DASRA ANNUAL REPORT

2018-19

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FOREWORD

Dasra was conceived nearly twenty years ago with the bold aspiration to serve non-profits in India and impact the lives of a billion Indians. Since then, Dasra has grown from a bold idea to a resilient organization of over 110 individuals bound together by grit, passion and dedication. It has not been an easy journey; but the numbers speak for themselves. In the last twenty years, Dasra has provided capacity building support to over 800 non-profits; trained 42,500 social sector leaders; directed INR 500 Croresto the not-for-profit sector in India; engaged 3500 corporates, foundations and individual givers; published 500+ research reports, videos and knowledge products; conducted due-diligence on 11,000 non-profit organizations; and impacted over 20 million lives in India. This year alone, Dasra was successful in engaging 300 philanthropists through one-on-one engagements and conducting various philanthropy educational programs across the country; disbursing INR 50 Crores to Indian non-profit organizations, producing over 30 white papers, videos and articles; and providing capacity building support to approximately 200 non-profits.

While these impact numbers are just one of the signs, the real testament is the strong trust-based partnerships and collaborations that Dasra has facilitated locally and globally to ensure exchange of best practices that will help grassroots non-profits in India impact a billion lives. This also translates to working closely with the Government. Dasra has always held that true scale and impact can only be achieved in conjunction with the Government and has worked closely with the Ministry of Housing and Urban Affairs, Ministry of Education, Ministry of Health and Family Welfare, Ministry of Drinking Water and Sanitation as well lent its expertise to support government welfare programs like the Rashtriya Kishore Swasthya Karyakram (RKSK), Swachh Bharat Mission (SBM) and more.

Over the years, Dasra's mission of driving collaborative action to accelerate social change has enabled it to bring together philanthropists, non-profits, experts and the government to address some of India's greatest social challenges.

This year all of this has translated into real impact on the ground through the work of the 10to19 Dasra Adolescents Collaborative, which began implementation in Jharkhand through four non-profits. As part of the Collaborative's efforts to build an evidence base on adolescent health and wellbeing, Dasra conducted a robust baseline study to assess the situation and needs of adolescents as well as engage with the government.

I am very proud of what Dasra has achieved over the last 20 years. On behalf of Dasra's board, I would like to thank each one of you for supporting the journey. I would also like to especially thank Neera, Deval and the entire Dasra team for working tirelessly with great dedication and perseverance towards our vision of a transformed India where a billion thrive with dignity and equity.

Shashank Singh

LOOKING BACK AT DASRA'S JOURNEY

In 1999, when we moved to India from America at the age of 24, we neither had the skill-sets nor the funds to support non-profit organizations; only the passion to serve grassroots organizations that were creating change within vulnerable communities in India. Our aim was to apply the practices that we had learned from the corporate sector to scale non-profits that were doing phenomenal work in their own communities. We soon learned that while these organizations are best placed to authentically serve and represent the voices of their communities, many of them struggled to scale because they lacked the ability to develop institutional capability, build partnerships and effectively raise and utilize funds. It is with this aspiration that we decided to start Dasra. Our journey began with incubating organizations such as Magic Bus in 2000. We helped Magic Bus access funds and build enabling infrastructure that allowed it to very quickly reach 200,000 youth across India on a weekly basis. In 2001, we offered similar support to Akshaya Patra and helped it scale from an outreach of 1500 children daily in Bangalore to creating a sustainable model that could be implemented across states. As these endeavors gradually evolved into more structured initiatives, we began to discover Dasra's role as an intermediary in the sector. This prompted us to launch India's largest collaborative giving effort – the Dasra Giving Circle – that brought together various philanthropists who collectively supported a certain cause, not only by providing financial capital, but also by extending their time, mentorship and access to networks to a selected non-profit. In many ways, bringing together funders and non-profits through the unique platform of giving circles marked the beginning of Dasra's journey towards collaborative action.

Over the last 20 years, Dasra has evolved from being a catalyst for social change for individual non-profits and funders to a driver of collaborative action for the sector at large. Our experiences have reaffirmed that no individual, non-profit, government department or funder can create systems change alone and there is a need to forge partnerships with stakeholders cutting across differing perspectives and capabilities. In response, Dasra's focus has also evolved from supporting individual non-profits to cohorts of non-profits, to now building fields. The 10to19 Dasra Adolescents Collaborative is one such effort that unites non-profit organizations, funders, technical experts and the government to positively impact the lives of millions of adolescents in India. We are deeply humbled by how far we have come at Dasra - with seven addresses to our name, countless memories, lots of sweat and tears and over 350 Dasra-ites, both current and alumni, catalyzing change across geographies –we have a long way to go. Our aspiration to adopt a field approach has meant developing a new set of capabilities such as building communities of practice, leveraging research insights, running communications campaigns and partnering with the government. Armed with these capabilities, we aspire to drive collaborative action between philanthropists, non-profits, experts and the government to achieve our audacious goal of touching the lives of a billion people and achieving the Sustainable Development Goals (SDGs) for all Indians by 2030.

Our heartfelt gratitude to everyone who has supported us along the way. Thank you for believing in us, we would not be here without you.

Neera Nundy and Deval Sanghavi

[Watch our journey here:](#)

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.

REDEFINING THE FUTURE OF INDIA'S ADOLESCENTS

India's 250+ million adolescents are the key to its future. The 10to19: Dasra Adolescents Collaborative is a high-impact platform that brings together funders, social organizations, technical experts and the government to achieve four priority outcomes that will help adolescents reach their full potential. These are: completion of secondary education, delaying age at marriage, delaying age at first pregnancy, and increasing agency.

In the last year, the Collaborative began implementing program interventions across six districts in Jharkhand through four grassroots non-profits successfully completed a baseline survey and engaged with local and national government stakeholders to collaborate on delivering better outcomes for our adolescents.

Key Figures:

16,000
adolescents

from 41,000 households surveyed across 24 districts in Jharkhand

INR
300 crores

committed towards adolescent well-being from 11 funders

54,800
adolescents

reached across 4 program interventions

Working on Holistic Adolescent Well-being in Jharkhand

The Collaborative spent 2017-18 laying the groundwork by defining the outcomes, identifying high-impact organizations and aligning multiple stakeholders to the program goals. In 2018-19, Dasra kicked off implementation on the ground through four non-profits – Aangan Trust, Centre for Catalyzing Change (C3), Child in Need Institute (CINI) and Quest Alliance. With the Collaborative's support, these organizations hired local teams, conducted needs assessments, built traction with communities, trained frontline workers, began orienting local authorities and obtained required approvals and permissions from state and district governments.

Implementation of programs began in October 2018 in six districts in Jharkhand: Pakur, Gumla, Lohardaga, Saraikela, Simdega and Deoghar. Through the four partner organizations, the Collaborative reached over 55,000 adolescents and 18,000 community members in the first six months.

Dasra strengthened partnerships and facilitated knowledge-sharing through three partners' meets. Through these, organizations came together to share updates on their programs, discuss challenges and learnings, exchange inputs on solutions based on common experiences and collectively brainstorm on themes to foster collective action.

Why Jharkhand?

With the intention to aggregate impact in specific geographies, the 10to19 Dasra Adolescents Collaborative elected to begin implementation in Jharkhand, a state which presents a unique opportunity to create large-scale impact on adolescent lives, primarily owing to two key factors:

Development indicators for adolescents across literacy, child marriage and sanitation indicated a need for immediate action.

A strong positive environment and momentum to drive change through proactive state government, presence from strong non-profits and support from multi-lateral bodies.

A successful partnership and program implementation in Jharkhand would thus, become a model to scale across the country through the Collaborative's efforts.

Adolescent indicators in Jharkhand indicate a need for immediate action*

Jharkhand ■ India

	Jharkhand	India
Dropout rate from elementary to secondary school girls	22	11
Women aged 20-24 years married before age 18 years (%)	38	27
Women aged 15-24 years who use hygienic methods of protection during their menstrual period	50	58
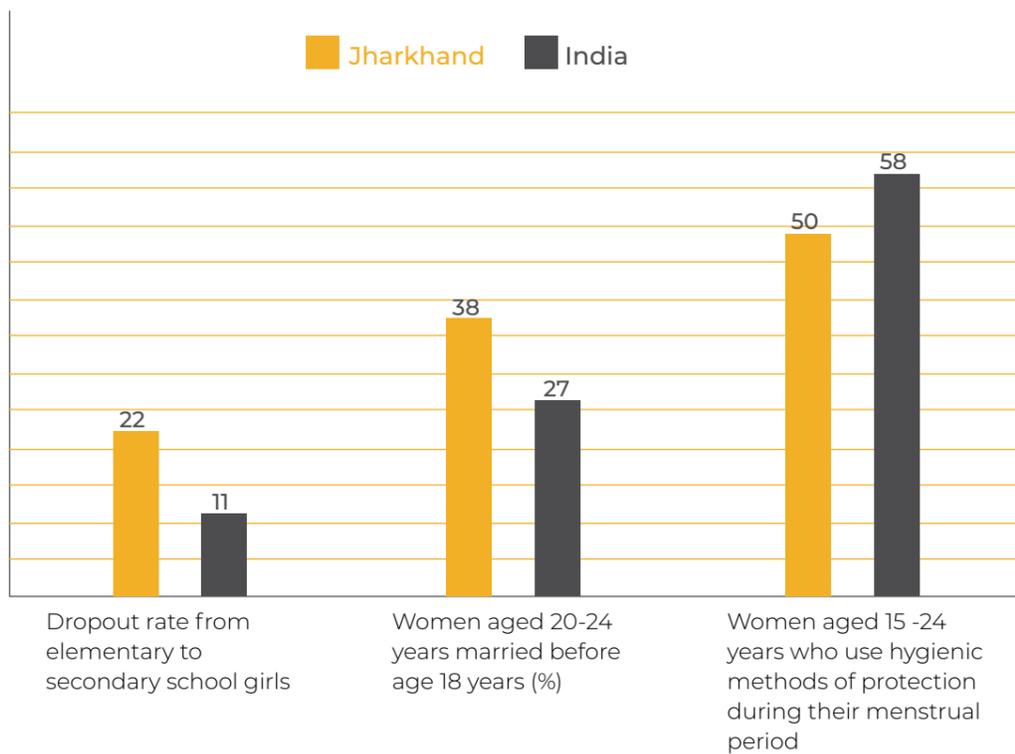
Aangan Trust works in Pakur on building safe and enabling communities for adolescents by sensitizing school officials such as teachers, School Management Committee (SMC) members and principals, and creating safety circles led by adolescent girls and women in the communities.

C3 implements an in-school program that addresses adolescent issues around life skills and sexual and reproductive health (SRH). The program is rolled out in classes 6-9 and 11. It also strengthens implementation of Rashtriya Kishor Swasthya Karyakram (RKSK) in Gumla and Lohardaga by training master trainers and frontline workers and strengthening service delivery through Adolescent Friendly Health Clinics (AFHCs).

CINI works on strengthening RKSK in Saraikela and Simdega by training frontline workers and Peer Educators who deliver the RKSK scheme, and by strengthening AFHCs and institutions such as Village Level Child Protection Committees (VLCPCs). It orients district, block and panchayat level officials on key adolescent health and well-being related issues, and focuses on building convergence at district and sub-district levels between various departments involved in the delivery of adolescent-focused schemes.

Quest Alliance works in Deoghar to prevent adolescents from dropping out of school by building engaging learning environments. Through its Anandshala program, Quest Alliance creates curriculum and orients teachers on adolescent issues while building their capacity to deliver life skills education. It also works with out-of-school girls through youth groups that aim to build agency and re-enroll girls into formal education.

Supporting the Government to work on Adolescent Outcomes Together

The Collaborative worked closely with key stakeholders from the Jharkhand State Department of Health, Department of Education and the Ministry of Health and Family Welfare (MoHFW) to collaborate and share learnings on strengthening adolescent schemes, policies and programs. Examples of these interactions include:

1 Dasra and Quest Alliance were invited to participate in a consultation on transforming education through partnerships in Jharkhand, hosted by the Jharkhand Department of Education and the former State Development Commissioner, Anil Swarup. Quest Alliance presented the Collaborative's work in Deoghar at the consultation to an audience of government representatives.

2 Dasra has engaged with senior officials such as the former Principal Secretary of Health, Nidhi Khare, former RKSK Nodal Officer, Dr. Jaya Prasad, and their teams to get Government support for the Collaborative's work on the ground.

3 At a national level, Dasra has regularly engaged with Dr. Zoya Rizvi, Assistant Commissioner, Adolescent Health and Dr. Khera, Deputy Commissioner of Child Health, including during the Dasra Philanthropy Week in March, where they both supported the need for collaboration in the sector.

4 Dasra was invited to be part of the Adolescent Health Working Group convened by the Ministry of Health and Family Welfare, UNFPA and Jhpiego. The Working Group convenes select leading organizations who work on adolescent health issues to share learnings and draw the attention of the government, encouraging them to make issues within the gamut of adolescent health a priority.

Baseline survey in Jharkhand

16,000 adolescents

24 districts

41,000 households

53 interviewers
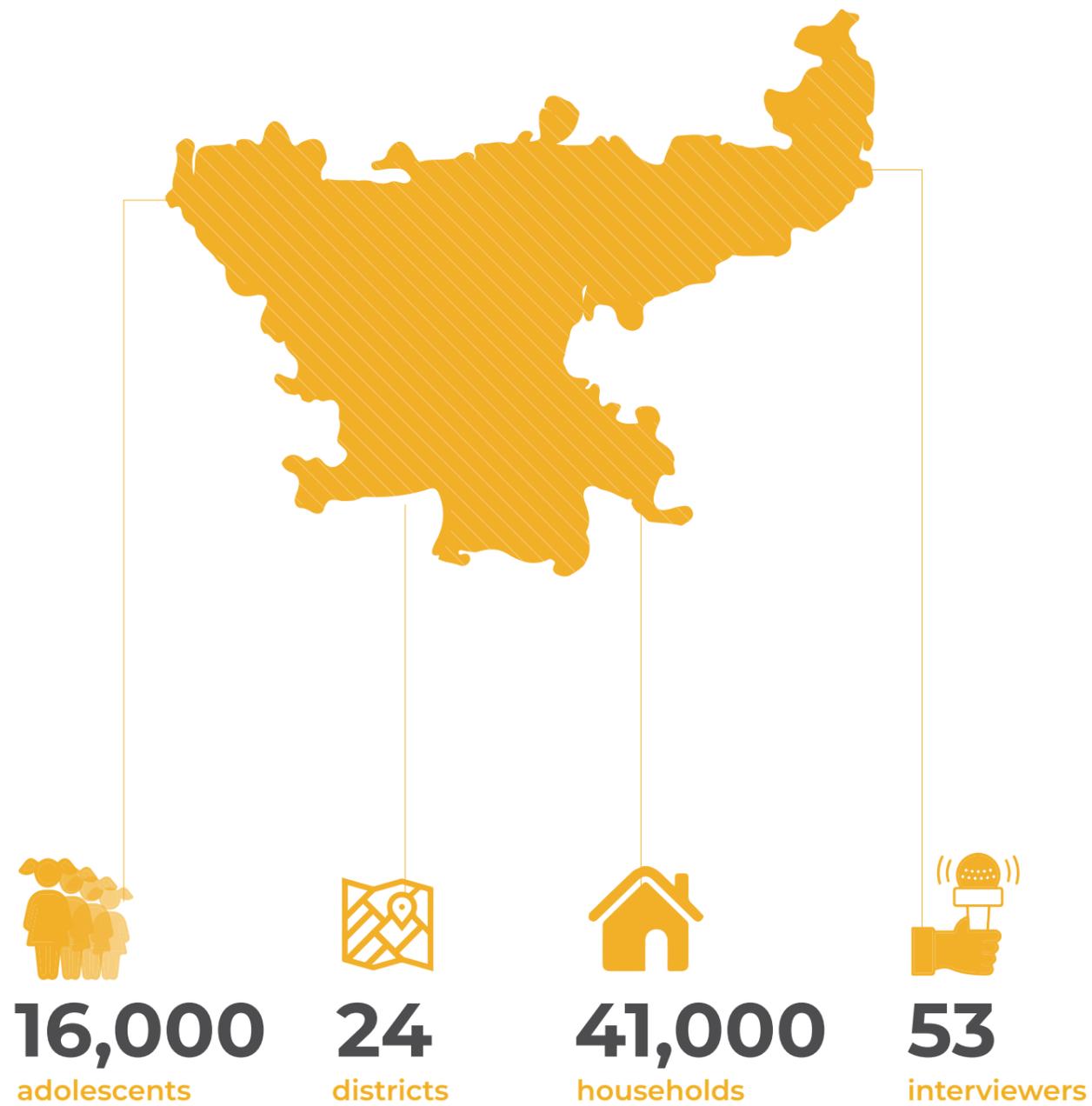
As part of our efforts to build an evidence base on adolescent health and wellbeing, the Collaborative conducted a robust baseline study in Jharkhand between March and October 2018 to assess the situation and needs of adolescents in the state. The study covered a range of aspects of an adolescent's life – including educational attainment, participation in the economy, entry into married and sexual life, gender norms, agency, awareness, and access of entitlements and provisions.

The study was led by renowned adolescent health expert, Dr. Shireen Jejeebhoy, with the study and sample design overseen by a technical advisory committee that included members from institutions such as International Institute of Population Sciences, ASER Centre, Population Council and Jhpiego among others.

The top line findings continue to show the extreme vulnerability of adolescents in the state, underscoring the need for 10to19's programs. Examples include:

Only **43%** unmarried girls and **38%** married girls aged 15-21 have completed class 10

Only **37%** unmarried girls aged 15-21 believe they will be able to participate in their own marriage-related decisions

Only **28%** married girls in this age group actually have participated in these decisions

74% of families of married girls aged 15-21 paid dowry

41% married girls in the age group 15-21 experienced forced sex or sexual violence from their spouse

58% married girls in the age group 15-21 met their husbands for the first time on their wedding day

"One of the missing links in the whole adolescent health programming is limited number of data sets. If we try to put all the data sets together and try to generate more evidence, that will not only help adolescent programming but will also help with advocacy."

-Dr. Ajay Khera, Deputy Commissioner, MoHFW

Preparing the 10to19 Dasra Adolescents Collaborative towards Effective Program Implementation

Dasra provided extensive support to its four partner non-profits to ensure effective program design and delivery that would achieve better health, education and agency outcomes for adolescents.

Dasra supported the Collaborative's implementing partners with:

▫ **Developing a detailed plan to roll-out the program:** To drive clarity, consistency and collaboration between the four partners, quarterly reviews and reporting structures were put into place. Partner's meets were conducted to facilitate learning, knowledge sharing and trust building amongst partners to ensure on ground challenges are overcome and the program is able to reach every vulnerable adolescent in the state.

▫ **Providing needs-based support:** Partners were provided support following detailed conversations with the leadership. Dasra actively engaged with CINI and Quest Alliance to build resources that could deliver on the outcomes of the Collaborative.

▫ **Supporting the Collaborative meet its outcomes:** Dasra' team helpede establish linkages between the programs and activities towards the four outcomes of the collaborative. They also detailed out intermediary outcomes and indicators to help track movement on the outcomes. This resulted in the creation of a detailed dashboard that serves as the go-to platform to track and communicate the progress of the collaborative to external stakeholders.

Facilitating the Sharing of learnings through the 10to19: Community of Practice (CoP)

To strengthen adolescent programming on the ground and aid non-profits in their work, Dasra built a platform for non-profits to come together and exchange learnings and best practices, and collaborate to achieve better outcomes on the ground. Over 140 Indian non-profits across the country signed up to be a part of this community to converge resources and experiences for grassroots organisations to learn and grow quickly and large-scale organisations to scale their impact.

The CoP aims at facilitating peer learning around better implementation of programs, building accountability, solving localized problems, generating evidence for adolescent issues and building a collective voice for policy change.

Throughout the year, Dasra convened the CoP through workshops and webinars to hear partners' inputs, create a strategy and agenda for the year, define norms of engagement and jointly chart out the scope of projects. As part of the CoP, Dasra supported SNEHA in organizing a youth symposium that aimed at creating a space for young people in Mumbai to discuss and debate health issues, aspirations, right to services and access to opportunities in the urban arena.
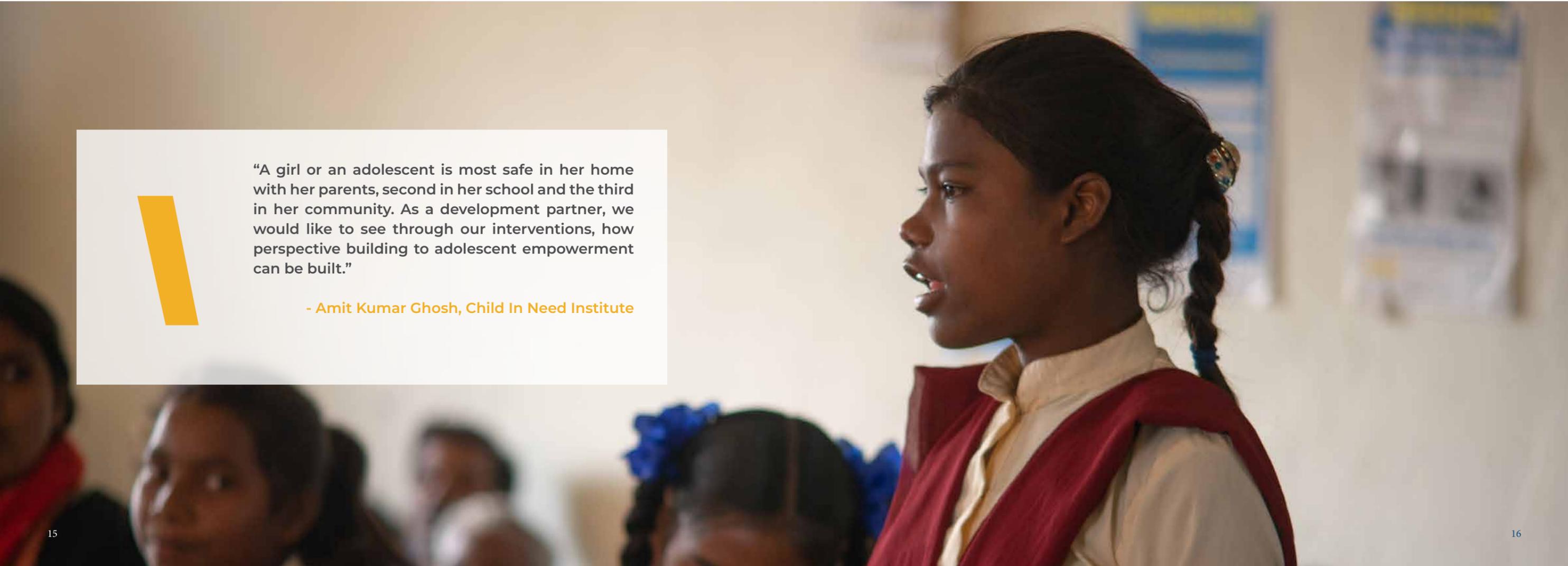
> "A girl or an adolescent is most safe in her home with her parents, second in her school and the third in her community. As a development partner, we would like to see through our interventions, how perspective building to adolescent empowerment can be built."
>
> **- Amit Kumar Ghosh, Child In Need Institute**

TRANSFORMING URBAN SANITATION

Since 2012, Dasra has been working with the Bill and Melinda Gates Foundation to build a movement towards enabling total sanitation within urban India. Dasra also co-facilitates the secretariat of the National Faecal Sludge and Septage Management (NFSSM) Alliance, which was instrumental in working with the Ministry of Housing and Urban Affairs, Government of India to pass India's first national policy on Faecal Sludge and Septage Management in 2017.

Supporting Communications for the Swachh Bharat Mission

Dasra has worked closely with the Ministry of Drinking Water and Sanitation to create normative change messaging and collateral, supplementing Prime Minister Narendra Modi's Swachh Bharat Mission (SBM). Dasra conceptualized, produced and disseminated SBM collateral with key government stakeholders – ministers, ambassadors, development partners, media, mission directors, district collectors and partner departments of the Government of India. The collateral and its messages are a key reminder of what the SBM has been able to achieve in pushing the sanitation agenda, and has helped Dasra build a stronger relationship with the Government of India.

Facilitating the Annual WSH Partners Meet

In partnership with the Bill and Melinda Gates Foundation (BMGF), Dasra hosted the fourth Annual Partners Meet, for BMGF's Water, Sanitation and Hygiene (WSH) grantees to once again come together, share collective approaches, and drive discourse around the sanitation sector. The event focused on the themes of institution building in order to scale sanitation solutions, and communications to mainstream Faecal Sludge Management (FSM), making it a citizens' issue. It was attended by about 130 participants from over 50 organizations, and provided a platform for attendees to engage in interactive discussions, get exposed to other sectors, and identify best practices within the partner network through various alliances and task forces. It has contributed greatly to informing Dasra about the sector and has also assisted in building close working relationships with key WSH partner organizations.

Hosting Cross-learning Workshops

This year, Dasra drove its fifth workshop for Technical Support Units (TSUs) and Project Management Units (PMUs) – cells that work with state and central governments, respectively, on strategizing their work in sanitation. The workshop was attended by over 40 state-focused participants, and representatives had the opportunity to share best practices and learn from each other's challenges. The aim was to encourage each TSU and PMU to commit to an action plan addressing key challenges, and subsequently take these learnings back to the government and their individual states.

This year, Dasra also drove the agenda and design of a workshop for representatives of the City Wide Inclusive Sanitation (CWIS) project. The CWIS platform enables collaboration between many actors, including national, sub-national and city/municipal governments, businesses, civil society, non-profits, funders, academics and multi-lateral agencies to transform non-sewer sanitation service delivery systems within cities. The aim of the workshop was to recognise that sanitation is a utility service that must be equally accessible to the poor and vulnerable sections of the city. The Mayor of Warangal and 12 other government officials representing the Mission for Elimination of Poverty in Municipal Areas, Trichy City Corporation, Wai City Corporation, Madhurai City Corporation, Naraspura City Sanitation Taskforce, and the like attended this workshop. The workshop helped build city officials' capability to develop action plans that focused on integrating gender and urban poor in the planning and implementation of sanitation solutions.

Reinventing Taskforces

In collaboration with key partners, Dasra facilitates a powerful peer learning platform – the National Fecal Sludge and Septage Management (NFSSM) Alliance. In 2018, Dasra played a pivotal role in facilitating the NFSSM Alliance's Annual Retreat. The retreat enabled the members of the Alliance to brainstorm around the Alliance's 2025 vision. The outcome of this meet was realignment of the Alliance's thematic task forces into four key areas:

Urban Local Body Strengthening: The taskforce aims to serve as a platform for members to address issues related to limited resources and institutional capacities of urban local bodies, hindering the delivery of sustainable sanitation services.

Communication: The taskforce drives efforts towards conceptualizing a strategic and sustainable approach to communication on Faecal Sludge Management (FSM).

Inclusivity: The taskforce serves as a platform for members to address critical sanitation needs of the urban poor and other socially marginalized groups, and strengthen the role of community engagement in urban sanitation.

Innovation and Technology: The taskforce is anchored in a strong research agenda and is dedicated to growing the innovation and technology ecosystem within FSM.

Curating Knowledge Products

This year, Dasra worked with its members to create a common framework for sanitation through a 'Dummy's Guide', **Toilet Ke Baad Kya**, which helped further discourse around faecal and sludge management across the value chain. Over 3000 copies of Toilet Ke Baad Kya have been disseminated amongst partner networks and media, and have been leveraged in key government events and workshops across Delhi, Bihar, Andhra Pradesh and Uttar Pradesh.

RADIO FOR FAECAL SLUDGE MANAGEMENT

Dasra, in partnership with BMGF, conducted four sanitation sensitization workshops with radio jockeys and program producers in key focus cities - Lucknow, Bhubaneswar, Patna and Delhi.
The aim of the workshops was to create awareness around sanitation and its impact by introducing participants to the concept of faecal sludge management (FSM) and educating them on the sanitation value chain. Participants were split into groups and given exercises to create messaging around FSM. These messages were then enacted as skits that could be integrated and disseminated on radio shows hosted by them. Groups of radio jockeys and program producers across the cities were further engaged on a closed messaging platform (such as WhatsApp groups), through which Dasra guided radio jockeys on how they could become key influencers to disseminate important messages that fostered public awareness about sanitation.

"The advantage of collaboration is that that it is not just one person's viewpoint. We need to be open to questioning – collaboration enables us to be disruptive."

- Meera Mehta, CEPT University

"I think the most important skill that we got from the team at Dasra was the ability to build relationships. Everyone is an expert in our field and getting experts to collaborate is one of the hardest jobs."

- Madhu Krishna, Deputy Director, Global Growth Opportunities for Communities and WSH, Bill and Melinda Gates Foundation

NURTURING A CULTURE OF COLLABORATION IN PHILANTHROPY

For Indian philanthropy to create the impact that it aspires to, it is imperative for funders, non-profits and the government to work together. In an effort to realize this goal, this year Dasra engaged with over 700+ stakeholders cutting across sectors to continue to build a robust community of like-minded funders and non-profit leaders that strives towards a collective goal.

Key Figures:

INR
297
crores
committed to the development sector

375
funders engaged

8
new powerful partnerships cultivated (Asian Venture Philanthropy Network (AVPN), Stanford PACS, Harvard Business School, Co-Impact, Organization for Economic Co-operation and Development (OECD), IIT Bombay, Synergos, and Vayam)

700+
unique stake-holders engaged through events and 1:1 meetings

Hosting Gatherings for Collaborative Action

In the spirit of reflecting on partnerships, the 10th edition of Dasra's flagship event, Dasra Philanthropy Week (DPW) served as a forum for collaborative action. It brought together 650+ attendees – the highest-ever turn out DPW has witnessed – that included, for the first time, not only philanthropists and foundations, but also government representatives, media personnel, non-profit leaders and their program teams, academics, and on-ground beneficiaries, sparking 50,000+ engagements on Twitter.

Speakers such as, Praveen Pardeshi (Additional Chief Secretary to the Chief Minister of Maharashtra), Alkesh Wadhwani (Bill & Melinda Gates Foundation), Ashok Alexander (Antara Foundation), Kaku Nakhate (Bill & Melinda Gates Foundation), Madhu Krishna (Bill & Melinda Gates Foundation), Paresh Parasnis (Piramal Foundation), Rohini Nilekani (Arghyam), Rukmini Banerji (Pratham Education Foundation, Shashank Singh (APAX), Sherrie Rollins (Sesame) Xerxes Sidhwa (USAID) and many more ignited conversation around the pressing challenges and opportunities in the social sector.

At DPW 2019, Dasra announced partnerships with AVPN, Stanford PACS, Harvard Business School, Co-Impact, OECD, IIT Bombay, Synergos, and Vayam. These partnerships will allow Dasra to extend its reach to new cities, help funders experience on-the-ground challenges, apply global learnings to Indian philanthropy, and further it's work around collaborative efforts in the sector.

Educating Donors to Enable Strategic Giving

As part of Dasra's efforts to share the message and learnings of strategic philanthropy with philanthropists living outside Mumbai and New Delhi, this year Dasra hosted donor education programs and gatherings in Bangalore and Dehradun. The donor education program in Bangalore targeted families that have been giving to the sector for generations. The participants of the program comprised donors from the current generation who were looking to adopt a more structured approach to their philanthropic efforts. The cohort had an opportunity to interact with strong sector leaders, prompting them to acknowledge the power of building a community of like-minded givers. The building of such a community is the first step in drawing more thoughtful givers to the group, catalyzing impact via collective giving.

Immersing Philanthropists where Impact is Delivered

To learn about social impact, there is no substitute to a well-designed and implemented field visit. Dasra facilitates opportunities for philanthropists to experience on-ground realities of local communities. This helps philanthropists understand critical root-causes of problems and the role their philanthropic efforts can have in creating long-lasting impact.

Dasra facilitated an immersive journey for a group of eight philanthropists to see first-hand the work being done by implementing partners within the 10to19 Dasra Adolescents Collaborative in rural Jharkhand and Bihar. Participants visited three organizations, four adolescent peer groups, and interacted with field workers and adolescents themselves. This field visit enabled them to understand the importance of building the capacity of frontline workers to maximize impact at the ground level, and the need to partner with the government to achieve impact at scale.

In addition, Dasra partnered with the Wildlife Conservation Trust (WCT) to organize a three-day immersive visit to Tadoba National Park, Nagpur for a group of twelve philanthropists interested in supporting wildlife conservation and village transformation. WCT strives to preserve and protect India's natural heritage by working towards the mitigation of anthropogenic pressures and the conservation of wildlife. Dasra's immersive journey focused on uncovering the synergies between various development sector ecosystems - governance, health and education, which led to thought-provoking conversations around the importance of collaboration between government entities and non-profits.

SUPPORTING PHILANTHROPISTS TO FULFIL THEIR PHILANTHROPIC ASPIRATIONS

Donald Lobo, Founder of Chintu Gudiya Foundation

Originally from Mumbai and one of Yahoo's earliest employees, Donald Lobo is a tech-entrepreneur based in San Francisco. Over the past 5 years, Dasra has partnered closely with Lobo to help him realize his philanthropic aspirations. In addition to giving monetary support, Lobo and a team of software experts have worked to provide technology support to non-profits within Dasra's network, improving the efficiency of their operations and enhancing the overall impact of the programs on beneficiaries.

In September 2018, Lobo decided to codify his learnings and institutionalize his efforts to expand his reach to a wider network of non-profits. This led him to found Project Tech4Dev, which brings software vendors and non-profits together to provide the latter with customized technology solutions. These tools are open-source, with the aim of making them available to other non-profits facing similar issues, creating a repository of solutions that can be made readily available for organizations to use and customize as per their needs. This engagement speaks volumes about the impact a single philanthropist can have when silos are broken down and collaboration is facilitated among funders, non-profit organizations and stakeholders.

"You have to spend time with non-profits you have to really understand them, figure out what they're doing and why they're doing it and what's their thought process, and only then can you build technology which will help create systemic change"

-Donald Lobo, Tech4Dev

"For us to achieve all the SDGs, SDG 17 (Partnerships for the Goals) is an integral goal that must be prioritized and achieved. The most difficult problems in the world today cannot be solved by individual actors, they need collaboration"

-Francine Pickup,
Country Director of UNDP, India

"With each school visit, whether with the faculty or with the students, we learned about the challenges rural India faces and how important the Adolescent Collaborative is in inspiring young people to attend and stay in school and become inspired and courageous leaders of change one step at a time. The landscape and the people of Jharkhand are striking and hold such promise. We all felt privileged to have had a few days to enjoy its beauty.

-Anne-Lindsay Makepeace,
Advocate for Transforming Girls' Lives in South Asia

BUILDING A POWERFUL ECOSYSTEM OF NON- PROFITS

Dasra was one of the first organizations to recognize the need for strong non-profits that could deliver impact at the scale that is needed in India. This required nurturing change-makers and nonprofit leaders to learn from each other, sharing best practices and supporting them in their journey to deliver impact on the ground. Our flagship model, the Dasra Giving Circle helped us learn that scale, required to impact a billion Indians, cannot be achieved in the absence of strong and powerful institutions.

In 2018-19, while Dasra continued to work with grassroots organisations and powerful change makers, it also focused on strengthening the non-profit ecosystem through collaborations and partnerships that could accelerate impact at scale. This was done through a deeper dialogue with government stakeholders, especially in relation to our work with adolescents and in urban sanitation, our renewed focus on access to justice and 1:1 engagements to empower organisations with the right resources.

Key Figures:

145
Institutions supported through structured engagements

INR
9.65 crores
committed to various organizations in the sector

44
supported through 1:1 engagements
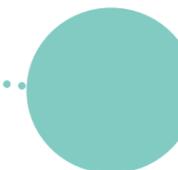
Shaping Change-Makers through Cohort-based Learning Programs ———

For almost a decade now, Dasra has offered unique and collaborative educational programs to nurture, train and facilitate peer learning amongst non-profit leaders. Our cohort-based programs identify change makers and leverage cross-learning processes, such as knowledge-sharing and case study sessions, to help them enhance their capability in building impactful organisations and implementing programs that create transformational change on the ground.

DSI-LP, a learning platform for non-profit leaders, convened its fifth cohort this year with 58 non-profit leaders from across India. The program helped these leaders recognize and strengthen their leadership style, build stronger decision-making capabilities and deepen their knowledge on aspects such as strategy, sustainability and communications. The program allowed for learning from peers as well as experts to guide India's social sector leaders in their journey to deliver enhanced programs, innovate and collaborate to widen their impact.

91% participants scored the program a 4 out of 5

"The Leadership Program helped me reflect on what I have done & need to do — gave me direction; gave me peers to reach out to; and made me feel happier about where I am! My overall experience has been stimulating, educating, affirming, and inspiring.

– Neena Shah More, SNEHA

Dasra Social Impact – Accelerator Program (DSI-AP)

DSI AP is an educational platform to help grassroots non-profits increase their impact and grow their programs to reach the last-mile beneficiary.

The 2018 cohort comprised social leaders from 50 unique organizations across India spanning across various sectors- Education, Health, Livelihoods, Governance & Human Rights, Environment and Sanitation.

The modules were a combination of peer learning processes, expert-led sessions, panel discussions, exercises, mock pitches and group work. Tools to build a strong vision and Theory of Change that directly translate into the non-profit's impact on the ground, were introduced as well.

82% participants were able to refine their pitch presentation for fundraising

Supporting MacArthur Foundation Impact Population and Reproductive Health

The MacArthur Foundation works with a set of diverse and dynamic Indian nonprofits working to reduce maternal mortality and improve the quality of Reproductive, Maternal, Newborn, Child and Adolescent Healthcare (RMNCH+A) in India.

The Dasra team worked with grantees of the foundation which included organisations such as SEWA Rural, Population Foundation of India, Action Research and Training for Health (ARTH), SAHAJ and more to understand the key challenges faced by the organizations. Two main areas of improvement that emerged were fundraising and communications. Dasra leveraged its partner network as well as its experts to create collaboration opportunities for these organisations that could help them increase their capabilities to create sustainable and impactful programs.

Working with Organizations Focused on Ensuring Access to Justice

In 2018, Dasra decided to sharpen and renew its focus on Access to Justice. Dasra is supporting select organisations as they scale by helping them build capabilities and resources that they require to ensure our continued commitment towards achieving SDG 16 – Access to Justice.

To support the work of various grassroots organisations, Dasra conducted engagements to identify key challenges and built platforms and tools that could help these organisations come together to implement solutions.

12 non-profit partners from Dasra's former Democracy and Governance Collaborative created a workshop-style learning experience to help them better measure the impact of their programs, and use tools and frameworks that could help design and scale effective programs and interventions. The team deepened engagements with three organisations to support them on their journey further.

In the past year, Dasra has actively engaged with donors to drive funding towards the sector as well as hosted consultations and expert panels during events to start a dialogue on strengthening India's legal system. This year, Dasra is working towards cementing its strategy for access to justice by aligning its vision with SDG 16 which will inform its work over the next 5 years.

CASE STUDY

DASRA'S JOURNEY WITH KHPT TO EMPOWER COMMUNITIES THROUGH HEALTH INTERVENTIONS

The Karnataka Health Promotion Trust (KHPT) transforms lives through interventions in health, education, nutrition. KHPT has impacted over 60,000 children in difficult circumstances by working with their families, communities and the government.

To define KHPT's work and help them reach more vulnerable children across the country, Dasra's team helped articulate the organization's vision and goals and guided them in creating a working plan to achieve their ambitions.

Dasra worked closely with the organization and the donor to help KHPT leverage expertise to address gaps in governance and management. The team also brought in other nonprofit partners and donors to facilitate knowledge exchange.

As a result, KHPT gained clarity on their way forward, a greater understanding of their program outcomes and impact and developed their core approach towards moving the needle for key health indicators across tuberculosis, HIV, maternal and child health and adolescents in India.

ENGAGEMENT WITH NAZ FOUNDATION INDIA TRUST TO CREATE AN EQUITABLE SOCIETY

Naz Foundation works with socially and economically excluded communities to empower them into agents of change. Naz's work encompasses training girls, creating awareness on HIV and advocating for rights of marginalized communities.

Dasra's efforts were focused on helping Naz Foundation develop partnership and collaborations that could in turn help its program reach a larger set of individuals. Dasra met with the non-profit partners, identified challenges in sustaining those partnerships and helped Naz reflect on how to build effective collaborations that could scale its impact on the lives of people.

DRIVING THOUGHT LEADERSHIP THROUGH RESEARCH

This year, Dasra continued to spotlight underserved areas that deserve greater attention and focus, such as intellectual and developmental disability, access to justice, backlash faced by adolescents' exercise of agency in India, and the importance of investing in institution building in order to scale outcomes and impact. Dasra also strengthened its thought leadership by documenting insights from over two decades of work in the sector. Leveraging its expertise in communications, Dasra cultivated long-term press relations and utilized social and digital media to mobilize key stakeholders in catalyzing change.

Key Figures:

88 knowledge products published (research reports, opinion articles, and videos)

150+ media stories garnered

30 impactful nonprofits profiled

Content publishing partnerships secured with **Forbes India, The Giving Compass and India Development Review**

Informing and Inspiring Strategic Philanthropy

The ninth edition of the India Philanthropy Report 2019 developed in collaboration with Bain & Company talks of the need to embrace a field perspective to achieve the Sustainable Development Goals for India. The report delves into the state of India's funding landscape today, articulates the magnitude of the challenge that we are faced with, and describes how adopting a field approach in philanthropy can play a critical role in achieving these ambitious targets.

Building Momentum to Drive Holistic Sanitation

On Global Menstrual Hygiene Day 2018, Dasra hosted a series of discussions in partnership with the Gender Taskforce and Menstrual Hygiene Alliance India (MHAI). Discussions were anchored around incorporating gender intersectionality into conversations around sanitation, and pushing the boundaries on menstrual hygiene management. Through collaborations with new-age media partners, Dasra was able to bring together researchers, philanthropists and media personnel on a single platform to help them recognize sanitation as a social problem cutting across themes such as gender, health, infrastructure, and cultural norms. Dasra also produced and released a short film, ''First Period'', which explores a parallel universe, examining the onset of menstruation from the perspective of a young boy.

Positioning Adolescents at the Centre of the National Development Agenda

Over the last several decades, civil society organizations, state governments and the central government have made focused efforts to empower girls. The pace of social change, however, may be thwarted by the unintended adverse consequences of, or backlash against, attempts to challenge existing power structures and relations. Without a good understanding of the manifestations of such backlash, it is difficult for programs aimed at empowering girls to mitigate likely risks that girls may face as they break away from traditional norms and practices. Through the "Action-Reaction" report, Dasra aimed to better understand the backlash faced by adolescent girls and organizations that implement programs intended to empower them. This report is the first in a series of Dasra's efforts to understand and draw attention to the issue of backlash.

This year, Dasra also launched 'Collaborative Action: Empowering 10to19'– the second report in a series that aims to illustrate learnings from Dasra's experience in setting up the 10to19 Dasra Adolescent Collaborative. The first report in the series, Collaborative Force: Empowering 10to19 was launched in partnership with Bank of America in early 2018. The second report builds on the first and focusses on the start-up phase of the 10to19 collaborative, translating strategy into action, selecting non-profit partners, and establishing practices for effective collaboration between stakeholders.

Mainstreaming Intellectual Disability

In partnership with the Bank of America, Dasra published a research report, "Count Me In", aimed at understanding the state of Intellectual and Developmental Disability (IDD) in India. Despite laws that recognize and protect their rights, persons with intellectual and developmental disabilities (PwIDDs) are regularly mistreated and denied basic human dignity. This report details the challenges PwIDDs face across various life stages, identifies key gaps in services and highlights strategic areas for investment and action to enable effective inclusion of PwIDDs. The report also profiles ten outstanding non-profit organizations working towards these outcomes.

The report was launched at the Dasra Philanthropy week 2019, with a panel that included prominent disability rights activist, Jeeja Ghosh and gained a lot of traction in the news and on social media.

Creating tools and reports to help nonprofits accelerate their growth

Although building a strong organization is necessary for non-profits to scale, not enough conversations between funders and non-profits on this subject ultimately evolve into meaningful engagement. Drawing from its numerous years of experience working with non-profits, Dasra began work on a series of reports addressing the need to transform nonprofits into powerful institutions of change. The first report, Ready, Set, Grow – Effective Capacity Building for non-profits and Funders Who Dream Big, synthesizes learnings on strengthening the backbone of an organization. Dasra also published a second report in the series, People First – Scaling impact through Talent Management. The report highlights the people-related challenges that non-profits face, and provides actionable tips for non-profit leaders, funders and the sector at large.

Dasra revamped its website!

This year, Dasra created a new and improved, interactive and user-friendly website that carries a range of open-access research reports, showcases unique multimedia products and shares key insights and learnings for development sector enthusiasts. It has introduced a separate section that hosts partner network job openings. The hope is that features such as this, help garner more traction towards the social sector as a whole, by fueling collaboration through dissemination of information.

Visit www.dasra.org

Although it has been less than a year since I joined Dasra, I have had the privilege of working with Dasra on strategy and execution for over five years. My relationship with Neera and Deval has both enthused and inspired me for far longer than I can remember. As a young boy, I grew up hearing about my grandfather's illustrious stories of his struggles as a freedom fighter battling for India's independence. It is those stories that have always moved me and driven me to seek a purpose that is beyond the individual self. One particular story that struck me, was that of my grandfather choosing to leave school at Class 7 to join the freedom struggle, and going to prison for being a Gandhian. The risks that generation took for India were unparalleled and inspiring! Five years ago, in a small way, it is the same motivation that drew me to supporting Magic Bus, an incredible non-profit organization that was founded in 1999 and works towards enabling young people with the skills and knowledge they need to move out of poverty.

Over the years, I served as an advisor, friend and confidant to Matthew Spacie, the Founder of Magic Bus. I was heartened by the passionate people I had the opportunity to engage with while closely working with Magic Bus's Childhood to Livelihood program. As an advisor to Magic Bus, I was able to apply many of the skills I had honed in the corporate sector to play a small role in supporting Magic Bus improve many more lives. It was a deeply humbling and fulfilling experience. My experience with Magic Bus sparked my optimism and strengthened my resolve to move to the development sector full-time and serve non-profits in India.

While I was humbled by the enormity of India's challenges, my optimism about helping address the needs of India's social sector grew manifold. I felt inspired by the untapped potential that lies hidden behind India's socio-economic and political barriers. At Dasra, I feel grateful to have the opportunity to shape the social sector by working directly with non-profits in different areas to understand their challenges and collaborate with them to build high-impact programs that will help deliver India's development goals in the coming decade.

We have come to realize that individual organizations, however impactful, will not be able to solve India's deep-rooted social challenges alone. We need large-scale, deliberate, integrated action to really scale social impact. It is only when non-profits, governments and funders rally forces can we accelerate social change in India. Dasra's successful collaborative efforts - whether they have been around building ecosystems, educating philanthropists, or helping organizations scale - have given us the confidence to dream a little bigger and achieve what seems daunting to others. It is this spirit that will enable us to achieve outcomes both stronger and faster.

Dasra was born with the intention of being in service of non-profits that cater to India's most vulnerable; it is essential for us to stay authentic to these roots. Therefore, at Dasra we are now at an intersection that requires us to balance inclusiveness with bold aspiration to achieve impact at scale. This includes continuing to build upon our work over the last 20 years while simultaneously embracing the change that will be needed to improve the lives of a billion Indians.

Anant Bhagwati,
Director

SUPPORTERS AND PARTNERS

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Apni Shala Foundation
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Center for Advocacy & Research (CFAR)
Center for Water And Sanitation, Cept University
Central Square Foundation
Centre for Equity and Quality in Universal Education
Centre for Health and Social Justice (CHSJ)
Centre for Policy Research
Centre for Science and Environment
Change.org India
Center for Catalyzing Change (C3)
Child in Need Institute (CINI)
Clinton Health Access Initiative
Committed Communities Development Trust
Commonwealth Human Rights Initiative
Cyber Peace Foundation
Deepalaya
Dharma Life Foundation
Dharmsinh Desai Foundation
Dhruv Khaitan Family Office
Divyajyoti Trust
Dr. B K Goyal Heart Foundation

D-Rev
Eco Lib Foundation
Educate Girls
Educo India
Equal Community Foundation
Federation of Obstetric and Gynaecological
Societies of India (FOGSI)
Foundation for Innovative New Diagnostics
Foundation of Medical Research (FMR India)
Foundation for Mother and Child Health (FMCH)
Foundation for Research In Community Health
Funfirst Global Skillers
GIEEE
GlobalGiving
Gram Swaraj Seva Trust
Gramalaya
Grameen Shramik Pratishthan
Gyan Prakash Foundation
Habitat for Humanity India
HelpAge India
Human Rights Law Network (HRLN)
Humane Society International India
IGiftLife
Ignis Careers
India School Leadership Institute
Indian Institute for Human Settlements
Indian Institute of Management, Bangalore
IndiaSpend
Industree
Institute of Health Management Pachod - Ashish
Gram Rachna Trust
iTeach Schools
Jagran Pehel
Jai Vakeel Foundation
Jal Seva Charitable Foundation
Jan Swasthya Sahyog (JSS)
Janaagraha Centre for Citizenship and
Democracy
Justice Centre Hong Kong
Kailash Satyarthi Children Foundation (KSCF)
Kalap
KarmYog
Karnataka Health Promotion Trust (KHPT)
Karuna Trust
Khushii
Lakeer Foundation
Lathika Roy Foundation

Leap Skills
Learning Links Foundation
Lend a Hand India (LAHI)
Light of Life Trust
Mahila Housing Trust
MAMTA Health Institute for Mother and Child
Manavlok
Medhavi Foundation
Muskan Foundation
My Choices
NASSCOM Foundation
National Institute of Urban Affairs
NCAER
Nirmaan Organization
Noora Health
Paani Foundation
PanIIT Alumni Reach For India Foundation
(PARFI)
Pipal Tree
Point of View
Population Foundation of India (PFI)
Praja Foundation
Professional Assistance for Development Action
(PRADAN)
Project Potential Trust
Protsahan India Foundation
Public Affairs Center (PAC)
Public Affairs Foundation
Pune Neurosciences Trust and Research Society
Quality Education Support Trust
QUEST Alliance
Ra Foundation
Reap Benefit
RFIT
Saajha
SAHAJ
SAHAYOG Society For Participatory Rural
Development
Social Action For Manpower Creation
(SAMPARC)
Samvedana Trust
Sanskriti Samvardhan Mandal (SSM)
Sarthak Foundation
Sesame Street
SETU Abhiyan
Shelter
Shiksha

FINANCIALS ────────

IMPACT FOUNDATION (INDIA)

BALANCE SHEET AS AT 31 MARCH 2019

Particulars	Note	31 March 2019 (Amount in Rs.)	31 March 2018 (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	25,635,830	75,811,822
		133,187,231	**183,363,223**
Non-current liabilities		695,000	695,000
Long-term Funds	4	2,530,914	2,322,070
Other long-term liabilities	5	4,948,027	2,142,899
Long-term provisions	6	**8,173,941**	**5,159,969**
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			
Short-term Provisions	8	10,432,553	3,519,254
Other current liabilities	9	2,616,839	1,915,517
		166,903,079	156,497,281
		179,952,471	**161,932,052**
TOTAL		**321,313,643**	**350,455,244**

ASSETS

Non-current assets

Fixed assets

Property, Plant & Equipment	10	23,838,801	3,578,873
Intangible assets	11	2,004,611	4,226,049
Capital work in progress	12	-	24,847,591
Long-term loans and advances	13	5,565,826	4,484,249
Other non-current assets	14	18,852,828	84,934,572
		50,262,066	**122,071,334**

Current assets

Cash and Bank Balances	15	162,708,349	101,615,881
Current investments	16	77,500,000	97,801,043
Short-term loans and advances	17	12,096,913	11,102,793
Other Current Assets	18	18,746,315	17,864,193
		271,051,577	**228,383,910**

TOTAL		**321,313,643**	**350,455,244**
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)

per Nishant K Mankodi
Partner
Membership No. : 107515

Mr.Deval Sanghavi
Director

Mr.Amitava Mukherjee
Director

Place : Mumbai
Date : 12 September 2019

Place : Mumbai
Date : 12 September 2019

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2019

Particulars	Note	31 March 2019 (Amount in Rs.)	31 March 2018 (Amount in Rs.)
Income			
Revenue from operations	19	**367,720,031**	355,284,096
Other income	20	**17,315,034**	27,823,607
Total Income		**385,035,065**	**383,107,703**
Expenses			
Employee benefits expense	21	171,352,553	142,680,538
Depreciation and amortization expense	22	10,724,615	5,173,574
Program Expenditure	23	208,796,419	227,435,014
Other Expenses	24	44,337,470	57,104,547
Total expenses		**435,211,057**	**432,393,673**
Surplus/(Deficit) before tax		(50,175,992)	(49,285,970)
Tax Expenses		-	-
Net Surplus/(Deficit) for the year		**(50,175,992)**	**(49,285,970)**
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)

per Nishant K Mankodi
Partner
Membership No. : 107515

Mr.Deval Sanghavi
Director

Mr.Amitava Mukherjee
Director

Place : Mumbai
Date : 12 September 2019

Place : Mumbai
Date : 12 September 2019

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