IMPACT CATALYST FOUNDATION

ANNUAL REPORT

FY 25-26





Afforestation drive in Karnataka

ANNUAL REPORT

FY 25-26

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Foreword

At Impact Catalyst Foundation (ICF), we believe lasting change happens when people, institutions and ecosystems grow stronger together.

Since 2021, ICF has brought more than two decades of experience from Swasti, Vrutti, GREEN Foundation and Upfront into one India-rooted institution, combining action research, implementation and collaborative orchestration across health, livelihoods, social protection, workforce wellbeing and climate resilience.

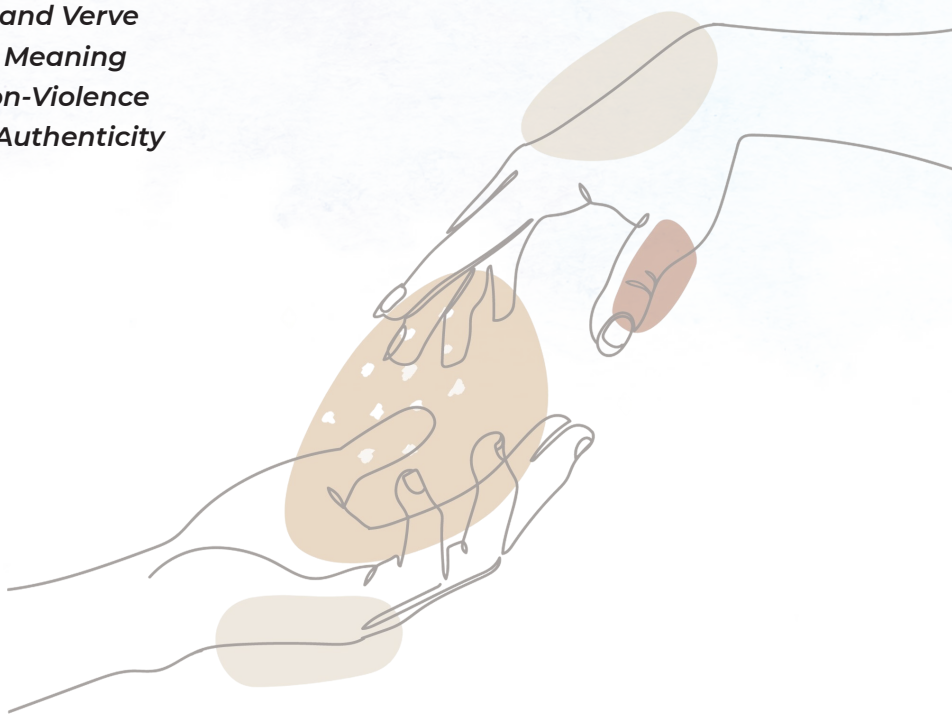
FY 2025–26 showed what this convergence makes possible. Alongside governments, corporate partners, civil society and communities, we facilitated over ₹125 crore in social protection benefits for vulnerable families, while 13,096 native trees, nurtured by farmers and schools, continue to thrive despite heat and drought. In workforce wellbeing, we convened leading voices from civil society, industry and research to shape sectoral priorities for women workers across value chains, strengthening dialogue on the policies needed to address structural inequities. Through SETU, our coalition that unites organisations and stakeholders to strengthen social protection systems across India, we are working to ensure that social security reaches the most vulnerable. We also strengthened our governance and multi-brand model, preparing ICF to grow with greater accountability.

We remain committed to our ambition with absolute resolve: "resilience and wellbeing for 100 million people and the planet."

To every partner, community member and colleague walking this road with us, we thank each one of you.

With uncompromising vigour and Verve
Driven by Purpose, Vision and Meaning
Guided by Love, Peace and Non-Violence
Rooted in Truth, Respect and Authenticity

Team ICF
Impact Catalyst Foundation



Special Focus: Collaborations

Creating impact that no single organisation can achieve alone

The most enduring solutions are built when public systems, communities and institutions work together. At Impact Catalyst Foundation (ICF), collaboration begins with the government—because lasting change happens when existing systems become more responsive, more accessible and better connected to the people they are meant to serve.

Across FY25–26, ICF worked alongside district administrations, state departments, Panchayats, PMJAY coordinators, government schools and frontline institutions to strengthen last-mile delivery across health, livelihoods, climate action and social protection. Rather than creating parallel structures, we focused on helping public systems work more effectively by combining community facilitation with institutional coordination, technical expertise and shared ownership.

This approach shaped every part of our work. In Social Protection, partnerships with district administrations across multiple states helped communities move from awareness to successful enrollment in government schemes, while coordination with PMJAY district coordinators strengthened local governance buy-in and enabled smoother access to health insurance and essential entitlements. We also signed a Memorandum of Understanding with Dattopant Thengadi National Board for Workers Education & Development (DTNBWED), an autonomous body under Ministry of Labour & Employment, Government of India with the purpose of undertaking a pilot programme in selected regions, to develop a scalable framework/blueprint for mass impact with respect to the access to social protection schemes for the unorganized / informal sector.

In Climate Action, collaborations with government residential schools, Gram Panchayats and institutional partners created stronger stewardship models, where schools increasingly took ownership of replantation efforts and native tree care beyond the life of individual projects.

Alongside government partnerships, ICF brought together private sector collaborations with organisations that enabled both reach and capability. Collaborations with TATA AIG, Learning Links Foundation, Varaha, ICE Network, Aster Hospitals, Rotary Club and other partners helped combine financial support, technical expertise, implementation capacity and community networks to create more integrated solutions than any single organisation could deliver alone.

The year also marked an important step in strengthening ICF's role as a collaborative platform. Through the Catalyst Now India chapter, we continued building a national ecosystem for social innovation by convening organisations, expanding governance and leadership groups, facilitating systems-change dialogues, launching collaborative campaigns with member organisations, and supporting new consortium-based initiatives that demonstrate how collective action can accelerate impact.

Together, these partnerships reflect ICF's belief that institutions create greater impact when they work as connected systems rather than isolated actors. By strengthening government delivery, enabling cross-sector collaboration and building shared ownership with communities, we are helping create solutions that can grow far beyond the boundaries of a single programme.

FY 25-26 at a Glance

3 domains: Climate Action, Workforce Wellbeing, Social Protection

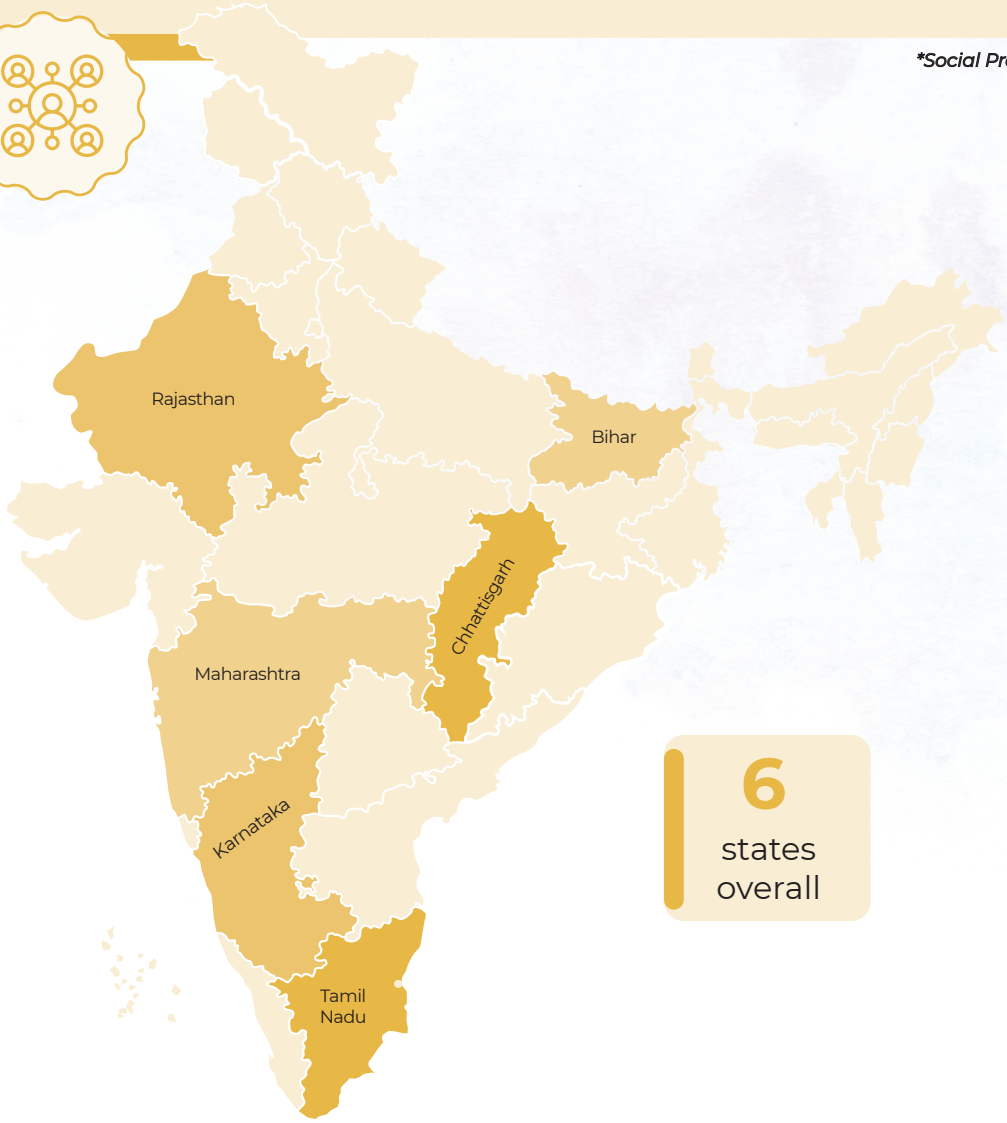
4 brands

₹2.95 cr grants and donations received

2 lakh+ people reached overall

rural poor, urban poor, migrant workers, farmers, schools & women and children

**Social Protection Programs only*



6 states overall

Social protection reached

2 lakh+

people, both directly and indirectly, across **6** districts in **4** states

1,82,473 services delivered in total


Social Protection camp in Rajasthan

We facilitated over **₹125** crore in social protection benefits, expanding access to healthcare, financial protection and essential services.

Workforce Wellbeing

We convened sector specialists and academicians, including representatives from the International Labour Organisation and SEWA Bharat, to share research insights and best practices aimed at empowering women across value chains.

25,525

native saplings planted since 2022


Sapling planting in schools, Karnataka

ecological restoration, community-supported afforestation

14 school partners and 18 farmer families engaged

Afforestation drive carried out in 6+ districts across 4 states

7,000+ confirmed replantations of previous years plantation

3,168 native saplings planted

Strengthening an Institution

Building resilient communities also requires building resilient institutions. As Impact Catalyst Foundation entered its next phase of growth, FY25–26 was marked by investments that strengthened how we govern, communicate, collaborate and deliver impact across multiple brands and partnerships. These foundations are enabling ICF to grow with greater accountability, stronger partnerships and a clearer institutional identity.

Governance

During the year, ICF continued strengthening its institutional oversight through an active and new Board of Directors and shareholders, defined governance structures and clear decision-making processes that support responsible growth. As the organisation expanded its programme portfolio and partnerships, governance remained central to ensuring transparency, accountability and alignment with ICF's long-term vision.

Alongside strategic oversight, the year also saw continued progress in building systems that support organisational resilience, including strengthened internal processes and institutional preparedness for future growth.

One Institution. Multiple Brands. Shared Purpose.

One of ICF's defining strengths is its ability to unite complementary organisations under a common vision. During the year, we consolidated our diverse portfolio through a multi-brand implementation model, aligning the expertise of Swasti, Vrutti, GREEN Foundation, Upfront, SETU, and Community Action Collab within a single institutional framework while preserving the distinct identity each brand brings to the field.

This approach enabled our programmes to draw on specialised capabilities across public health, social protection, workforce wellbeing, livelihoods, climate resilience, and collaborative action, while offering partners and communities a more integrated experience. Rather than functioning as separate initiatives, the brands increasingly operated as interconnected pathways towards a shared goal, building resilient communities through stronger systems, institutions and partnerships.

Together, these investments reflect ICF's evolution as more than an implementing organisation. They strengthen our ability to convene diverse actors, deliver integrated solutions across sectors and build the institutional foundations needed to create lasting impact at scale.

Executive Directors


Raghini Badhrinarayanan


Dr. Angela Chaudhuri

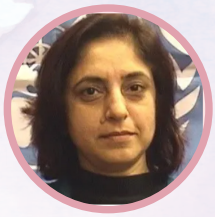

Shaonli Chakraborty


Sandip Pattanayak


Thangavelu R


Joseph Julian

Non Executive Directors


Alka Narang


Balakrishnan S


Doraiswami Ashok


Dr. Jacob John


MRC Ravi


Muralidharan Thykat


Nandlal Narayanan

What We **Enabled**

Strategic Pillar: Social Protection

Social protection plays a critical role in reducing vulnerability and helping marginalised communities access the services and benefits available to them. For Scheduled Castes and Scheduled Tribes, women, farmers and migrant communities, awareness of government schemes is often only the first step. Timely information, application support and effective facilitation are essential to ensuring that people can access the entitlements they are eligible for.

During FY 2025–26, Impact Catalyst Foundation focused on strengthening this connection between vulnerable communities and social protection systems. Working across Begusarai, Osmanabad, Nanded, Palghar, Baran and Virudhunagar, the programme raised awareness about social protection schemes and facilitated access through community camps, door-to-door visits and helpdesks. This included identifying schemes and services suited to individual needs, supporting applications and helping community members navigate the process of accessing benefits.

Through these efforts, 1,03,463 beneficiaries were reached through social protection scheme facilitation, against a target of reaching over 1 lakh beneficiaries during the year.



Social protection schemes awareness camp in Rajasthan

The programme also facilitated access to Direct Benefit Transfer (DBT), non-DBT and insurance schemes, resulting in over ₹125 crore reaching community members.

Partnerships with TATA AIG and IndusInd Bank, with Swasti and alongside support ffrom government stakeholders, strengthened outreach to vulnerable sections of society. Coordination with government officials and enabling institutions helped improve access to schemes, reduce denial of services and support applications, with the larger aim of reducing out-of-pocket expenditure and financial vulnerability.

Together, these efforts reflect ICF's approach to social protection: moving beyond awareness to facilitate access, connect people with the benefits they are entitled to, and strengthen the resilience of communities.



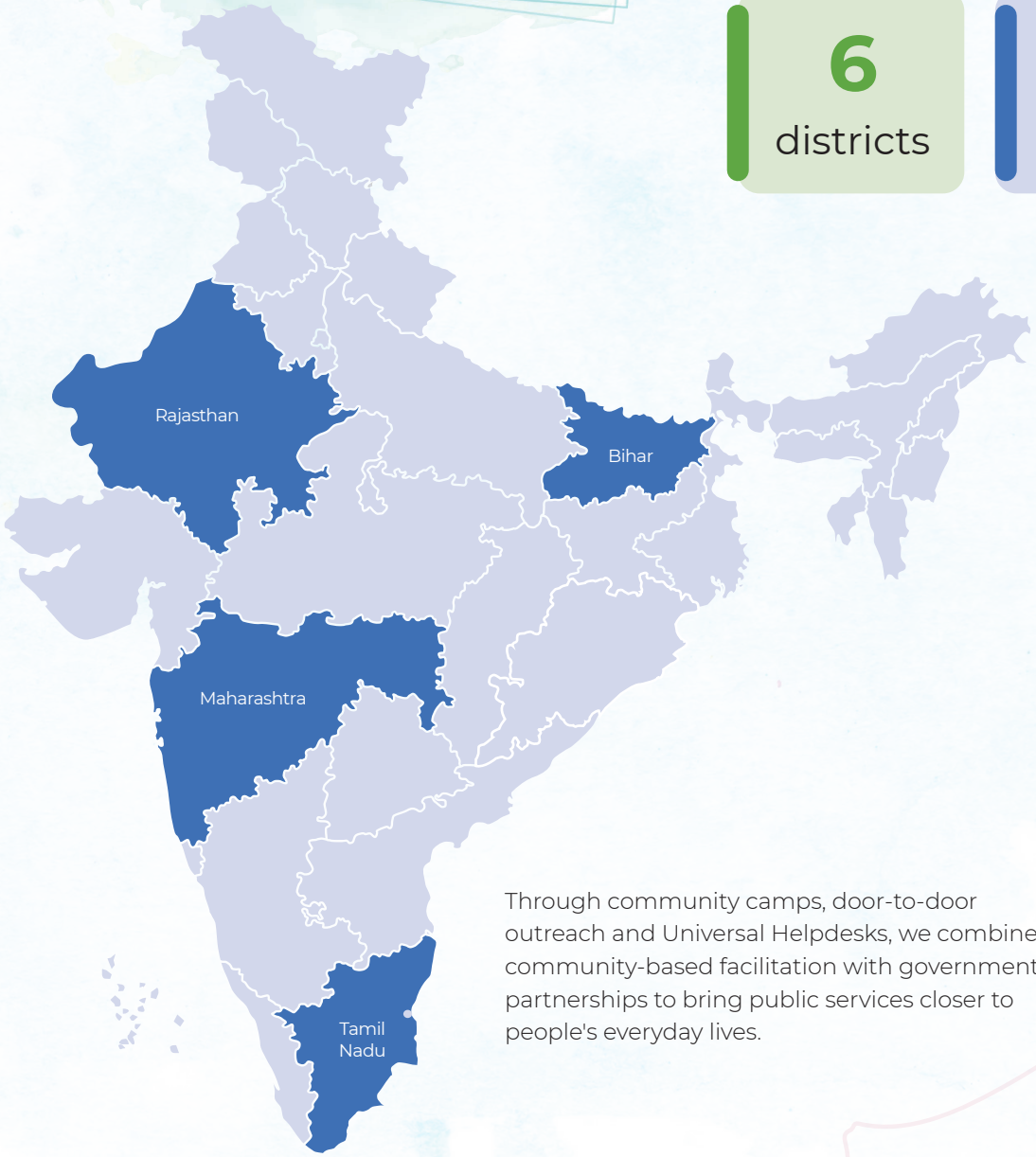
Social protection awareness camp in Tamil Nadu

1,03,463
direct reach

1,82,473
services delivered

6
districts

4
states



Through community camps, door-to-door outreach and Universal Helpdesks, we combined community-based facilitation with government partnerships to bring public services closer to people's everyday lives.

Partners - TATA AIG, IndusInd Bank, district administrations and local institutions.

Strategic Pillar: Climate Action

Ecological resilience is built when communities and ecosystems recover together. As heat intensifies, rainfall becomes more erratic, and landscapes lose their natural ability to absorb shocks, restoring resilience is about rebuilding the living systems that regulate water, protect soils, support biodiversity, strengthen livelihoods, and help communities adapt to a changing climate.

Across FY25–26, Impact Catalyst Foundation approached ecological restoration as a long-term resilience strategy. By combining native tree restoration with community stewardship, technical consulting, and institutional partnerships, we worked to create landscapes that continue to regenerate long after the first sapling is planted.

From farmer-owned agroforestry plots in Kanakapura and Ramanagara to school campuses across Karnataka, Tamil Nadu, Chhattisgarh and Maharashtra, the programme focused on what happens after planting. Since 2022, 25,525 native saplings have been planted, with 3,168 being planted in this financial year and 13,096 trees continuing to survive despite El Niño conditions, prolonged heatwaves and drought. This year also marked an important milestone as trees planted during the programme's earliest phase began flowering and fruiting, creating new opportunities for income and nutrition for participating farmer families while demonstrating that long-term care delivers lasting ecological returns.

The year's work also marked an important evolution in how restoration is delivered. Alongside direct planting, ICF launched its Technical Tree Consulting model, supporting partners with native species selection, plantation planning, survival audits, and stewardship approaches such as Adopt a Tree. A pilot with Learning Links Foundation in Dharmapuri laid the foundation for wider partnerships, while new engagements expanded into Bellary, Bagepalli, and Chhattisgarh. Emerging collaborations with Ice Network, Varaha, Ecosia, and other institutional partners are now opening pathways to scale restoration beyond ICF's direct implementation footprint.

The strongest measure of success has been ownership. Across 14 school partners, with many schools choosing to fund replacement plantations themselves during Van Mahotsav and other community celebrations. More than 7,000 confirmed replantations are already underway, with the programme working toward 30,000+ maintained trees, while school forests are increasingly becoming demonstration sites for native tree care, climate education, and community stewardship.

The impact extends well beyond tree survival. Native tree cover is helping restore pollinator corridors, improve groundwater recharge and soil moisture retention, reduce topsoil erosion, create cooler school environments, and diversify income for

farming households. The aim is to ensure that these landscapes become stronger buffers against climate shocks while creating healthier environments for the communities that depend on them.

Together, these efforts demonstrate ICF's approach to climate action in practice: enabling communities, institutions, and ecosystems to become stewards of long-term ecological resilience, ensuring that restoration is sustained not by a planting event, but by the systems that continue to nurture it.

25,525
native saplings planted

13,096
surviving trees

14
school partners

4
states



Sapling plantation underway in Karnataka

Combining native tree restoration with community stewardship, technical consulting, and institutional partnerships, we worked to create landscapes that continue to regenerate long after the first sapling is planted.



Sapling plantation underway in Karnataka

Partners- Learning Links Foundation, Ice Network, Sustainable Green Initiative, Aster Hospitals, Rotary Club, Navodaya & Morarji Desai Schools, Varaha, SayTrees.

Strategic Pillar: Workforce Wellbeing

Workforce wellbeing strengthens the connection between the value chains that drive the economy and the people who power them. Fair working conditions, recognised rights and access to entitlements help workers, especially women in informal work, build stable and dignified livelihoods, so that the invisibility of their work does not become a lasting disadvantage.

Across FY 2025-26, ICF through Upfront worked to strengthen this connection by bringing the ecosystem around informal women workers into one conversation. On 13 June 2025, we convened a multi-stakeholder meeting to align partners on emerging priorities for improving the status of women workforces across value chains, with a particular focus on home-based and factory workers. We drew on two decades of experience in shaping workforce wellbeing, strengthening systems, and advancing rights and entitlements, and brought an evidence-driven, field-anchored perspective to the table.

The convening brought together strategic and expert voices from various organizations including SEWA, ILO, FairWear Foundation alongside academic experts and other ecosystem players. Together, they examined the gendered vulnerabilities of the informal economy, shifts in global value-chain dynamics, and the lived realities of the women who sit at the base of these chains.

This work also sits within a wider effort to shift who shapes the sector's outlook. Through Catalyst Now India, hosted by ICF, we enable proximate leaders, including social entrepreneurs and innovators, to lead the narrative on India's development sector and provide a platform for collective voices.



Multi-stakeholder meeting convened on addressing inequities for women in value chains, Delhi, June 2026

Impact Stories

PMJAY Provides Life-Saving Support to Shaikh Nasrin Bi



Shaikh Nasrin Bi, a 52-year-old homemaker from Umari, Nanded, supports a family of eight on a modest annual income of Rs. 40,000. For a family already living on the margins, a serious illness could have meant an impossible choice between treatment and survival.

When Shaikh Nasrin Bi was diagnosed with cancer, ICF stepped in to facilitate her enrolment under the Pradhan Mantri Jan Arogya Yojana (PMJAY)- India's national health insurance scheme providing cashless treatment coverage of up to Rs. 5 lakh per family per year at empanelled hospitals. This ensured she could access the scheme without delay at a critical moment in her life. She was subsequently admitted to Monarch Hospital, a PMJAY-empanelled private facility, where she received the treatment she urgently needed.

Through PMJAY, and with ICF's on-ground facilitation support, Shaikh Nasrin Bi received cashless hospitalization covering diagnostic tests, medicines, and complete treatment worth Rs. 95,000 — sparing her family from a financial burden that could have pushed them into debt or forced them to forgo treatment altogether.

For a family earning just Rs. 40,000 a year, an unfacilitated cancer diagnosis could easily have meant depleted savings, crippling loans, or delayed and inadequate care. Instead, timely scheme facilitation meant Shaikh Nasrin Bi could focus entirely on her recovery, not on how to pay for it. She continues her treatment today, with costs covered by the PMJAY scheme and her family expressing deep relief and gratitude for a support system that stood by them when it mattered most.

This case is a powerful reminder of what schemes make possible, not just access to a government entitlement, but the difference between a family pushed into poverty by illness, and one able to walk through it with dignity and support.

From Hardship to Hope Through Goat Farming



Muthuerulaye, a resident of Kambali village in Virudhunagar district, supported her five-member family through physically demanding work cutting firewood and producing charcoal while also caring for her son with a disability. The work was exhausting, income was uncertain, and opportunities to build a more secure future felt limited.

Through ICF's partnership with SPEECH, Muthuerulaye figured that she could benefit from the Swarnima Scheme for Women, which supports women seeking sustainable livelihood opportunities. Working alongside local Self-Help Groups, the project team helped her secure a ₹50,000 loan, creating an opportunity to move beyond precarious manual labour.

Muthuerulaye invested the assistance in purchasing four goats, establishing a goat farming enterprise that provided an alternative source of income for her household. Rather than relying entirely on physically demanding daily labour, the family began building a livelihood that offered greater stability and the possibility of long-term growth.

Her actions also demonstrated the value of combining financial inclusion with community institutions. ICF helped her connect government support, Self-Help Groups and practical livelihood opportunities to create a pathway that extended beyond a single loan toward greater economic resilience.

For Muthuerulaye, the change was measured not only in income, but in possibility. What began as financial assistance became the foundation for a more secure future, one built on her own enterprise, strengthened by community support, and sustained through a livelihood that offered greater dignity, independence and hope for her family's years ahead.

From Daily Wage Labour to Dairy Entrepreneurship



Pechiyammal, a 48-year-old resident of Pappanam village in Virudhunagar district, spent years relying on uncertain daily wage labour alongside her husband to support their household. With irregular work and no dependable income, each day depended on whether employment was available, leaving little room to plan for the future.

During an awareness camp organised under ICF's Social Protection programme, Pechiyammal learned that her long-standing membership in a Women's Self-Help Group could become a pathway to financial support for self-employment. With guidance from the project team, she applied for and received a ₹1,00,000 loan for livestock development. Using the loan alongside her own contribution, she purchased two cows and began building a dairy enterprise of her own.

The support did not end with the loan. When Pechiyammal faced difficulties selling the milk locally, the programme facilitated a market linkage with Aavin Milk Producer Company, ensuring that her enterprise could become commercially viable rather than remaining a small household activity. Today, after meeting her family's needs, she supplies 15 to 18 litres of milk every day, generating a stable monthly income of around ₹18,000, which was a significant shift from the uncertainty of daily wage labour.

The transformation has brought more than financial stability. A reliable livelihood has given the family greater confidence in planning ahead, reduced their dependence on irregular work, and created a stronger sense of economic security.

Pechiyammal's journey shows what social protection can achieve when awareness, community institutions and livelihood support come together—not simply providing financial assistance, but creating the conditions for long-term resilience and self-reliance.

Swarnima Scheme Helps Meenakshi Build a Safer Future



Meenakshi, a widow from Sakkarakottai village in Virudhunagar district, carried the responsibility of supporting her family while living with the lasting effects of a stroke that left her partially paralysed. After the loss of her husband, she continued raising her two sons in a small tiled-roof house that had become increasingly inadequate as her family grew.

The physical limitations caused by her illness made everyday life even more challenging, and the family's housing situation became another source of insecurity. As a member of a Self-Help Group, Meenakshi came into contact with ICF's Social Protection programme, where she received guidance to apply for the Swarnima Scheme, a government initiative designed to support women from economically vulnerable households.

Meenakshi secured ₹1,00,000 in financial assistance, which she used to construct a permanent home for her family. The new house created the additional space her sons' families needed while providing a safer and more dignified living environment for someone managing a physical disability.

The impact extended well beyond improved housing. A secure home reduced everyday uncertainty, restored confidence after years of hardship, and gave Meenakshi a stronger foundation from which to support her children and grandchildren. For a family that had been navigating bereavement, disability and financial instability simultaneously, the intervention became a turning point rather than a temporary solution.

Meenakshi's story reflects the broader purpose of social protection, one of ensuring that government schemes become practical tools for rebuilding lives, restoring dignity and creating lasting security for families facing multiple layers of vulnerability.

Arumugalakshmi's Journey to Safer Employment



Arumugalakshmi, a 42-year-old resident of Vadamalapuram village in Sivakasi, had spent years working in the fireworks industry despite the significant risks that came with the job. As the mother of two daughters, she wanted safer employment but repeated attempts to access opportunities under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) had been unsuccessful.

Without proper guidance, each application was rejected, leaving her discouraged and convinced that the scheme was beyond her reach. When she approached ICF's Social Protection programme, the project team worked with her to understand the application process, connect with the Panchayat President and Secretary, and complete the necessary steps for reapplying.

This time, her application was approved, and she received her MGNREGA job card, allowing her to transition from factory work into safer public employment. What had previously felt like a closed system became an accessible pathway because someone helped bridge the gap between eligibility and access.

For Arumugalakshmi, the change represented more than a new source of income. It meant leaving behind work that exposed her to daily safety risks, gaining greater stability for her household, and creating a future where earning a livelihood no longer required compromising personal safety.

Her journey demonstrates how effective social protection is often about making existing public systems work as intended, ensuring that information, facilitation and local coordination transform opportunity from something promised on paper into something experienced in everyday life.

Worksite Awareness Opens the Door to Higher Education



Muneeswari, an MGNREGA worker from Pudaiyanenthal village in Virudhunagar district, supported her household on a monthly income of around ₹9,000 while helping her daughter pursue a college education. With limited financial resources and rising educational expenses, continuing higher studies was becoming increasingly difficult for the family.

During an awareness programme conducted at an MGNREGA worksite, Muneeswari learned about the Tamil Nadu Workers' Welfare Board and the educational benefits available through membership. This was information she had never encountered before despite being eligible. With facilitation support from ICF's Social Protection programme, she enrolled in the Welfare Board and successfully applied for educational assistance for her daughter, Kavya, who was pursuing a Bachelor of Arts degree.

The application resulted in ₹5,000 being deposited into Muneeswari's account to support Kavya's college expenses, easing the financial burden of higher education while helping ensure that her studies could continue without interruption.

What was also strengthened was the family's confidence in accessing government welfare systems that had previously seemed distant and unfamiliar. She realized that by connecting information with action, she could transform awareness into a tangible benefit that could shape long-term opportunities.

Muneeswari's story shows that social protection is not only about responding to crises. Sometimes, the greatest impact begins with making the right information available at the right moment, enabling families to invest in futures that once seemed uncertain.

Timely Facilitation Makes Lifesaving Dialysis Accessible



Mariyaselvam, a 65-year-old resident of Krishnapuram village in Virudhunagar district, became the primary support for his daughter and grandson after the loss of his son-in-law. Living on uncertain daily wages while helping fund his grandson's college education, the family was already managing a fragile financial balance when Mariyaselvam was diagnosed with severe kidney complications requiring regular dialysis.

The cost of ongoing treatment quickly became overwhelming. With medical expenses rising and doctors recommending continuous care, the family faced the prospect of choosing between essential healthcare and everyday survival. During the social protection community outreach visit, Mariyaselvam learned about the Chief Minister's Comprehensive Health Insurance Scheme and sought support through the enrolment process.

With timely facilitation, Mariyaselvam began receiving dialysis and continued treatment at a nearby government hospital without bearing the additional financial burden that could have pushed the family deeper into hardship. This ensured that healthcare became accessible when it was needed most, allowing the household to focus on recovery rather than mounting medical costs.

Beyond reducing expenses, the scheme provided emotional relief to a family already coping with multiple responsibilities. The assurance that treatment could continue without financial disruption restored hope during an especially uncertain period.

Mariyaselvam's experience demonstrates how social protection extends beyond emergency interventions. By enabling continuous access to essential healthcare, timely facilitation protects families from prolonged financial vulnerability while ensuring that chronic illness does not become an insurmountable barrier to living with dignity.

A Pension Restores Independence



Ammasi, a 60-year-old construction labourer from Panaikudi in Virudhunagar district, had spent decades earning his living through physically demanding work that became increasingly difficult as he grew older. As age began to limit his ability to work consistently, supporting his four-member household became an even greater challenge.

Although Ammasi had previously registered with the Tamil Nadu Unorganised Workers Welfare Board and was eligible for a monthly pension, he had never successfully accessed the benefit. The entitlement existed, but without the support needed to navigate the process, it remained out of reach for years.

He sought the help of ICF's Social Protection programme, where the project team guided him through the application process, ensured the necessary documentation was completed, and helped him finally access the pension he was entitled to receive. Today, Ammasi receives ₹1,200 every month, providing a dependable source of income for essential expenses such as medicines and groceries.

While modest in monetary value, the pension has had a profound impact on his daily life. It has reduced the pressure of relying solely on declining physical labour, restored a greater sense of independence, and allowed him to manage basic household needs with increased confidence.

Ammasi's story reminds us that social protection is not always about introducing new benefits. Often, it is about ensuring that existing rights become meaningful in practice, helping older workers claim the support designed to protect them after a lifetime of contributing through their labour.

A Welfare Card Opens New Opportunities for a Working Family



Muthukkamatchi, a 48-year-old daily wage labourer from Palayampatti village, had carried a Tamil Nadu Construction Workers Welfare Board identity card for years without ever benefiting from it. Because the card had not been renewed and she was unaware of the schemes linked to it, valuable opportunities for her family remained inaccessible despite her eligibility.

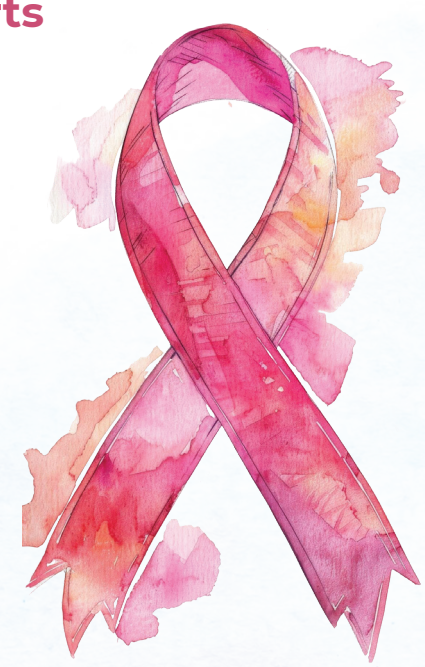
During a community outreach camp, Muthukkamatchi approached ICF's Social Protection team with her existing welfare card. A simple verification revealed that the card had lapsed, educational assistance had never been claimed for her daughters, and future benefits, including marriage assistance and old-age pension eligibility, were at risk of being missed.

With the help of the project team, she renewed her welfare card, understanding the range of benefits available through the scheme. The team also helped her understand how timely enrollment and renewal could create long-term security for her family. Although some benefits would be accessed later, the intervention ensured that they were no longer beyond her reach simply because of missing information.

The renewed card became more than an administrative document. It restored confidence in a public system she had previously been unable to navigate and gave her greater certainty about the support available as her family entered new stages of life.

Muthukkamatchi's experience highlights an often-overlooked reality of social protection: meaningful impact sometimes comes not from introducing new schemes, but from helping people fully utilise the entitlements they already hold.

Timely Scheme Facilitation Supports Cancer Treatment for a 19 Year-Old Student



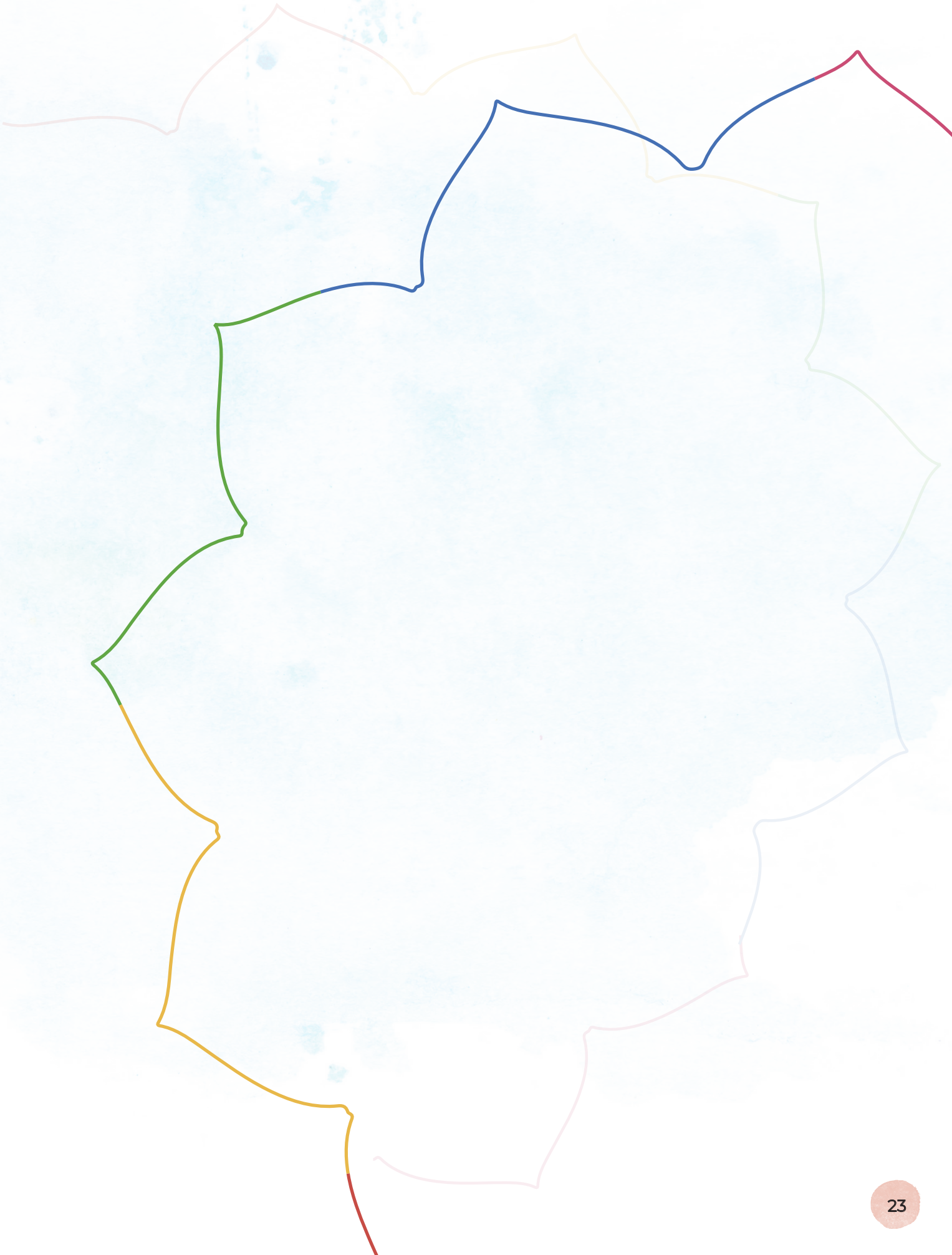
Ashok Janu Dagala, a 19-year-old student from Charoti Dongripada, Palghar was diagnosed with blood cancer, requiring immediate and specialised medical intervention. Belonging to a family of three with an annual household income of Rs. 35,000, the cost of such treatment was well beyond the family's means.

With facilitation support from ICF, Ashok was enrolled under the Pradhan Mantri Jan Arogya Yojana (PMJAY). India's national health insurance scheme provides cashless treatment coverage of up to Rs. 5 lakh per family per year at empanelled hospitals. He was admitted the same day to G.M.E.R.S. Civil Hospital, Valsad, where he began chemotherapy and specialised care without delay.

Over the course of a 14-day hospitalisation, Ashok received complete treatment at a total cost of Rs. 2,00,000, fully covered on a cashless basis under the scheme. For a family earning Rs. 35,000 annually, this amounted to nearly six times their yearly income, an expense that would otherwise have posed a severe financial burden, potentially delaying or preventing treatment altogether.

Through timely scheme facilitation, Ashok was able to access uninterrupted, high-quality cancer care without adding financial strain to his family's circumstances. He was discharged on 13 October 2025, with continued prospects for recovery.

Ashok's story shows what's possible when timely facilitation meets the right entitlement. A young life was given the chance to heal, and a family was spared from a crisis that could have defined their future.



Financials

Impact Catalyst Foundation
No.36 1st Floor Vinayaka Layout Bhoopasandra Main Road
RMV 2nd Stage Bengaluru-560094
Balance Sheet

Amount in 00's

Particulars	Note No.	As at 31-Mar-26	As at 31-Mar-25
Equity and Liabilities			
(1) Shareholder's Funds			
(a) Share Capital	2	1,000	1,000
(b) Reserves and Surplus	3	34,215	21,455
(2) Non-Current Liabilities			
(a) Leave Encashment	5	430	
(3) Current Liabilities			
(a) Short term Borrowings		-	-
(b) Trade Payables		-	-
(A) Total outstanding dues of micro enterprises and small enterprises; and		-	-
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises.		-	-
(b) Other current liabilities	4	8,323	631
TOTAL		43,968	23,086
Assets			
1) Non-current assets	6	-	14
2) Current assets			
(a) Cash and Cash equivalents	7	33,016	22,829
(b) Other Current Assets	8	10,952	243
TOTAL		43,968	23,086
Significant Accounting Policies & Notes to Accounts	1		

For and on behalf of the Board of Directors of
IMPACT CATALYST FOUNDATION

Shaonli Chakraborty

Director : Shaonli Chakraborty
DIN : 11238422

IMPACT CATALYST FOUNDATION BANGALORE

Raghini

Director : Raghini Badhrinarayanan
DIN : 07851232

Subject to our report of even date annexed
For R V K S And Associates
Chartered Accountants
FRN. 008572S

Venugopal C
Partner
M No. 226247

28/05/2026

R V K S AND ASSOCIATES BANGALORE CHARTERED ACCOUNTANTS

Impact Catalyst Foundation
No.36 1st Floor Vinayaka Layout Bhoopasandra Main Road
RMV 2nd Stage Bengaluru-560094
Statement of Income and Expenditure

Amount in 00's

	Particulars	Note No.	For the Year ended 31-Mar-26	For the Year ended 31-Mar-25
I	**Revenue from operations**			
	i. Restricted Funds	9	2,17,196	13,200
	ii. Unrestricted Funds	9	24,000	16,377
	iii. Interest on Grant Funds	10a	309	-
II	Other income	10b	2,275	632
III	**Total Revenue (I + II)**		**2,43,780**	**30,209**
IV	**Expenses:**			
	Programme expenses			
	i. Restricted Funds	11a	2,07,164	10,920
	ii. Unrestricted Funds	11b	17,622	7,704
	Other expenses	12,13 & 14	6,234	795
	Total Expenses		**2,31,020**	**19,419**
V	Surplus/(Deficit) for the period from continuing operations (III-IV)		**12,760**	**10,790**
VI	**Tax expense:**			
	i. Current tax			-
	ii. Deferred tax (Asset)/ Liability			
VII	**Excess of Income over Expenditure**		**12,760**	**10,790**
VIII	**Excess of Income over Expenditure transferred to General Reserve**		**12,760**	**10,790**
	Significant Accounting Policies & Notes to Accounts	**1**		

For and on behalf of the Board of Directors of
IMPACT CATALYST FOUNDATION

Shaonli Chakraborty

Director : Shaonli Chakraborty
DIN : 11238422

IMPACT CATALYST FOUNDATION BANGALORE

Raghini

Director : Raghini Badhrinarayanan
DIN : 07851232

Subject to our report of even date anne
For R V K S And Associates
Chartered Accountants
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R.V.K.S AND ASSOCIATES BANGALORE CHARTERED ACCOUNTANTS

Venugopal C
Partner
M No. 226247

The Road Ahead

Impact Catalyst Foundation aims to strengthen the resilience and wellbeing of 100 million vulnerable people, and the ecosystems they depend on. It brings the experience of Swasti, Vrutti, Upfront and GREEN Foundation together behind that purpose. We are joined by other well-established coalitions like SETU and CAC. The years ahead are about turning that shared ambition into change that lasts at scale.

Our work moves through three connected strands:

Thought

We combine what communities know from experience with research, data and an understanding of how people and their environments affect each other, so solutions start from how things really work on the ground.

Action

We try ideas in real settings, listen closely to what communities and landscapes tell us, and refine models until they are ready to grow.

Transformation: We build what works into institutions, markets, networks and public policy, and move decision-making closer to the communities affected.

The three strands work as a cycle, not a sequence. What we learn in the field sharpens our thinking, and each shift in a system brings up new questions to explore.

Integrated programmes, growing together

This approach is already visible in our programmes. In Palghar, Maharashtra, tribal households are building steadier incomes and lowering their climate risk through climate-smart farming, enterprise development, market linkages and strong local institutions. Our climate action work aims to grow 30,000+ new trees by pairing community stewardship with institutional partners, so that restoration is owned locally and supported at scale. Through Catalyst Now India, we are helping build a national ecosystem where organisations share solutions and act together on change no single organisation could achieve alone. SETU, our social protection collaborative is ensuring that social security reaches the vulnerable people.

A platform, not just a programme

Our aim is to multiply impact, not simply to grow as an organisation. ICF will increasingly act as a platform: bringing together the right expertise for each challenge, convening local governments, funders, civil society and communities around common goals, and working with proven models yet innovative and locally applicable.

Strengthening the institution

To support this growth, we will widen and deepen partnerships, continue to invest in governance, compliance, measurement and communications. The goal is for ICF to be a credible, trusted partner for community-centred systems change.

Looking ahead

The test is whether the systems around communities become stronger and fairer, whether partnerships achieve more together than alone, and whether people feel resilience in their health, their livelihoods, their environment and their prospects for the future.

IMPACT
CATALYST
FOUNDATION

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Website: icfoundation.catalysts.global