

Dasra Annual Report 2017-18



DASRA'S VALUES

We work to leave behind a world better than the one we came into. To make it less unjust, less prejudiced, less excluding. More equal. More human. We work against the tide every day, and there are times when the brokenness of what we are trying to fix overwhelms us in ways we cannot comprehend. Despite this, what continues to fuel our commitment and uphold our conviction in the attainability of our mission is our values - our compass, the mirror unto ourselves, the weight and voice of our conscience.

Yet, not every organization is perfect and we are far from it. In our quest for perfection, we often end up being less than what we can be. What matters however is not perfection, but the eternal pursuit of being the best versions of ourselves. It is only through this pursuit will we be able to collectively achieve the audaciousness of what we have set out to do. Perfection simply does not exist in our world. Only the urge to be better tomorrow than we are today, does.

Impact First

We place the lives of vulnerable communities at the centre of all our work. Despite the complexity, scale and depth of India's development problems, conscious prioritization of lives in philanthropy will accelerate social change towards a transformed India where a billion thrive with dignity and equity.

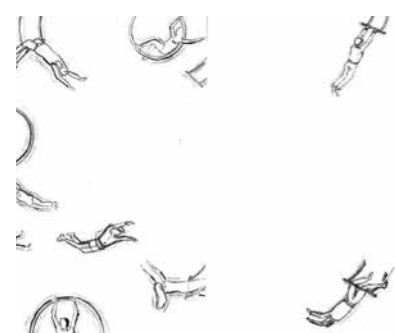


Integrity

We are committed to a high moral standard that leads both individual and organizational conduct. We are consistently honest towards everyone we work with, and take pride in building a dependable and inclusive organization.

Trust

We perform best when we rise above our self-interest and with unwavering confidence, rely on each other to achieve Dasra's vision. It is this collective trust that strengthens the foundation for embracing all relationships and enables us to work more effectively as a team.



Dynamic

We respond to the constantly changing development landscape with foresight, agility and new ideas. It is only with this dynamism, high energy and positive attitude that we will continue to thrive as a thought leader, drive impact and accelerate social change.

Beyond The Rationale

We are deeply compassionate and invested in the well-being of every single individual and organization necessary to achieve India's development goals. This freedom to go above and beyond empowers us to be owners of Dasra's audacious vision and collectively transform India



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Shashank Singh
Partner and Head, Apex Partners India

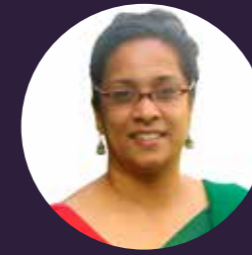
What began as a dream of a young couple in their 20s is today an organization with a team of over 120 members working relentlessly towards impacting the lives of millions of vulnerable Indians. I am delighted and honored to be a part of Dasra's journey to prioritize impact in everything we do and ensure that the development dialogue is richer, sharper and oriented to change. Various initiatives over the past year have demonstrated this commitment to put impact first.

Recognizing that change cannot be achieved at scale without partnering with the government, Dasra has worked closely with national as well as state government bodies to achieve systemic change across sectors. Notably, it co-facilitated the National Faecal Sludge and Septage Management Alliance which was instrumental in drafting and passing India's first policy in this area by the Ministry of Urban Housing and Affairs. It also engaged with the government on a number of areas including the NITI Aayog's three year action agenda and the Ministry of Women and Child Development's draft national policy on women.

Dasra has also continued to foster and deepen partnerships with a trust-based network of stakeholders to unlock strategic funding, facilitate cross-learning and drive collective impact far beyond the limits of what anyone could achieve alone. Since the launch of the 10to19 Adolescents Collaborative in March 2017, it has identified four high-impact, scale-ready organizations in Jharkhand to partner with, inducted five major funders into the Collaborative and directed over INR 125 Crores towards empowering India's adolescents. Dasra also launched the second cohort of the Dasra Philanthropy Program, which focused on educating philanthropists on how to design philanthropy that creates maximum impact. Additionally, in partnership with the Harvard Business School and Ashoka University's Center for Social Impact, Dasra delivered capacity building support to over 150 non-profits through four leadership programs.

Dasra continues to be regarded as a thought leader in India's development sector through its contribution of innovative and insightful knowledge products. A step towards this was the publication of over 19 research reports and videos such as the India Philanthropy Report 2018 and Dasra Philanthropy Guides which deepened the understanding of what it means to give strategically, and the Collaborative Force report which marked a milestone for the Dasra Adolescents Collaborative in sharing rich learnings to enable greater and smarter collaboration in the sector.

Dasra serves at the forefront of the Indian development sector, supporting social organizations to deliver impact through efforts across capacity building, knowledge creation, funding, and collaboration. There is no doubt that without the unwavering support of all its partners, Dasra would not have achieved these inspiring milestones. On behalf of Dasra's Board, I would like to thank everyone who has believed in Dasra's work and supported our vision of transforming India where a billion thrive with dignity and equity.



Neera Nundy
Founding Partner, Dasra

Dasra launched ImpactFirst - Prioritizing Lives in Philanthropy in February 2018, to enable the collective adoption of a mindset that places actual lives at the forefront of philanthropic work. The seriousness, scale and complexity of India's problems - from rising inequality to climate change - call for all of us - funders, non-profits, experts and the government - to collaborate and to invest in outcome-led solutions to transform lives. To do this, we must be deliberate, starting today.

Our commitment to create a transformed India has only grown in the last decade. Philanthropists, non-profits and the government are beginning collaboration as equal partners to understand problems and scale solutions so that India achieves the Sustainable Development Goals (SDGs) by 2030. The results speak for themselves. Between 2005 and now, over 1 million children under the age of five have been saved from preventable diseases, 95% of our children are now attending primary school, and our workforce is now 15% more employable than it was five years ago.

However, there is so much yet to do. A billion individuals in India are still not thriving with dignity and equity. Despite the billions of dollars that have been invested in the development sector so far, we have a long way to go for better health, education and nutrition in our country. We started Dasra with the vision to create a level playing field for everybody around us. Our own journey has taught us that many of us start by impacting ourselves first. Philanthropy and giving begins with oneself and then over time we realize that we must look beyond ourselves as a giver or receiver and start thinking holistically about the society that we are all here to serve. We started noticing that a lot of the conversations in philanthropy and development have been around surviving instead of thriving. Additionally, we were seeing silos of excellence around us with minimal integration. So, we started thinking about how we can influence givers, academics, media and the whole ecosystem around us to start creating impact in a more collaborative and holistic manner.

Join us in being ImpactFirst - our resolve to place lives at the forefront of driving collaborative action. Through ImpactFirst, Dasra aims to inspire accountability and foster convergence between key stakeholders towards achieving measurable outcomes. ImpactFirst is about constantly reminding ourselves that lives matter and prioritizing lives is paramount. It is only when every one of us is ImpactFirst, that our vision of a transformed India will be achieved - where a billion thrive with dignity and equity.

DASRA'S IMPACT

2017-18



INR
200+

Crores directed to the development sector



175+

Unique organizations provided capacity building support and leadership training



19+

Reports, videos and other knowledge products published



1

National-level government policy directly influenced



EMPOWERING INDIA'S ADOLESCENTS

In March 2017, Dasra launched 10to19: Dasra Adolescents Collaborative, a high-impact platform that unites non-profit organizations, funders, sector experts and the government to impact the lives of adolescents by improving 4 outcomes key to adolescent empowerment - completion of secondary school, delayed age at marriage, delayed age of first pregnancy/birth, and increased agency. The Collaborative will achieve this in a two-fold manner. First, high performing non-profits will be funded for achieving measurable results in focused states, with Dasra helping to strengthen their leadership, programmatic and organizational capabilities. Second, a network of adolescent-focused non-profits across 25 states in India will participate in an ecosystem for peer learning, knowledge sharing and collective action.



INR
175 Crores
directed to the Adolescent Health
and Development sector

5 new
funding partners joined the
collaborative

INITIATING IMPLEMENTATION OF ADOLESCENT PROGRAMS IN JHARKHAND

For the collaborative, several organizations were evaluated through a stringent diligence process. The collaborative selected four implementation partners on the basis of the strength of their programs and their successes thus far. These organizations are also working with the government to design programs. Jharkhand was identified as the first state where the Collaborative will be delivering programs through the four implementing partners:



Aangan: Aangan works to strengthen India's child protection system so that even the most vulnerable child can have a safe childhood. The organization will implement a comprehensive harm prevention model designed to strengthen local capability around girls' safety and build their agency. Aangan has been able to secure strong government partnerships, signing MoUs with the Ministry of Women and Child Development (WCD) in each of the six states it works in. It has also developed relationships at every level of the government - block and district-level all the way to the state level - to build their capacity to be alert towards issues of child protection.



Centre for Catalyzing Change (C3): C3 works to mobilize women and girls to achieve gender equity, and gain access to quality education and reproductive health services. In Jharkhand, it will strengthen the ecosystem by supporting adolescent girls in health, education and agency. C3 works closely with the WCD, Education and Health Ministries, and created the UDAAN curriculum that runs across government schools in Jharkhand that focuses on in-school SRH education.



Child in Need Institute (CINI): CINI has contributed to development through a community owned model over the last four decades. It will leverage the agency, education and health pathways to run existing programs more effectively and facilitate innovations in service delivery. CINI specifically works on system strengthening of the Rashtriya Kishor Swasthya Karyakram (RKSK) by training and capacity building of peer educators, frontline workers like Aanganwadi and ASHA workers and district-level health officials.



QUEST Alliance: QUEST Alliance designs scalable solutions to enable educators to address critical gaps in quality education and skills-training through technology. The organization will support and aid adolescents to complete secondary education and make more informed life choices. Through their Anandshala program, Quest works with the education department to build capacity of key government functionaries to identify students at risk of dropout and support these vulnerable adolescents through their School Dropout Prevention Program. They also have agreements with the Delhi and Karnataka governments to train instructors to implement the Quest curriculum.

LAUNCHING A PLATFORM FOR PEER LEARNING AND COLLABORATION AMONG NON-PROFITS

In October 2017, Dasra launched the 10to19 Community of Practice (CoP), a platform for adolescent-focused non-profits from across the country to engage in peer learning, knowledge and data sharing, capacity building, and collective action with the government on sector-wide issues. Specifically, the CoP will focus on three key objectives:

- Improve outcomes for adolescents through normative change
- Foster peer learning and serve as the leading body for knowledge on adolescents
- Create a collaborative voice for the sector

The CoP will work towards achieving these objectives across four thematic areas: girl-centric programming, engagement of men and boys, monitoring and evaluation, and normative change.

DEEPENING RELATIONSHIPS WITH THE GOVERNMENT

Over the year, the Collaborative has built strong relationships with various departments of the government. Dasra has been engaging with the Ministry of Health and Family Welfare (MoHFW) through convenings, workshops and meetings. Dr. Ajay Khara from the MoHFW launched our CoP in addition to being a keynote speaker along with Dr. Sushma Dureja at the Dasra Philanthropy Week. Additionally, the Collaborative engaged the Department of Health in Jharkhand for relevant state programs.

"I understand that the government cannot do it alone. We need civil society, non-profits, donor partners and philanthropists to move the needle on adolescent empowerment."

-Dr. Sushma Dureja, Ministry of Health and Family Welfare



IMPROVING THE STATE OF URBAN SANITATION IN INDIA





As millions of Indians migrate to cities, the demand for clean water and sewage treatment will grow substantially over the next ten years. The poor and vulnerable will suffer the worst consequences of inadequate sanitation with ailing children, uneducated girls, loss of livelihood and declining income. Since 2012, Dasra has been working on improving sanitation in urban India. We realized early on that only building toilets is not enough to achieve holistic sanitation for over a billion Indians. We must look at the entire sanitation value chain, from the containment of faecal waste to its transport, treatment and proper disposal. Dasra is working with the Bill and Melinda Gates Foundation (BMGF) to build a movement enabling holistic sanitation within urban India.

BUILDING COLLABORATIVE PLATFORMS TO CREATE IMPACT AT SCALE

Dasra brings together a number of like-minded organizations in the Water, Sanitation and Hygiene (WSH) space to share knowledge, collaborate and work with the government to drive systemic change. By facilitating the platforms below, Dasra enables organizations to drive collective impact.

EXCHANGING KNOWLEDGE AND BUILDING A COLLECTIVE VOICE AMONG NON-PROFITS

Fostering communities of practice to encourage partner organizations to share knowledge, collaborate and build upon, rather than replicate each other's work. This is done through Taskforces across four thematic areas: Technology, Finance, Behavior Change Communication (BCC) and Gender. Dasra also developed Chorus, a web-based platform that allows partners to share and connect with each other to ensure continued engagement.

 Technology	 Finance	 Behavior Change Communication (BCC)	 Gender
The Technology Taskforce engages and educates key stakeholders, such as laboratories and Pollution Control Boards on the role they can play in the uptake of treatment processes and technologies.	The Finance Taskforce identifies public and private funding for sanitation services, creates policy and investment frameworks, and business models for financing Faecal Sludge and Septage Management (FSSM).	The BCC Taskforce drives efforts towards strengthening the knowledge base on what works for changing sanitation behaviors across the value chain, and across stakeholder groups.	The Gender Taskforce mainstreams gender across the sanitation value chain by identifying key gap areas and addressing them by engaging with relevant stakeholders.

CONVENING STAKEHOLDERS FOR CROSS-LEARNING AND COLLABORATION

This year, Dasra hosted, for the second time, the Annual Partners Meet where over 120 partners from BMGF's portfolio came together to exchange ideas, explore the concept of scale and identify ways of working together. Dasra also hosted 'Pushing the Boundaries on the MHM Dialogue,' our second annual event on Menstrual Hygiene Management (MHM), where over 150 stakeholders including sector professionals, researchers and policy influencers participated in panel sessions and explored a display of innovative menstrual hygiene products.

FACILITATING KNOWLEDGE EXCHANGE BETWEEN GOVERNMENT UNITS

In September 2017, Dasra kicked off a cross-learning platform between Technical Support Units (TSUs) and Project Management Units (PMUs) – cells that work with state and central governments – to help them develop strategies for effective behavior change communication, and improve livelihood opportunities in FSSM. The platform enables TSUs and PMUs to exchange learnings and insights, replicate best practices and mitigate common challenges.



Effecting Policy-Level Change through Collective Action | The NFSSM Alliance

India daily generates over 50 million (500 lakh) tons of sewage, of which less than 30% is presently treated. While the government has been focusing on sanitation since 2014 through the Swachh Bharat Mission, it has chiefly targeted improving access to toilets. Equally critical to total sanitation is addressing the containment, treatment and disposal of faecal waste, called Faecal Sludge and Septage Management (FSSM).

Dasra has led the creation and facilitation of peer learning platforms in collaboration with our partners. One such collaborative platform, the National Faecal Sludge and Septage Management (NFSSM) Alliance, was formed in 2016 to build consensus and drive the discourse on FSSM nationally. The Alliance consists of over 25 organizations – non-profits, research agencies, and technical experts – working towards transforming FSSM in India and engaging with the government to support its commitment to reduce faecal contamination in the environment.

In March 2017, the Alliance supported the Ministry of Housing and Urban Affairs, Government of India in the launch of a National Policy on FSSM. This has since resulted in 19 out of 36 states and UTs drafting state-specific FSM guidelines.

An important takeaway is that while individual partners do exceptional work in their thematic areas and geographies, it is critical to have a collaborative platform that streamlines expertise to strategically engage multiple stakeholders with one voice.



COLLABORATING TO STRENGTHEN INDIA'S GOVERNANCE

For India to achieve the objectives outlined in the NITI Aayog Action Agenda, it is essential to ensure our governance is open, accountable, participatory and responsive to the needs of all Indians, especially the most vulnerable. Both civil society and the private sector need to come together to support the government in the achievement of these targets.

The Dasra Democracy and Governance Collaborative was launched in 2015 to drive collaborative action between funders, governments and non-profits towards strengthening good governance initiatives that transform lives. Currently, it works with 12 non-profit partners that work closely with state and national level government bodies across eight states in India, such as Vidhi Centre for Legal Policy, Society for Participatory Research in Asia and The Hunger Project. The Collaborative focuses on three strategic priority areas:

Strengthening Local Governments

Decentralized local governments such as Panchayats and Urban Local Bodies need support in undertaking the effective last mile delivery of basic services to communities. There is a need to build capacities and mechanisms of accountability and transparency if India is to achieve its SDG targets.

Empowering Citizens

People in India, not least the poor and the marginalized, have limited voice in decisions that affect their lives. With good governance being the joint responsibility of the citizens and the government, citizens need to actively participate in policy making and implementation. For this, they need free flow of information, knowledge of rights and entitlements, platforms to interact with the government, grievance redressal systems and a greater understanding of the law.

Advancing Access to Justice

Despite the Indian constitution guaranteeing equal access to justice, the poor in India are unable to seek justice due to lack of legal awareness, inability to afford legal aid, and lack of knowledge of legal systems. The collaborative strives to ensure that the justice system is equally accessible to all Indian citizens.



60+ Lakh

lives reached across 246 districts

INR 5.6+ Crore

disbursed to the sector

2 New

funding partners joined the Collaborative

In 2017-18, Dasra hosted the first Annual Partners Meet in Mumbai titled "Pushing the Boundaries: A Dialogue on Democracy, Governance and Justice in India" which brought together all 12 partner non-profits of the Collaborative to develop a shared understanding of their work, exchange knowledge and perspectives, and identify potential collaborations. Post the meet, grantees developed several interesting collaborations.

The Collaborative also engaged with the government to provide inputs on the Three-Year Action Agenda for NITI Aayog, Government of India, and the Draft National Policy for Women, Ministry of Women and Child Development.



DIRECTING STRATEGIC FUNDING TO NON-PROFITS

Through the last 19 years, Dasra has grown to recognize that to impact more lives, we need not only a greater quantum of philanthropy, but more importantly strategic philanthropy – one that is research-led, long-term, and outcome-focused. We have also realized that when your dream is to impact the lives of a billion Indians, you cannot do it alone. For India to achieve the objectives outlined in the NITI Aayog Action Agenda, funders, non-profits and the government must work together, share learnings and create joint solutions that work. To move closer to achieving this goal, Dasra's efforts in 2017-18 focused on convening leading stakeholders and enabling powerful partnerships, conducting programs for peer learning and education; building philanthropic knowledge and tools; and connecting philanthropists with high-impact non-profits to support.



800+

stakeholders reached
through events and 1:1 meetings

550+

fundors engaged

74

non-profits supported with
funding

STRENGTHENING THE MOVEMENT OF IMPACT-LED PHILANTHROPY

Connecting funders to impactful non-profits

By assisting individuals and families to build their own philanthropy roadmaps, providing them with the tools and opportunities to make strategic giving decisions, and recommending high-impact non-profits to invest in, Dasra helped direct funding as well as other forms of strategic support to over 74 non-profits this year.

Facilitating community visits and enabling peer-learning

Supported by the Hemendra Kothari Foundation, Dasra led a group of philanthropists on a site visit to the Pench National Reserve in Madhya Pradesh. The philanthropists were exposed to the inter-connectedness of various social and cultural problems, with the understanding that wildlife conservation cannot be successful without developments in health, education and livelihoods of the surrounding communities. Dasra also launched the second cohort of the Dasra Philanthropy Program which enabled an open exchange of ideas and facilitated peer-to-peer learning between philanthropists. This education program was designed to help philanthropists learn from others' giving journeys, meet non-profit leaders and understand their needs and challenges.

Bringing together key stakeholders

The 9th edition of Dasra Philanthropy Week brought together 350+ attendees to strengthen the philanthropic movement, debate and discuss critical development issues and accelerate social change in India. Through the week, Dasra held various forums that brought together non-profit leaders, government officials, philanthropists and beneficiaries to understand how we can together impact more lives.

Philanthropy in India is beginning to evolve and I think there is a lot to feel heartened about. But I believe we need to tackle the country's major problems with a more strategic approach that requires you to look at the problem in its entirety, work with businesses, governments, non-profits and technology solutions, and address those challenges in a systemic manner.

-Nandan Nilekani, EkStep



BUILDING STRONGER AND MORE IMPACTFUL ORGANIZATIONS

While programmatic excellence is crucial, scaling solutions to create greater impact requires strong investments in people, processes and systems that stretch far beyond programs. Dasra provides transformative capacity building support that is designed to help strengthen leadership and build stronger, more impactful organizations. In 2017-18, Dasra's efforts focused on expanding our training programs to reach a wider network of high impact non-profit leaders, building powerful partnerships and deepening relationships with non-profits to help them create greater impact.



DASRA NURTURES NON-PROFITS AND HELPS BUILD THEIR CAPACITY ACROSS THE FOLLOWING AREAS:

LEADERSHIP	MANAGEMENT	OPERATIONS	ADAPTIVE LEARNING
Helping nonprofit organizations strengthen governance mechanisms and build leadership capabilities	Training non-profit organizations to build robust growth plans and fundraising capabilities	Supporting non-profit organizations to strengthen key operational processes	Building a peer network of non-profits to encourage sharing of best practices and enhance access to networks

EDUCATING NON-PROFIT LEADERS TO SCALE IMPACT

Dasra offers four education programs that serve as platforms for social sector leaders to develop critical skills and knowledge on scaling organizations, build leadership skills, and learn from one another. The Dasra Social Impact (DSI) Leadership Program and DSI Accelerator Program have helped hundreds of leaders from non-profits begin their journey of strategically growing their organizations and self-learning. In partnership with Harvard Business School and Ashoka University, Dasra also conducts the Strategic Perspectives for Non-Profit Management (SPNM) and the Strategic Non-Profit Management India (SNMI) programs for senior leaders of established non-profits in India to build a deeper understanding of strategy as it applies to their context.

DEEPENING RELATIONSHIP WITH NON-PROFITS TO EFFECT CHANGE

Dasra supports organizations, across different stages of maturity and sectors, through need-based, one-on-one engagements to help them address their key challenges and achieve ambitious plans to impact more lives.

In 2017-18, Dasra trained over 150 non-profit organizations working across sectors of Sanitation, Health, Education, Livelihoods and Environment, through our various programs and provided needs-based capacity building support to 57 organizations.

DASRA'S ENGAGEMENT WITH ARMMAN

In 2017, ARMMAN, a non-profit working to reduce maternal, neonatal and child mortality and morbidity in underprivileged urban and rural communities in India, had an outreach of over a million women, a budget close to 15 crores and a 110 member team divided into discreet functional verticals. As several scaling organizations do, ARMMAN faced a few challenges at this juncture. It had recently undergone a leadership transition, had limited engagement with its board, and its flagship program mMitra needed to progress into its next stage after maturing over four years.

Over the year, Dasra worked with ARMMAN to help identify systems and processes that need to be strengthened in order for the organization to cope with the challenges associated with scale. To strengthen the governance mechanism at ARMMAN, we facilitated an engagement with Governance Counts, a subject matter expert that works with organizations to strengthen board engagement. Given ARMMAN's recent leadership transition, we also focused our efforts towards strengthening its second line of leadership: Carlyle Pereira, Chief Operating Officer, participated in the Dasra Social Impact Leadership Program and Swati Saxena, Director of Resource Mobilization, participated in the Dasra Social Impact Accelerator Program. Through these programs, they were able to build the knowledge, tools and skills required to lead ARMMAN into its next stage of growth. Additionally, we helped ARMMAN build greater efficiencies and innovation into its mMitra program, introduced them to a number of strategic philanthropists and helped strengthen its fundraising and budgeting processes.

Over the past year, ARMMAN has secured continued funding for its flagship program, developed capabilities required to establish the program as an innovation hub, and initiated a strong partnership with the government. Participation in our programs helped ARMMAN's leaders focus their attention on key need areas such as building a long-term strategy and improving organizational processes and culture.

Dasra's efforts have also enabled ARMMAN to gain recognition and support from various global forums such as the WHO Public Health Champion awards and Women Change Makers Fellowship. Finally, Dasra introduced ARMMAN to individual philanthropists that are now contributing not just funds, but also their time, expertise and networks to further the organization's mission, eventually enabling them to impact and transform the lives of a greater number of vulnerable women and children across India.

The Dasra Social Impact Leadership Program helped me better understand my leadership style and empowered me with a host of knowledge and skills to better navigate ARMMAN to reach its vision. It also provided me a platform to learn from peers, share best practices and create a stronger network.”

-Carlyle Pereira, Chief Operating Officer, ARMMAN



DEEPENING KNOWLEDGE AND SHARING LEARNINGS

Over the last two decades, Dasra has published over 300 reports, videos, articles and other knowledge products that have played a critical role in shaping the narrative on development in India. Our research, due diligence and communications have informed and inspired thousands of funders, thereby channelling greater, more strategic funding for India's development. We conduct research across issues, and undertake interviews with experts to funnel the voice of the sector to decision makers. We also build trust, and inspire confidence in giving through our rigorous diligence process, which enables stakeholders to identify the most impactful partners to work with. Finally, our communications team leverages Dasra's expertise in press relations, social and digital media to spotlight issues and influence key decision makers to drive change.



COLLABORATING TO EMPOWER INDIA'S ADOLESCENTS

Given the scale and complexity of issues surrounding India's 120 million adolescent girls, change cannot be achieved alone – we need urgent and formal collaboration between stakeholders spanning business, government and civil society. The report "Collaborative Force: Empowering 10 to 19", funded by Bank of America, leverages Dasra's experience of laying the foundation for 10to19: Dasra Adolescents Collaborative and provides actionable insights on designing and facilitating large-scale multi-stakeholder collaboratives.

STRENGTHENING SYSTEMS FOR ACCESS TO JUSTICE

Dasra published a report titled "Tipping the Scales: Strengthening Systems for Access to Justice in India" to understand the critical and under-served areas in the access to justice framework which when funded, could have a catalytic impact on the system. The report was disseminated in partnership with Tata Trusts through a launch in Delhi, which saw participation of over 90 delegates from fields such as the judiciary, police, prisons, law firms, academia and non-profits.

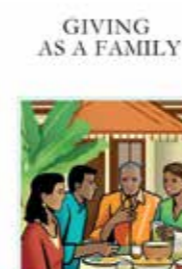
SHOWCASING IMPACTFUL MODELS OF SANITATION

This year, Dasra developed 11 video case studies to showcase impactful, replicable and scalable models of partners' work in sanitation. They have been viewed by over 19,000 stakeholders including government officials and non-profit leaders. Dasra also launched a multimedia series called Spotlight that highlights partner organizations' work across the sanitation value chain and contextualizes solutions that are replicable and scalable.

FRAMING THE ROADMAP TO STRATEGIC GIVING

Based on interviews with a number of India's inspiring philanthropists, Dasra published several reports that explore approaches to maximizing philanthropic impact. In collaboration with Bain & Company, it launched the 8th edition of the India Philanthropy Report which models four donor mindsets towards adopting a strategic giving approach and articulates steps to strengthen these mindsets. In partnership with Rockefeller Philanthropy Advisors, Dasra published two philanthropy guides – Your Philanthropy Roadmap and Giving as a Family – that provide frameworks, case studies and tools for early-stage givers to strategically plan their philanthropy. Finally, Dasra collaborated with the Hemendra Kothari Foundation to publish A Generation Ahead, a report intended to help next generation philanthropists discover effective approaches to giving and advance the practice of strategic philanthropy among this fast growing cohort.

DASRA KNOWLEDGE PRODUCTS PUBLISHED IN 2017-18



PRINCIPLES UNDERLYING OUR WORK

At Dasra, we believe that approaching our work with the guidance of these six key principles will give us the best chance of creating maximum impact on the ground.

We place the lives of communities at the forefront of all our work.

We believe that providing unrestricted funding is critical to strengthening organizations' institutional backbones and enabling them to scale their impact.

We trust and respect the wisdom of local, home-grown non-profits working to create change, and believe in the power of investing in their leaders.

We believe in the value of building a trust-based network among non-profits, funders and government, and collaborate with them as equal partners.

We believe that capital alone is not enough to solve India's complex development challenges; educating funders on the value of also lending time, expertise and networks is critical.

We believe in taking an outcome-based, long-term approach to philanthropy.

AFTERWORD



Deval Sanghavi
Founding Partner, Dasra

Earlier this year the Dasra Adolescents Collaborative team spent the day at the Child In Need Institute (CINI) in Kolkata. During the day, the team met children from the Railway CHILDLINE program, which CINI runs in partnership with the Railway Police of Sealdah Railway Station. Children who have been separated from their parents often reach Sealdah, one of the busiest stations in India and a transit hub for long distance trains. CINI evaluates the children's safety and works to quickly reunite them with their families. From what the team described, it was clear to me these children had little chances of seeing their families again, if not for CINI.

Founded in 1974, CINI's mission is to create sustainable change in health, nutrition, and education, and to protect children, adolescents and women in need. It does so by dedicating itself to working with communities, self-help groups, elected representatives, local service providers, and government functionaries to build and sustain child and woman-friendly communities. CINI has built strong relationships with government departments that play a key role in achieving these outcomes, which enables convergence when it comes to program implementation. CINI's Founder and Director, Dr. Samir Chaudhuri, has been appointed to various government advisory committees at the national and state level, and his presence on these committees in turn strengthens CINI's ability to work with the government.

Dasra has engaged with CINI since late 2013 when our research team spoke to them as part of sector diligence for the report, *Marry Me Later: Ending Child Marriage in India*. Since then, CINI has been featured in two more reports, *Three Square Meals: A Just Diet for India's Adolescent Girls* and *Body of Knowledge - Improving Sexual and Reproductive Health for India's Adolescents*. In addition to providing insights for our research, CINI's Deputy Director, Dr. Indrani Bhattacharyya, participated in the Dasra Social Impact Leadership Program in 2015, enabling her to strengthen her leadership style and management perspective.

More recently, Dasra has been helping Dr. Chaudhuri to prepare a succession plan that assures CINI's future after his retirement. The openness and readiness of Dr. Chaudhuri to involve Dasra in creating and implementing a succession plan demonstrates CINI's commitment to service as well as their determination to always do what is best for the organization. The conversation was spent outlining the many roles that Dr. Chaudhuri plays at CINI and beginning to chart how these roles could be transitioned. Dasra is helping to clearly identify the skills needed to lead CINI into the next phase of its growth journey.

Dasra exists to serve non-profits such as CINI, the catalysts for social change. This past year, Dasra trained 151 non-profit organizations working across sectors of Sanitation, Health, Education, Livelihoods, and Environment; provided capacity building support to 57 organizations like CINI; and helped channel INR 200+ crores to the development sector. Dasra's vision of a transformed India where a billion thrive with dignity and equity brings us together and adds meaning to our lives. Thank you for the critical role you play in supporting us to build these relationships in pursuit of this common goal.

SUPPORTERS & PARTNERS

Dasra would like to thank the following individuals and organizations for their unwavering support in enhancing our impact in the sector.

Institutional supporters & strategic partners

- Amit and Archana Chandra
- Apax Partners
- Ashoka University, Centre for Social Impact and Philanthropy
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- Tata Trusts
- USAID
- Wildlife Conservation Trust

Non-profit partners

- Aajeevika Bureau
- Association for Advocacy and Legal Initiatives (AALI)
- Aangan
- Adhyayan Quality Education Services
- Ahvaan Trust
- Akshara Centre
- Alliance for Financial Inclusion (AFI)
- Amar Seva Sangam
- Angel Xpress Foundation
- Annamrita
- Antarang Foundation
- Apnalaya
- Apne Aap Women's Collective
- Ark India
- Advancing Reduction In Mortality And Morbidity Of Mothers, Children And Neonates (ARMMAN)
- Administrative Staff College of India (ASCI)
- Aspire Circle
- Atma
- Avanti Fellows
- Bal Raksha Bharat (Save the Children)
- Barefoot College
- BBC Media Action
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- Breakthrough
- Centre for Catalyzing Change (C3)
- CARE India
- Consortium for DEWATS Dissemination (CDD) Society
- Central Square Foundation
- Centre For Science and Environment
- CG Nepal Social Business
- Chintan
- Commonwealth Human Rights Initiative (CHRI)
- Child In Need Institute (CINI)
- Citizen Consumer and Civic Action Group
- Community of Resource Organizations (CORO)
- Center for Study of Science, Technology and Policy (CSTEP)
- DAKSH
- Dakshin Foundation
- Design For Change, India
- Development Initiative
- Door Step
- Dr. Reddys Foundation
- EcoFemme
- Educate Girls
- Ekjut
- EnAble India
- Environment and Public Health Organization (ENPHO)
- Ernst & Young LLP
- ETASHA Society
- Foundation for Ecological Security
- Foundation for Mother and Child Health
- Foundation to Educate Girls Globally
- Going to School
- Gram Vaani
- Gramalaya
- GuideStar India
- Gyan Prakash Foundation
- Habitat For Humanity India
- Habitat for Humanity India Trust
- Himalayan Institute Hospital Trust
- Hope House
- Humana People to People India
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
- Ignis Careers
- Institute of Health Management Pachod (IHMP)
- Impact India Foundation (IIF)
- India Development Review
- India Sanitation Coalition

- Indian Institute for Human Settlements
- Indus Action
- Information Sharing and Analysis Center
- International Water Management Institute
- Inyathelo: The South African Institute for Advancement
- iPartner India
- Ishanya Foundation
- Jai Vakeel
- Jal Seva Charitable Foundation
- Janagraha
- Jhatkaa
- Kapadwanj Kelavani Mandal
- Karnataka Health Promotion Trust (KHPT)
- Katha
- Khabar Lahariya
- Khelshala
- Kherwadi Social Welfare Association
- Kapadwanj Kelvani Mandal
- Latika Roy Memorial Foundation
- Leap for Word
- Lend-A-Hand India
- Magic Bus
- Mahiti
- Majlis
- Make A Difference
- Make-A-Wish Foundation
- Mamta
- Manavlok
- Medha
- Mahila Housing Trust
- MicroX Foundation
- Mission Smile
- Mumbai Mobile Creches
- Mobile Creches
- Mobile Creches for Working Mothers' Children
- Mukhtangan
- Naz Foundation (India) Trust
- New Resolution India
- Olympic Gold Quest
- Pardada Pardadi Educational Society
- Path
- People's Science Institute
- Pipal Tree Foundation
- Police Foundation
- Pollinate Energy
- Population Services International India
- Possible Health
- Practical Action
- Praja Foundation
- Prerana
- Participatory Research in Asia (PRIA)
- Project Nalanda
- PRS India
- PSI
- Public Affairs Centre
- Punarnawa Crafts
- Quality Education Support Trust (QUEST)
- Quest Alliance
- Rangсутra Crafts India
- Rangсутra Crafts India Ltd
- Ratnanidhi Charitable Trust
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- Sahaj
- Sahapedia
- SAHAYOG India
- Salaam Baalak
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- Sankara Eye Care
- SaveLIFE Foundation
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- Simple Education Foundation
- Society for Nutrition, Education & Health Action (SNEHA)
- Snehalaya
- Society for Participatory Research in Asia
- Sol's Arc
- SVP Philanthropy Foundation
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- Tata Institute of Social Sciences
- Tata Trusts
- Teach For India
- Technology Informatics Design Endeavour (Tide)
- The Akanksha Foundation
- The Foundation for Civil Society
- The Hunger Project
- The Naz Foundation (India) Trust
- The Society For Door Step School
- The Teacher App
- Tide Technocrats Private Limited
- Toybank
- Trinity Care Foundation
- Udayan Care
- Ugam Education Foundation
- Ummeed Child Development Center
- Under The Mango Tree Society
- Unltd India
- Urban Design and Research Institute
- Urban Management Centre
- Vatsalya
- Vidhi
- Vimochana
- Virohan
- Water Sanitation and Hygiene Institute

FINANCIALS

BALANCE SHEET AS AT 31 MARCH 2018

Particulars	Note	31 March 2018 (Amount in Rs.)	31 March 2017 (Amount in Rs.)
Corpus Fund and liabilities			
Corpus fund & reserves and surplus			
Corpus fund	3	107,551,401	107,551,401
Reserves and surplus	3	75,811,822	125,097,792
		183,363,223	232,649,193
Non-current liabilities			
Long-term Funds	4	695,000	695,000
Other long-term liabilities	5	1,502,117	4,713,784
Long-term provisions	6	2,142,899	3,869,874
		4,340,016	9,278,658
Current liabilities			
Payables	7	-	-
Total outstanding dues of micro enterprises and small enterprises		-	-
Total outstanding dues of creditors other than micro enterprises and small enterprises		4,339,207	3,676,961
Short-term Provisions	8	1,915,517	600,354
Other current liabilities	9	156,497,281	167,316,104
		162,752,005	171,593,419
TOTAL		350,455,244	413,521,270
ASSETS			
Non-current assets			
Fixed assets			
Property, Plant & Equipment	10	3,578,873	4,878,217
Intangible assets	11	4,226,049	183,100
Capital work in progress	12	24,847,591	-
Intangible assets under development	13	-	4,713,784
Long-term loans and advances	14	4,484,249	9,499,089
Other non-current assets	15	84,934,572	78,688,363
		122,071,334	97,962,553
Current assets			
Cash and Bank Balances	16	101,615,881	90,445,696
Current investments	17	97,801,043	197,464,122
Short-term loans and advances	18	11,102,793	4,945,852
Other Current Assets	19	17,864,193	22,703,047
		228,383,910	315,558,717
TOTAL		350,455,244	413,521,270
Summary of significant accounting policies	2		

The accompanying notes are an integral part of the financial statements As per our report of even date.

For S R B C & CO LLP
Chartered Accountants
Firm Registration No. : 324982E/E300003


Nishant K Mankodi
Partner
Membership No. : 107515




Place : Mumbai
Date : 24 September 2018

For and on behalf of Board of Directors of
Impact Foundation (India)


Neera Nundy
Director

Place : Mumbai
Date : 24 September 2018


Amitava Mukherjee
Director



STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2018

Particulars	Note	31 March 2018 (Amount in Rs.)	31 March 2017 (Amount in Rs.)
Income			
Revenue from operations	20	355,284,096	305,192,235
Other income	21	27,823,607	18,798,489
Total Income		383,107,703	323,990,724
Expenses			
Employee benefits expense	22	142,680,538	83,286,621
Depreciation and amortization expense	23	5,173,574	2,848,747
Program Expenditure	24	227,435,014	194,065,919
Other Expenses	25	57,104,547	29,483,693
Total Expenses		432,393,673	309,684,981
Surplus/(Deficit) before tax		(49,285,970)	14,305,743
Tax Expenses			
Net Surplus/ (Deficit) for the year		(49,285,970)	14,305,743
Summary of significant Accounting policies	2		

The accompanying notes are an integral part of the financial statements As per our report of even date.

For S R B C & CO LLP
Chartered Accountants
Firm Registration No. : 324982E/E300003

For and on behalf of Board of Directors of
Impact Foundation (India)


Nishant K Mankodi
Partner
Membership No. : 107515



Place : Mumbai
Date : 24 September 2018


Neera Nundy
Director

Place : Mumbai
Date : 24 September 2018


Amitava Mukherjee
Director





www.dasra.org

Dasra (registered as Impact Foundation India), means 'enlightened giving' in Sanskrit, and was formed in 1999 as an NGO for NGOs, to help non-profits improve their implementation of programs. Driven by our mission – to transform India, where a billion thrive with dignity and equity – Dasra collaborates with various central and state ministries, individuals, foundations and corporates, to strengthen partnerships between civil society and government, and ensure India achieves its sustainable development goals for all its citizens. We have a sector focus on empowering adolescents, urban sanitation and strengthening democracy.



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info@dasra.org

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