustainable and inclusive future for all.

Sincerely,

Madhu Bahl & Priya Naik,
Collective Good Foundation



The 3 Levers to Unlock Prosperity at Scale

At the Collective Good Foundation (CGF), we have shifted the narrative from poverty alleviation to prosperity creation. We do this by replacing fragmented, short-term aid with a connected ecosystem that supports a citizen's entire journey upward.

Multi-Year Investment in Each Citizen

Prosperity isn't achieved through a one-time intervention, it is a cumulative process. Our strength lies in our ability to stay with a citizen across multi-year, multi-intervention pathways. We ensure citizens achieve an irreversible increase in income by connecting them to a continuum of opportunities:

- **Industry-Aligned Skilling:** Transitioning citizens from foundational training to employment and enterprise management.
- **Credit Access:** Graduating new-to-credit segments into formal banking ecosystems.
- **Market Linkages:** Empowering entrepreneurs to penetrate both digital and physical marketplaces.
- **Social Security:** Protecting citizens by integrating government welfare, insurance, and health safety nets.

By treating livelihoods as a seamless journey rather than isolated projects, we ensure an irreversible increase in income and long-term self-reliance.

Our Blended Finance Accelerator

We believe finance is the key indicator that makes markets work. Citizens cannot access opportunities and mitigate challenges without access to credit and capital. Through our Blended Finance Accelerator, we pool public, private and philanthropic capital to ensure every rupee invested creates a deeper and longer lasting impact.

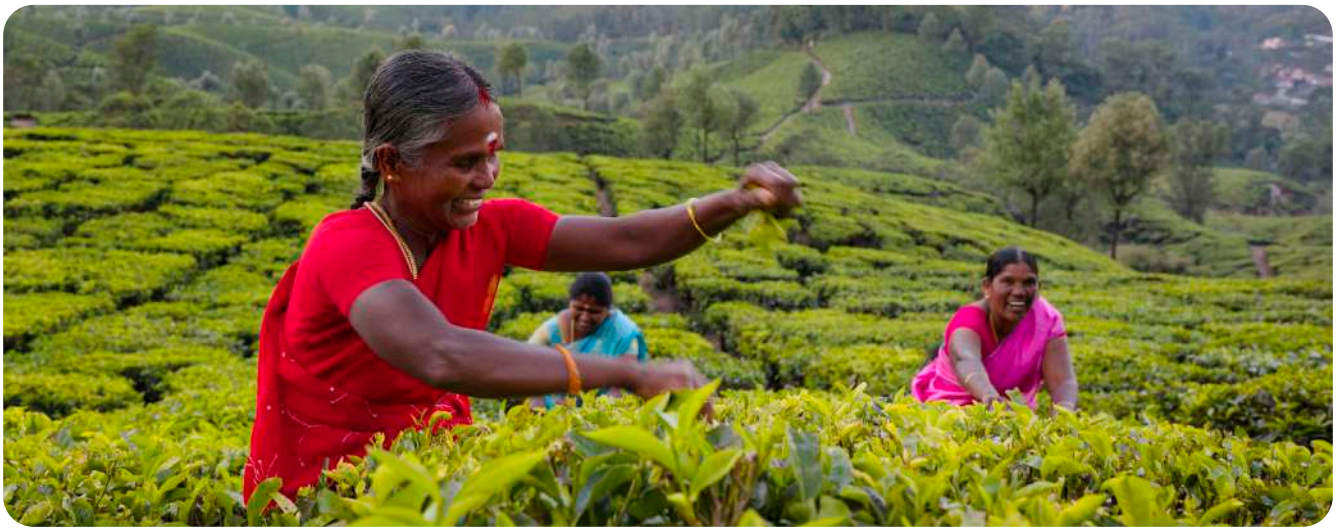
We use a Credit+ model where capital is wrapped in digital literacy, business support, and market linkages to de-risk the journey for the most vulnerable.

The Proof in the Numbers

High-Integrity Borrowing: Our Returnable Grant (RG) models have achieved a **91.5% repayment rate**, proving that even informal sector workers are reliable borrowers when supported correctly.

Scalable Impact: We unlocked **₹5 crore** in formal loans for new-to-credit women entrepreneurs using blended finance, a first-loss guarantee, and our proprietary Pre-Credit Score model. Two years on, there have been **zero guarantee claims**. With the right instruments, this segment is reliable and ready to scale.

Real Revenue Growth: This financial architecture delivers. We have seen a **79% median increase in annual revenue** for women entrepreneurs in Maharashtra and a **19% median increase in annual farm revenue** across our sample cohorts from FY23 to FY25 through blended financing.



Strategic Alliances: Convening for Systemic Change

Our ability to build this architecture rests on our role as a convener. We bring together public, private, philanthropic, and social actors to solve problems collectively. By pooling capital and expertise, we ensure every philanthropic rupee creates a deeper, lasting impact through higher leverage and stronger governance.

IN FY 24-25, the Women's Health and Livelihood Alliance (WOHLA) co-created with USAID and Chemonics demonstrated our ability to bring together a diverse set of stakeholders to make the private sector treat women as priority borrowers.

Thematic Areas for Intervention

To effectively serve the target demographic, WOHLA has outlined five cohesive thematic areas, each aimed at addressing key aspects of young women's health and economic empowerment:

Platforms for Innovation and Enterprise: Creating avenues for innovation and establishing enterprises focused on women's health and livelihoods.

Financial and Resource Access: Boosting both financial and non-financial support for women's health and livelihood initiatives.

Leadership and Efficiency in Healthcare: Promoting women's leadership roles and catalyzing efficiency within the health workforce.



Uptake of Health Services: Increasing access and utilization of health services by young women in the targeted regions.

Advocacy for Women's Priorities: Strengthening efforts to advocate for women's health and livelihood issues among various stakeholders.





Intervention Strategies

WOHLA will target its core thematic areas and unite efforts around three pivotal intervention strategies:

Increasing Financial Literacy

WOHLA will equip women with the necessary knowledge and tools for informed financial decision-making, thereby promoting savings and access to formal credit. This initiative is aimed at empowering women to prioritize their health and plan effectively for their well-being.

Improve Access to Social Protection through Government Schemes

WOHLA will facilitate access to government welfare schemes and social protection measures, ensuring that women can obtain the medical care they need, even in financially constrained circumstances. This initiative will include partnerships, such as with the Common Service Centers (CSC)[2], to educate and guide women on how to avail themselves of these schemes.

Offer Access to Sexual and Reproductive Healthcare

Through a network of partners, WOHLA will provide comprehensive access to information, products, and services related to sexual and reproductive health, starting with the identification and training of women's health champions to lead and support community engagement efforts.

We are creating an ecosystem of support for women workers and entrepreneurs

We are in discussions with multiple private, public, philanthropic entities to create a holistic ecosystem of support for women



[2] A key component of the Government of India's National e-Governance Plan (NeGP), aimed at providing government services and information to citizens in rural and remote areas through digital means

The Impact of WOHLA

2,90,000 women participants
were reached across multiple states.

1,058 community champions
were onboarded across **248 PIN** codes to facilitate outreach and local action.

3,09,000+ youth
accessed sexual and reproductive health (SRH) services via digital tools and platforms.

3,446 clinics and 5,500 chemists/healthcare providers
were digitally mapped to improve local service accessibility.



IMPACT AT A GLANCE

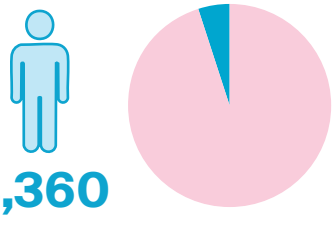
FY 2024-25

Citizens Reached

Total Participants reached (FY 2024-2025)

403,037





- **Financial Inclusion (Accessto RG, CG loans)**
- **Market Linkages through ONDC**
- **Government schemes and subsidies**
- **Skilling**
- **Education**
- **Healthcare**
- **Climate Resilience**

Partners Engaged

Funders
18

Implementation Partners
167

Total Projects
32

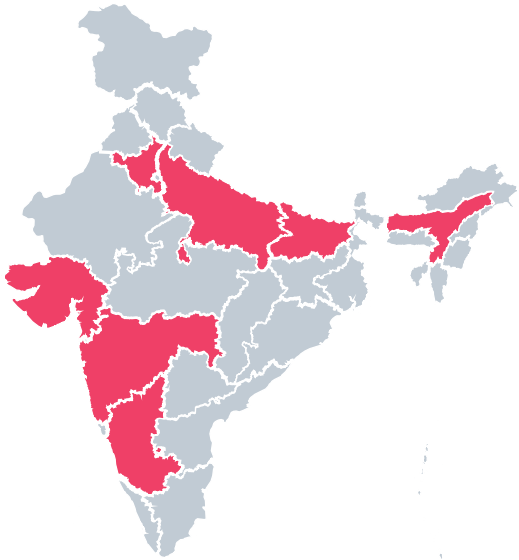
Grant Worth
₹ 52.88 Cr

Top 8 States

(FY 2024-2025) as per available states data for 402,680 participants

n - Count of unique participants | **n%** - % of participants

Maharashtra	**2,36,877**	**58.83%**
Uttar Pradesh	**64,745**	**16.08%**
Karnataka	**26,538**	**6.59%**
Delhi	**16,557**	**4.11%**
Haryana	**14,566**	**3.62%**
Assam	**10,413**	**2.59%**
Gujarat	**9,037**	**2.24%**
Bihar	**4,327**	**1.07%**



79% median increase in annual revenue

for women entrepreneurs in Maharashtra
(sample cohort of 137 participants.)

19% median increase in annual farm revenue

(From FY23 to FY25, in a sample cohort of 423)

89.7% of women participants

reported increased confidence in managing savings, borrowing, and household budgeting after vocational training and financial literacy workshops.
(sample cohort of 128)

66.7% of women participants

reported greater involvement and empowerment in household financial decision-making.
(sample cohort of 128)



Key Areas of Expertise

In FY 2024–25, Collective Good Foundation (CGF) shaped its work through partnerships focused on strengthening the foundations required for long-term impact. Across education, livelihoods, access to finance, and systems strengthening, CGF worked with corporate, foundation, and institutional partners to design and implement interventions grounded in local contexts while remaining oriented towards scale. By aligning programme design, delivery partners, institutions, and monitoring frameworks around clear outcomes, CGF enabled more coherent pathways and sustainable models of delivery anchored in a long-term view of prosperity and inclusion.

Skilling	**Education**	**Health**
Access To Credit	**Market Linkages**	**Climate**

Skilling

Formal workers earn nearly twice more than informal workers. Yet,less than half of skilling candidates translate training into sustained employment.

Limited exposure to industry-aligned training and unclear pathways into formal employment keep many trapped in low-productivity, informal work, even as job markets rapidly evolve.

At Collective Good Foundation (CGF), we work to close this gap. Our skilling interventions are designed to move youth from aspiration to employability by strengthening end-to-end pathways. From training and certification to placement and career progression. We combine thoughtful programme design with ecosystem coordination, partner capacity-building, and outcome-driven monitoring to ensure quality delivery at scale and lasting income stability.









Case Study

Building Placement-Linked Skilling Pathways with Accenture

Partner

accenture

Geography

Karnataka

Telangana

Maharashtra

In FY 2024–25, CGF partnered with Accenture to design and deliver placement-linked skilling pathways for youth from underserved communities, with a focus on emerging green jobs and industry-relevant technical skills.

The programme addressed persistent barriers, such as limited access to employer-aligned training, fragmented delivery, and weak placement pathways, that constrained employability and income stability.

What CGF Did

- Designed a skilling model aligned to real-time industry demand
- Coordinated training partners and employers across three states
- Strengthened partner systems through MIS development, reporting frameworks, and SOPs
- Enabled outcome-focused monitoring and delivery at scale

Programme Reach & Results

1,500 youth enrolled

100% completed training and certification

93% placement rate, exceeding the original target of 70%

₹14,100 average monthly income post-placement

Beyond immediate outcomes, the partnership strengthened implementations partner capacity to deliver complex, multi-state skilling programmes creating a replicable model for future scale.

Education

Adolescence is a make-or-break phase for learning outcomes. Yet many students in government and low-income schools lack structured life skills, career exposure, and emotional support during transition years — increasing the risk of disengagement and drop-out.

At Collective Good Foundation (CGF), we strengthen adolescent outcomes by combining academic reinforcement with life skills and psychosocial support. Our interventions focus on building confidence, communication, decision-making, and career awareness so students stay connected to learning and are better prepared for future education and livelihood pathways.









Case Study

Strengthening adolescent outcomes with Cummins India (Project LEAP)

Partner

Under CSR Initiative

Geography

Pune

Delhi

Bengaluru

In FY 2024–25, CGF partnered with Cummins India to deliver Project Life and Employability skills for Adolescents Programme (Project LEAP), an integrated education and life-skills programme for students in government and low-income schools. The programme addressed gaps in English communication, career guidance, financial literacy, and life skills during the critical adolescent years.

Programme Reach & Results

5,693+ students reached

19 schools across three cities

Grades 8–10 engaged through classroom-based modules

Improved **confidence**, **communication**, and **awareness of education** and **career pathways**

By sustaining engagement with the same student cohort across grades, the partnership enabled deeper outcomes than one-off interventions and demonstrated the value of long-term collaboration within school systems.

Health

Women's health outcomes are closely tied to economic agency. When women lack access to health information, digital tools, and financial systems, their ability to make informed decisions for themselves and their families remains limited.

In FY 2024–25, Collective Good Foundation (CGF) strengthened women's wellbeing and economic empowerment through WOHLA, an integrated health programme that combines health awareness with livelihood and financial capability-building. The programme supports women to build health literacy, alongside digital and financial literacy including the use of digital payments, bank accounts, and basic financial services enabling more sustainable wellbeing outcomes over time.

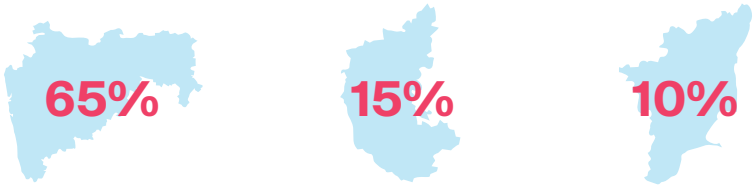
A key feature of WOHLA was the mobilisation of 1,061 Champion Village Level Entrepreneurs (VLEs). These women were trained on WOHLA's health modules and supported to act as local champions through door-to-door outreach, group sessions, and peer learning. Many VLEs were already involved in community health-related livelihoods, enabling trust-based engagement at the last mile.

Programme reach and delivery highlights

2.9 lakh+
women reached across multiple states

82,729
online learning nuggets completed

Participation concentrated in



Maharashtra **Karnataka** **Tamil Nadu**

By integrating health education with livelihood and financial capabilities, WOHLA supported women to move towards greater self-reliance and long-term agency.

Access to Credit

Access to affordable credit remains a major barrier for women farmers and micro-entrepreneurs. The absence of collateral and formal credit histories continues to exclude many women from formal finance, limiting their ability to invest in productivity, strengthen enterprises, and build income security.

At Collective Good Foundation (CGF), we work to bridge this gap by enabling women to access capital alongside the capabilities required to use credit productively. Our approach combines innovative financial instruments with structured capacity-building, supporting women to build financial discipline, demonstrate repayment intent, and transition towards formal financial systems.







Case Study

Enabling credit access through Returnable Grants

Partner

Avendus
Next is the only level

Geography

Maharashtra

In FY 2024–25, CGF partnered with Avendus to implement an innovative Returnable Grant (RG) model for women farmers and micro-entrepreneurs. The programme provided zero-interest capital alongside structured capacity-building on credit utilisation and enterprise planning, enabling participants to convert financing into productive assets while strengthening financial behaviours required for formal credit access.

Programme Reach & Results

422 participants supported

78% increase in agricultural income

81% increase in total household income

High voluntary repayment rates despite flood-related crop losses

The results validate the RG model as a practical pathway to establishing creditworthiness. Verified repayment behaviour has strengthened the case for transitioning participants into formal banking channels, enabling lenders to extend credit to women previously considered “unbankable”.

Market linkages and Digital Inclusion

Digital commerce can unlock new markets for women artisans, farmers, and micro-entrepreneurs. Yet barriers such as limited digital literacy, cataloguing challenges, and logistics constraints continue to exclude many women from India's growing digital economy.

In FY 2024–25, Collective Good Foundation (CGF) accelerated digital inclusion through the 1 Million Women Sellers initiative, co-created with the Open Network for Digital Commerce (ONDC) and the Gates Foundation, and supported by partners including the Walmart Foundation, Microsoft, and USAID. The initiative focuses on enabling women to enter digital markets through end-to-end support and ecosystem infrastructure.

CGF's role includes building public digital infrastructure through its Seller Network and Technology Service Provider (TSP) platform, enabling grassroots organisations to scale seller applications and strengthen the broader ONDC ecosystem.





Programme progress and early outcomes

10,778
women sellers onboarded onto ONDC

Sample cohort data shows **37%** growth in revenues and profits within four months of onboarding

By combining technology-enabled access with ecosystem capacity-building, the initiative is on track to support sustained income mobility for one million women by 2028.

Climate

Communities and cities most exposed to climate stress face rising risks — from water scarcity and flooding to ecosystem degradation. Strengthening local resilience requires interventions that protect natural resources while supporting sustainable livelihoods.



At Collective Good Foundation (CGF), we work on climate action by enabling solutions that reduce vulnerability and strengthen preparedness. Through partnerships, we support interventions that combine place-based implementation with systems strengthening, measurable outcomes, and long-term stewardship.



Case Study

Lake rejuvenation with S&P Global

Partner

S&P Global

Geography

Bengaluru

In FY 2024–25, CGF partnered with S&P Global to support a lake rejuvenation initiative in Bengaluru, responding to mounting pressure on urban water bodies driven by unplanned development, declining groundwater, and extreme rainfall events. The project focuses on scientific restoration through ecological rehabilitation and infrastructure strengthening.

CGF's role includes programme design, implementation and project management, and partner coordination — working with technical experts and local stakeholders to ensure environmental best practices and long-term sustainability. Community engagement has been embedded to build stewardship and improve the likelihood of sustained outcomes.

Programme Reach & Results

Average depth improved by
1.03 m

Water spread area increased by
6,681.40 sq. m

Estimated increase in water volume of
32.50 million litres

The partnership demonstrates how targeted, well-designed urban climate interventions can deliver measurable improvements in water storage and resilience in rapidly urbanising contexts.





PULSE

People's Unwritten Legacy of Strength and Empowerment





Access to Credit

FY 2024–25

Jignisha, Gujarat

Client: 360 ONE | Foundation®



Jignisha's path to entrepreneurship wasn't part of a grand plan; it started with a simple need to contribute to her family. Living in a household where her in-laws are priests, she realized her husband's income alone wasn't enough to support their family. She began making chocolates at home, a hobby that quickly grew as neighbors and friends started placing regular orders. What started as a small, informal activity gradually grew as neighbours, friends, and local customers began placing regular orders. Demand increased during festive seasons, but limited savings and lack of access to formal credit made it difficult for her to invest in better equipment, purchase raw materials in bulk, or take on larger orders. With household responsibilities to manage and financial risk to consider, expanding the business felt uncertain.

The turning point came through CGF's Credit Guarantee Program (supported by 360 ONE Foundation). We didn't just provide Jignisha with capital; we provided her with the entrepreneurial toolkit. By mastering cash-flow management, digital marketing, and formal compliance, Jignisha moved from just making chocolates to running a brand called Crazy Bites. This support helped her move from informal operations to a more organised and confident approach to running her enterprise, while reducing reliance on informal borrowing.

Today, Jignisha's business serves 600–800 customers annually and earns up to ₹80,000 per month during peak seasons. Her products generate consistent margins, allowing her to reinvest in the business and manage expenses more steadily. During periods of high demand, she provides seasonal employment to 3–4 women, creating additional income opportunities within her community. For her, access to credit enabled not just business growth, but greater confidence, stability, and a stronger sense of control over her livelihood.

Education

Student participant, Pune, Maharashtra

Intervention: L.E.A.P. Life and Employability skills for Adolescents Program

Client: Cummins

Under CSR Initiative



A secondary school student from a low-income neighbourhood in Pune, where Project LEAP was being implemented, was regularly arriving late to school and appeared exhausted during classes. She lived nearly two kilometres away in the Parvati Hill area and walked to school each day, as her family could not afford daily transport. While she remained committed to attending school, the long commute affected her punctuality, energy, and ability to participate fully in classroom activities.

Through Project LEAP, the student participated in sessions focused on life skills and financial literacy. During a classroom exercise on budgeting and savings, she identified a bicycle as her primary goal so that it would help her reach school on time and manage her daily responsibilities more effectively. With guidance from facilitators, she created a simple savings plan, tracked her expenses, and committed to setting aside small amounts regularly, including festival gift money.

Within months, the student was able to purchase a bicycle using her savings. The change was immediate. She began arriving at school on time, participated more actively in sessions, and appeared more confident and engaged in class. Beyond improving daily attendance, the experience helped her develop practical financial habits and a stronger sense of self-belief.

For the student, the intervention translated learning into action, demonstrating how life-skills education can help young people address real challenges and stay connected to their education.

Climate-linked Livelihoods

Namrata, Chivari, Maharashtra

Client: Walmart org



Namrata, a 25-year-old farmer from Chivari village in Maharashtra, was struggling to sustain her family on unpredictable farm income. Despite completing a B.Com degree, early marriage, mounting debt, and repeated crop losses due to erratic weather had left her household financially vulnerable. Limited access to formal credit and reliance on informal loans further constrained their ability to recover or invest in alternative livelihoods.

Through a climate-linked livelihood intervention supported by Walmart, Namrata gained access to training focused on sustainable farming practices, income diversification, and financial readiness. She received guidance on organic cultivation, efficient resource use, and basic financial management, along with a returnable grant of ₹10,000—a flexible, interest-free form of capital that supports livelihood investments while building repayment discipline. Combined with household savings, this enabled her to invest in a dairy asset, creating a steady source of non-farm income.

The changes were gradual but tangible. Income from milk sales now generates approximately ₹7,000 per month, while a small general store set up with formal credit adds ₹2,000–3,000 monthly to household earnings. Improved farming practices led to higher yields across crops, increasing annual farm income by over ₹1.24 lakh. Importantly, Namrata now independently manages household finances and business operations, strengthening her confidence and decision-making role within the family.

For Namrata, access to climate-resilient practices, patient capital, and financial knowledge enabled a shift from survival to stability building resilience against future shocks and creating a more secure livelihood base for her family.



The Way Forward

Transitioning to a Prosperity Accelerator

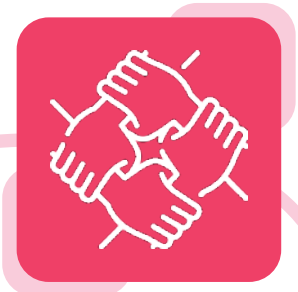
As we look to the future, Samhita is embarking on an evolution to become a Prosperity Accelerator dedicated to helping India's farmers, workers, job seekers, and entrepreneurs thrive. Our vision is to move beyond isolated touchpoints and instead build a comprehensive continuum of interventions that ensures growth is not only significant but irreversible.

Building a Continuum of Support

To achieve an irreversible increase in incomes, we are focussing on a lifecycle-based support model. By linking our participants to a continuum of opportunities including education, entrepreneurship, employment, financial, and healthcare services, we ensure that progress in one area is reinforced by stability in another. This integrated approach is designed to catch individuals at every stage of their economic journey, ensuring that no participant is left behind as they strive for upward mobility.

Empowering Through Multi-Sectoral Collaboration

Our strength remains in our role as a bridge-builder. We are deepening our collaboration across the private, public, philanthropic, social, and financial sectors to create a robust ecosystem of opportunity. By aligning the incentives of diverse stakeholders, we can unlock resources at scale, ensuring that every citizen in our programs has access to a comprehensive suite of tools—ranging from scholarships and domain-specific skills to affordable credit and market linkages.



Unlocking Scale Through Blended Finance

Central to this work is our approach to blended finance. We pool capital from philanthropy, CSR, government, and financial institutions within a shared framework, ensuring that every investment plays a catalytic role. By combining different forms of capital with clear governance, strong partnerships, and on-ground execution, we increase leverage, reduce risk, and unlock outcomes that no single actor could achieve alone. We build the underlying architecture that allows public, private, philanthropic, and social actors to work in concert—aligning policy intent, capital deployment, and last-mile delivery. This enables funders to move beyond isolated projects toward system-level solutions, where each rupee invested delivers outsized, durable impact and contributes to scalable change that reaches millions.



Governance and Finance Snapshot

Collective Good Foundation (Consolidated)
Balance Sheet as at March 31, 2025

Funds & Liabilities	As at March 31, 2025 Amount in INR	As at March 31, 2024 Amount in INR	Property & Assets	As at March 31, 2025 Amount in INR	As at March 31, 2024 Amount in INR
Liabilities :-			**Fixed Assets :-**		
For Expenses	83,32,476	63,61,571	Balance as per last Balance Sheet	3,55,63,147	14,01,282
			Add : Additional during the year	3,50,05,216	4,63,66,129
			Less : Depreciation up to date	(2,46,24,965)	(1,22,04,265)
				4,59,43,398	3,55,63,147
Income and Expenditure Account :-					
Balance as per last Balance Sheet	27,38,54,157	25,67,95,437	**Investments :-**		
Add : Surplus (As per I & E A/c)		7,78,29,913	Fixed Deposits	10,65,82,398	21,41,74,786
Less : Deficit (As per I & E A/c)	(11,22,85,599)	(6,07,71,194)			
			Current Assets :-		
	16,15,68,558	27,38,54,157	Deposits (Assets)	10,36,780	10,45,780
			TDS Receivable	8,00,575	18,07,219
			Loans & Advances	22,14,037	20,27,146
			TCS Receivable	9,21,278	16,000
			FD Interest Accrued	58,21,043	30,52,878
			Prepaid Card	-	91,828
			Cash and Bank Balances :-		
			In Savings Account-bank balances	65,71,868	1,57,22,946
			In Current Account-bank balances	5,887	67,10,231
			Cash with Manager	3,769	3,769
Total	**16,99,01,034**	**28,02,15,731**	**Total**	**16,99,01,034**	**28,02,15,731**

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

SVS AND COMPANY ★ FRN 008696S Bangalore-92 ★ CHARTERED ACCOUNTANTS

(S.Sankar)
Proprietor
Membership No. : 201638
Bangalore, the 4th September, 2025

COLLECTIVE GOOD FOUNDATION ★ BANGALORE ★

For Collective Good Foundation

Trustee

Trustee

Governance and Finance Snapshot

Collective Good Foundation (FCRA)
Balance Sheet as at March 31, 2025

Funds & Liabilities	As at March 31, 2025 Amount in INR	As at March 31, 2024 Amount in INR	Property & Assets	As at March 31, 2025 Amount in INR	As at March 31, 2024 Amount in INR
Liabilities (Note 1)			**Fixed Assets (Note 2)**		
For Expenses	56,17,491	26,34,974	Balance as per last Balance Sheet	3,40,35,715	11,384
			Add : Additional during the year	3,01,90,904	4,53,48,003
Income and Expenditure Account			Less : Depreciation up to date	(2,23,07,523)	(1,13,23,673)
Balance as per last Balance Sheet	22,05,82,220	14,27,52,307		4,19,19,096	3,40,35,715
Add: Surplus (As per I & E A/c)		7,78,29,913	**Investments**		
Less : Deficit (As per I & E A/c)	(8,58,71,668)	-	Fixed Deposits	8,51,11,795	17,57,11,165
	13,47,10,552	22,05,82,220			
			Current Assets		
			Deposits (Assets)	-	21,000
			TCS Receivable	16,000	16,000
			TDS Receivable (Note 3)	21,52,819	12,34,862
			Loans & Advances (Note 4)	3,34,805	18,10,027
			FD Interest Accrued	57,03,500	16,27,051
			Cash and Bank Balances		
			In Savings Account-bank balances	50,90,028	87,61,374
			Cash with Manager	-	-
Total	**14,03,28,043**	**22,32,17,194**	**Total**	**14,03,28,043**	**22,32,17,194**

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 4th September, 2025

For Collective Good Foundation

Trustee

Trustee

Governance and Finance Snapshot

Collective Good Foundation (Consolidated)
Income and Expenditure Account for the period ended March 31, 2025

Expenditure	For the period ended March 31, 2025	For the period ended March 31, 2024	Income	For the period ended March 31, 2025	For the period ended March 31, 2024
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
To Establishment Expenses	3,82,07,149	4,23,81,623	By Interest and other income		
To Depreciation	2,46,24,965	1,22,04,265	On Fixed Deposits	1,13,01,741	91,21,415
			On Savings Bank Account	39,06,105	56,23,575
To Expenditure on object of the Trust			By Benefaction towards corporate social reponsibility commitments/Grants	52,61,96,578	63,24,15,806
General Public Utility	4,64,82,105	11,52,70,316	By beneficiaries participation	2,72,20,701	75,00,000
Medical Relief, health	19,92,54,962	6,73,52,874			
Relief of poor and/or livelihood	35,37,48,701	36,66,38,411			
Educational	1,85,92,842	3,37,54,586			
Program expenses to support trust's object	61,80,78,609	58,30,16,188			
To Excess carried over to Balance Sheet	(11,22,85,599)	1,70,58,720			
Total	56,86,25,124	65,46,60,795	Total	56,86,25,124	65,46,60,795

As per our report for even date
For SVS and Company
Chartered Accountants
Firm Reg. No. 008696S

SVS AND COMPANY CHARTERED ACCOUNTANTS FRN : 008696S Bangalore-92

(S. Sankar)
Proprietor
Membership No. : 201638
Bangalore, the 4th September, 2025

COLLECTIVE GOOD FOUNDATION BANGALORE

For Collective Good Foundation

Trustee

Trustee

Governance and Finance Snapshot

Collective Good Foundation (FCRA)
Income and Expenditure Account for the period ended March 31, 2025

Expenditure	For the period ended March 31, 2025	For the period ended March 31, 2024	Income	For the period ended March 31, 2025	For the period ended March 31, 2024
	Amount in INR	Amount in INR		Amount in INR	Amount in INR
To Establishment Expenses (Note 1)	2,07,21,863	2,66,98,390	By Interest and other income (Note 4)		
To Depreciation (Note 2)	2,23,07,523	1,13,23,673	On Fixed Deposit	1,03,21,553	47,56,540
			On Savings Bank Account	12,44,727	30,58,614
				1,15,66,280	78,15,154
To Expenditure on object of the Trust (Note 3)					
General Public Utility	-	1,48,38,793	By Grants (Note 4)	12,62,51,691	24,96,85,637
Medical Relief, health	8,01,00,000	-			
Relief of poor and/or livelihood	10,05,60,253	12,68,10,022			
Educational	-	-			
Program expenses to support trust's object	18,06,60,253	14,16,48,815			
To Excess carried over to Balance Sheet	(8,58,71,668)	7,78,29,913			
Total	**13,78,17,971**	**25,75,00,791**	Total	**13,78,17,971**	**25,75,00,791**

As per our report for even date
For SVS and Company
Chartered Accountants
Firm Reg. No. : 008696S

S AND COMPANY * FRN : 008696S Bangalore-92 * CHARTERED ACCOUNTANTS

(S. Sankar)
Proprietor
Membership No. : 201638
Bangalore, the 4th September, 2025

COLLECTIVE GOOD FOUNDATION BANGALORE

For Collective Good Foundation

Trustee

Trustee

Governance and Finance Snapshot

Collective Good Foundation (Consolidated)
Receipts and Payments Account for the period ended March 31, 2025

Receipts	For the period ended March 31, 2025 Amount in INR	For the period ended March 31, 2024 Amount in INR	Payments	For the period ended March 31, 2025 Amount in INR	For the period ended March 31, 2024 Amount in INR
To **Balance B/f**			By **Expenditure**		
Cash-in-hand	3,769	3,236	Professional Charges	12,06,563	32,23,569
Bank Balance	2,24,33,178	3,92,39,914	Program expenses to support trust's object	61,59,21,118	59,31,09,049
			Administration & Other Exp	3,56,75,136	3,76,69,376
To **Income**					
Grants	55,34,50,624	63,23,52,670			
Interest on Fixed Deposits	53,81,205	73,46,830	By **Deposits paid**	-	21,000
Interest on Savings Account	39,06,105	56,21,529			
Misc Income	2,901	128	By **Fixed Assets - Purchased**	31,38,481	10,18,126
To **Deposits Matured**			By **Investments**		
Fixed Deposits	16,40,00,000	40,09,64,982	Fixed Deposit	5,49,00,000	39,94,69,795
To **Deposits**			By **Liabilities Paid**		
Security Deposit	21,000	-	TDS Payable- (Prof Fees, Vendor and Rent)	3,10,55,969	2,81,51,416
To **Advance Paid to Creditors/Deposits/Consultants**			By **Advance Paid to Creditors/Deposits/Consultants**		
HDFC Prepaid Card XX8234	50,000		HDFC Prepaid Card XX8234	1,50,000	50,000
YES Prepaid Card wallet	10		YES Prepaid Card	6,20,000	3,80,010
			By **Balance C/f**		
			Cash-in-hand	3,769	3,769
			Bank Balance	65,77,755	2,24,33,178
Total	**74,92,48,791**	**1,08,55,29,289**	**Total**	**74,92,48,791**	**1,08,55,29,289**

As per our report for even date
For SVS and Company
Chartered Accountants
Firm Reg. No. : 008696S
SVS AND COMPANY ★ FRN : 008696S Bangalore-92 ★ CHARTERED ACCOUNTANTS
(S.Sankar)
Proprietor
Membership No. : 201[illegible]
Bangalore, the 4th September, 2025

COLLECTIVE GOOD FOUNDATION BANGALORE

For Collective Good Foundation

Trustee

Trustee

Governance and Finance Snapshot

Collective Good Foundation (FCRA)

Receipts and Payments Account for the period ended March 31, 2025

Receipts	For the period ended March 31, 2025 Amount in INR	For the period ended March 31, 2024 Amount in INR	Payments	For the period ended March 31, 2025 Amount in INR	For the period ended March 31, 2024 Amount in INR
To **Balance B/f**			By **Expenditure**		
Cash-in-hand	-	-			
Bank Balance	87,61,374	1,14,79,721	Program expenses to support trust's object	18,75,52,279	17,28,46,684
			Administration & Other Exp	1,90,64,114	2,64,12,758
To **Income**					
Grants	12,62,51,691	24,96,85,637	By **Fixed Assets - Purchased**	12,04,898	-
Interest on Fixed Deposits	47,80,860	41,21,325			
Interest on Savings Account	12,44,727	30,58,614	By **Deposit paid**	-	21,000
			By **Liabilities Paid**		
To **Deposits Matured**			TDS (Prof Fees, Vendor, Rent)	1,92,27,334	1,51,00,500
Fixed Deposit	12,60,00,000	19,28,96,814			
			By **Investments**		
			Fixed Deposit	3,49,00,000	23,80,99,795
			By **Balance C/f**		
			Cash-in-hand	-	-
			Bank Balance	50,90,028	87,61,374
Total	26,70,38,653	46,12,42,111	Total	26,70,38,653	46,12,42,111

As per our report for even date
For SVS and Company
Chartered Accountants
Firm Reg. No. : 008696S

SVS AND COMPANY ★ FRN : 008696S Bangalore-92 ★ CHARTERED ACCOUNTANTS

(S.Sankar)
Proprietor
Membership No. : 2[illegible]
Bangalore, the 4th September, 2025

COLLECTIVE GOOD FOUNDATION BANGALORE

For Collective Good Foundation

Trustee

Trustee

Advisors and Directors

At Collective Good Foundation, people are at the heart of everything we do. For over 15 years, our work has been shaped by individuals and institutions who believe in the power of collective action and partner with us to turn ambition into impact.

As we take on increasingly complex challenges across livelihoods, financial inclusion, and systems transformation, collaboration remains central to our approach. Our Advisory Board and leadership team play a critical role in guiding strategy, strengthening execution, and helping us build solutions that are designed to scale. Together, they ensure our work is not only responsive to today's needs, but resilient enough to drive lasting change.

Our Trustees



Suman Srivastava



Jagdish Acharya



Noshir Dadrawala

Our Advisors



Irfan Nooruddin



Nachiket Mor



Subho Moulik



Paresh S. Parasnis

Key Partnerships

The impact we create for our participants is made possible through the commitment, collaboration, and trust of our partners.





























































Refop India Company











Paresh Parnasis

Shri Mahakal Education Charitable Trust

