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ANNUAL REPORT

2015 - 2016

An Enlightened Way of Life

The Dasra Annual Report 2015-'16 is based on the theme of 'An Enlightened Way of Life' captured through an inspiring illustration of a tree. The tree is one of the purest forms of nature created from the earth and giving back to it, just as Dasra exists to contribute to a better society.

A mystical splendor, the tree is an icon of eternity symbolizing all virtues that are positive. It is an embodiment of life, strength, wisdom, beauty, hope and protection. Rooted in mother earth it upholds its values through the strength of its trunk, weathering the test of time. Standing tall irrespective of the season, it channelizes its energies and nurtures life by the spread of its branches. Providing a protective cover of foliage, it sways in harmony with the universe adorning itself with the beauty of its flora. The tree shelters many an enlightened soul under its comforting shade. In many ways the tree is a giver and a symbol of enlightenment to which Dasra ('enlightened giving' in Sanskrit) draws a parallel.



Vision

A transformed India where a billion thrive with dignity and equity

Mission

Dasra drives collaborative action to accelerate social change

Values

Trust
Integrity
Dynamic
Excellence
Beyond the Rationale

Goals

Lead a strategic philanthropy movement with powerful partnerships

Deepen impact in focused fields through scalable solutions

Foster a trust based network of stakeholders to grow social capital

Nurture uncompromising competence in a team inspired by social change

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Leadership Speak

The roots of a tree anchor it deep into the earth, keeping it stable, upright and healthy by providing it nutrients from the soil. Similarly, the foundation of an organization is held by its inspired leadership, who provide the guidance for its growth. Subtly present, yet so ubiquitous.





From the Desk of **Tarun Jotwani**

As a mentor of Dasra, I feel extremely privileged to be part of its transformational growth. Our team has grown to a hundred employees who work relentlessly to impact social change.

This report is a recollection of Dasra's stories of excellence from the past year, those that exemplify the theme of 'An Enlightened Way of Life'. Dasra has tread on this path of enlightenment by aiming to fulfil its objective of being 'A Catalyst for Social Change' and towards this endeavor it has made significant strides. To give you a flavor of the same, here are a few highlights.

Realizing the need to unlock the potential of family giving in India, Dasra partnered with GiveIndia's HNI team early this year. This new team supports philanthropists with customized solutions catering to their philanthropic objectives and provides end-to-end management of their giving initiatives.

As part of many firsts, Dasra has forayed into capacity building for philanthropists through the Dasra Philanthropy Program, a first-of-its-kind donor education program. This unique program garnered impetus from the participants, equipping them with the knowledge, tools and sector intelligence for them to infuse into their philanthropic endeavors.

Dasra continues to be regarded as a thought leader in India's social landscape through its contribution to curating insightful knowledge products. A step in this direction has been Dasra's

launch of 'The Knowledge Hub'. This online portal is a one-stop-solution that addresses Indian donor challenges and provides them with searchable and easy-to-consume information on issues and social organizations to help them make strategic and informed giving decisions.

We have set out on an ambitious path of amplifying social impact in India which can be done through harnessing relationships. To catapult our work in the ecosystems we support, Dasra has collaborated with the Bridgespan Group to build the Strategy for Adolescent Girl Empowerment (SAGE) and has unleashed the 'Power of the Collective' through the catalytic role it plays with the grantees of the Bill & Melinda Gates Foundation in the field of urban sanitation.

Dasra continues to be looked at as a leader who works with effective social organizations, empowering them with skills and mobilized funding to enable them to deliver impact at scale. Dasra would not have achieved its milestones without the unstinting support of all its partners. On behalf of Dasra, I would like to thank everyone who has believed in Dasra's work and has supported the organization in the accomplishment of its Vision.

Last but not the least, I would like to applaud the efforts of Dasra's young and vibrant team whose unwavering focus and dedication has made Dasra India's leading strategic philanthropy foundation. May your tribe grow.

Tarun Jotwani
(Mentor, Dasra)



Message from **Deval Sanghavi**

'A journey of a thousand miles begins with a single step' - rightly said Lao Tzu, a famous Chinese Philosopher. Both Neera and I embarked on our journey of philanthropy in 1999 with a dream of making a difference to the lives of millions of Indians living in poverty. We took this leap of faith traversing diverse terrains, a few rough and the others rewarding thanks to the unflinching support of our funders, partner NGOs and employees.

We chose to call our dream Dasra which in Sanskrit stands for 'Enlightened Giving' and enlightened is indeed what we feel today when we reflect on the lessons learnt and the impact created thus far.

17 Years of Dasra's Social Impact

INR
361
crore

(USD 55.67 million)
Funds channelized

732

Social organizations provided with capacity building

6,418

Funders engaged

630

Media mentions

68

Reports and whitepapers published

17+
million

Lives impacted

We nurtured Dasra into an organization that is today considered a strategic philanthropic organization to reckon with. This is evident from the support we continue to receive from Omidyar Network, Kiawah Trust, Piramal Foundation, USAID, Tata Trusts, Bill & Melinda Gates Foundation, Azim Premji Philanthropic Initiative, as well as philanthropists the likes of Rohini and Nandan Nilekani, Rati Forbes, Aditi Kothari and Amit Chandra to name a few.

The trust that social organizations continue to invest in us, seeking our support in scaling up and enhancing their social impact is yet another endorsement of Dasra's efforts towards strengthening India's social sector. ARMMAN, Swasth Foundation, Sewa Rural, Society for Nutrition, Education and Health Action (SNEHA) and CARE are some examples of a cross section of Dasra's partner NGOs who persistently strive to tackle the issue of maternal mortality in India.

At Dasra we recognize the importance of aligning with the United Nation's Strategic Development Goals 2030, specifically the ones on 'achieving gender equality & empowering all women and girls' and 'ensuring access to water & sanitation for all'. Hence we have channelized our efforts on the 'Strategy for Adolescent Girl Empowerment' and 'Urban Sanitation in India', which constitute key areas of focus for Dasra.

While we are proud of Dasra's achievements, we are fully aware that we have miles to go to make India poverty free. This is our commitment at Dasra which we have embedded in our Vision of creating 'A transformed India where a billion thrive with dignity and equity'.

Deval Sanghavi
(Partner & Co-Founder, Dasra)





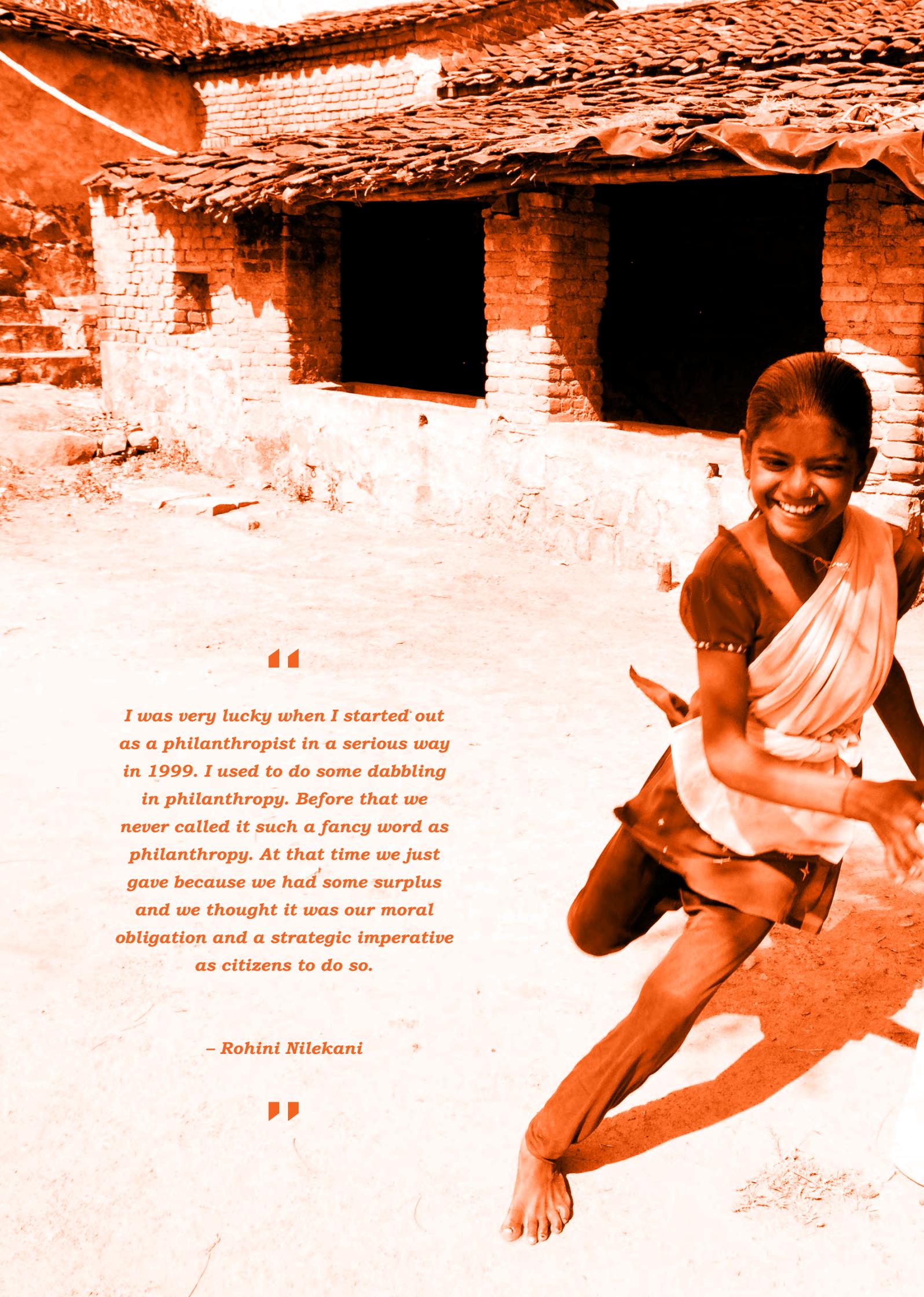
A Robust Foundation

The trunk connects the roots to the leafy crown. The years of wisdom of a tree are evident from the artistic concentric designs resplendent on the girth of its bark. Similarly, Dasra's foundation is held by its indigenous knowledge and support systems that provide the essence of its existence.

Dasra in Focus

Established in 1999 as India's first venture philanthropy fund, Dasra is the brainchild of Neera Nundy and Deval Sanghavi who gave up their careers with Morgan Stanley in New York to create something meaningful that would contribute to the larger good of society. Applying the principles of investment banking to the non-profit sector, they set out by conducting due diligence on select high caliber non-profit organizations, and then provided them grant funding and hands-on assistance by investing in their management teams to enable them scale new heights.

Built on a robust foundation of Values that include 'Trust, Integrity, Dynamic, Excellence and Beyond the Rationale', Dasra has been the Catalyst for Social Change in India. Working closely with philanthropists and non-profits over the last 17 years, Dasra has created social impact by enabling these stakeholders collaborate. Through adopting an integrated approach encompassing Informed Giving and Collaboration, Capacity Building and Knowledge Creation, Dasra aims to create 'A transformed India where a billion thrive with dignity and equity'. While Dasra's focus lies in the fields of Adolescent Girls, Sanitation and Governance, yet it is considered a destination that caters to the entire gamut of strategic philanthropic needs of funders irrespective of sectors. Be it working with seasoned philanthropists like Rohini Nilekani (Founder, Arghyam) or budding patrons like Nisaba Godrej (Executive Director, Godrej Consumer Products) and Aditi Kothari (Vice President, DSP Blackrock Investment), Dasra's work transcends generations nurturing a culture of giving across India.



I was very lucky when I started out as a philanthropist in a serious way in 1999. I used to do some dabbling in philanthropy. Before that we never called it such a fancy word as philanthropy. At that time we just gave because we had some surplus and we thought it was our moral obligation and a strategic imperative as citizens to do so.

– Rohini Nilekani



Enlightened Giving A Movement of Generosity

Long before philanthropy became a buzzword in India, Dasra heralded social change working with philanthropists to help them invest strategically and intelligently ensuring that their investments made the maximum impact. This meant advising philanthropists to commit their funds to the same organization for longer periods rather than give one-time grants. It also meant encouraging philanthropists to fund the management costs of a non-profit thereby equipping the organizations with resources to function more efficiently. Dasra supports funders with in-depth knowledge on critical areas of social change that require attention and also provides due diligence on high-potential social organizations that are poised to create large-scale impact.

Through its Strategic Funding model that includes Direct Funding, Dasra Giving Circles, Philanthropy Education Programs and its Thought Leader Forums, namely Dasra Philanthropy Forum and Dasra Philanthropy Week, Dasra has been able to make an indelible impact on India's development sector.

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Dasra's Strategic Philanthropy Impact 2015-'16





Direct Funding

Dasra encourages and supports individuals, corporates and foundations to give to high impact organizations by either, conducting due diligence on social organizations identified by them or validating those organizations that have been profiled in Dasra's research reports or those that have participated in Dasra's Social Impact programs. Further, Dasra helps funders keep track of their fund utilization by the social organizations and the strategic progress made by them.

In addition, Dasra launched its Strategic Philanthropy Initiative that looks at philanthropy through the lens of individual philanthropists and family foundations. Through this initiative Dasra aims to ensure that philanthropists and families are advised and their needs are served in a customized and structured manner to address India's critical development challenges.

Dasra Giving Circle

Built on the idea of collaborative giving, the Dasra Giving Circle (DGC) is a unique philanthropy model that reduces individual donor risk while multiplying impact by a factor of 10. Each DGC focuses on a specific issue that brings together ten interested philanthropists who each commit equal amounts of funding to a given organization over three years. Driven by in-depth research, the DGC is a powerful convening that addresses various perceived barriers to giving and draws on the peer effect and donor networking to raise funds and provide capacity building support to high impact organizations. Till date Dasra has convened twelve DGCs involving 111 philanthropists.



Dasra has actually married both skills of investing and consulting.

– Apurva Patel, DGC member



New Philanthropy Capital, a think tank based in UK, recognized Dasra's Giving Circle model as one of ten 'Innovations in Global Philanthropy – concepts worth spreading in the UK'. In the last financial year Dasra convened 2 DGCs comprising of 25 philanthropists, thereby raising INR 3.94 crores and an additional commitment of INR 6.81 crores.

Philanthropy Education Programs

Dasra provides end-to-end assistance throughout a philanthropist's journey, develops and conducts philanthropy oriented education workshops and organizes philanthropist peer networking events.

The Dasra Philanthropy Program (DPP), a donor education program, is a step in this direction. With the intent of enabling individuals to infuse strategic intelligence and passion into their philanthropy, Dasra piloted DPP last year. Spread over 6 months with a cohort consisting of eight family members all novices in philanthropy, DPP brought together philanthropists, sector experts and non-profit leaders to exchange perspectives, build a peer network and encourage dialogue around how to maximize impact for one's philanthropy.

The sessions included insightful conversations between Peggy Dulany Rockefeller and members of the Global Philanthropists Circle. Thought provoking sessions were held which were led by leaders of foundations and non-profits, the likes of Vidya Shah (CEO, Edelgive Foundation), Anu Aga (Director and Former Chairperson, Thermax Foundation), Luis Miranda (Chairman, Committee of Resource Organizations), Vanessa D'souza (CEO, Society for Nutrition, Education and Health Action-SNEHA), Raj Gilda (Co-Founder, Lend-A-Hand India), Anish Andheria (President, Wildlife Conservation Trust), Noshir Dadrawala (CEO, Center For Advancement In Philanthropy) among others. Visits were organized to high-impact grassroots non-profits that included SNEHA, Prerana and Antarang Foundation and participants were introduced to the sectors of Health, Education, Sanitation, Wildlife & Environment Conservation and Governance through informative discussions.

Dasra also co-hosted an education program for The Philanthropy Workshop's (TPW) global cohort of 30+ philanthropists in Mumbai in February this year.

The philanthropic space in India holds great promise with substantial momentum that will generate new philanthropy. Dasra aims to bring professionalism and expertise to guide these philanthropists on their giving journey to benefit the social landscape in India and for them to leave behind a culture of giving for their generations to come.

Thought Leader Forums

Dasra Philanthropy Forum

In October 2015, Dasra launched its first Philanthropy Forum UK at the Wellcome Trust in London. Themed around empowering adolescent girls, the Forum brought together over 90 leaders from foundations, research and academic institutions, non-profits and impact investment firms to share their perspectives and collaborate on areas where they could drive social change. The event was supported by well-known institutions like the Kiawah Trust, TPW, Charities Aid Foundation and USAID.

Some of the esteemed speakers at the event included, Lynne Smitham (Co-founder, Kiawah Trust), Sarah Dunn (Director, Children's Investment Fund Foundation), Shalini Arora (CEO, The Savannah Wisdom), Matthew Spacie (Founder, Magic Bus), Dr. Ashok Dyalchand (Founder, Institute of Health Management Pachod) and Satyam Vyas (COO, Going to School).

On November 9th, 2015 Dasra held its annual Dasra Philanthropy Forum USA at Stanford University, in the San Francisco Bay area. The event attracted more than 140 people that included influencers in strategic philanthropy to leaders driving social change. The event was supported by USAID, Tata Trusts, Stanford Center for South Asia, Omidyar Network, The Philanthropy Workshop, Synergos, The Bridgespan Group and the Stanford Center on Democracy, Development, and the Rule of Law.

The theme of the convening was 'Scaling Impact in India'. The Forum included sessions on effective philanthropy, impact investing, and involved issue-specific panel discussions on 'Empowering Adolescent Girls' and 'Sanitation & Hygiene Solutions for Girls'. Dasra also launched the 'Impact India Report', a publication focusing on best practices and insights on philanthropy and social impact in India that was co-created with Stanford Social Innovation Review (an online publication that informs and inspires millions of social change leaders from around the world and from all sectors of society - non-profits, business, and government) and The Bridgespan Group (a non-profit advisor and resource for mission-driven organizations and philanthropists).

Key Speakers at the event included Matt Bannick (Managing Partner, Omidyar Network), Renee Kaplan (Chief Strategy Officer, the Skoll Foundation), Ram Shriram (Early Investor & Board Member, Google and Founder, Sheralo Ventures), Romesh

Wadhvani (CEO, Symphony Technology Group and Founder Chairman, Wadhvani Foundation) and Larry Diamond (former Director, the Stanford Center on Democracy, Development and the Rule of Law).

Dasra Philanthropy Week

Dasra Philanthropy Week (DPW), India's premier philanthropy event, took place in Mumbai from February 29 to March 5 this year. DPW 2016 marked the 7th edition of this annual event which revolved around the themes of 'Sanitation', 'Health', 'Adolescent Girls' Empowerment' and 'Partnerships & Collaborations'. The event brought together India's leading non-profits, philanthropists, foundations, corporates, academicians and government representatives to discuss, debate, build awareness and spark collaborations for India's key development issues.

Participation & Reach DPW 2016



The weeklong event was kick started by three very intellectually stimulating days of the Dasra Social Impact Leadership Program which is designed to help leaders enhance their potential and expand the impact of their social enterprise.

Day 4 of DPW 2016 marked Corporate Day which was a confluence of over 100 corporate leaders, sector experts and senior NGO representatives held at BSE, Mumbai. The day included the launch of Dasra's research report titled 'Dignity for Her'; a dialogue by high profile leaders on 'The need and importance of strategic corporate-NGO partnerships'; a panel discussion on 'Is Swachh Bharat Working?' and a round table discussion on 'Technology for Maternal Newborn & Child Health' attended by 20 representatives from leading corporates. Dasra also launched its online Knowledge Hub, a repository of 160 profiles of credible social organizations and 48 research reports curated by Dasra across 20 causes covering various sectors.

Day 5 of DPW 2016 which was Foundations' Days saw 32 leading Indian and global foundations come together for the 'International Foundations Dialogue: Forum for Greater Impact' to discuss ideas and insights around themes including capacity building, monitoring & evaluation, innovative funding mechanisms and collaborations. The discussion was followed by two breakout sessions focused on Water, Sanitation and Hygiene (WASH) and Adolescent Girls.

The last day of DPW 2016 which was dedicated to philanthropists, had nearly 200 participants that included philanthropists, foundation leaders and NGOs coming together to learn about ways to strengthen philanthropy and impact investing and exchange ideas on giving collaboratively. The day included some very interesting sessions like:

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- Inspiring talks by Rohini Nilekani (Founder, Arghyam) on 'Collaborative Giving and the Path Ahead for Indian Philanthropy' and Jonathan Addleton (Mission Director to India, USAID) who delivered the keynote address
- The launch of a report by the MacArthur Foundation on 'Strengthening Philanthropic Giving and Impact Investing for Development in India'
- Stimulating panel discussions covering topics like 'Empowering Adolescent Girls'; 'Strengthening Philanthropic Giving and Impact Investing for Development in India' and 'Next frontier Philanthropists'
- An inspiring closing address by Nobel Laureate Kailash Satyarthi announcing his campaign to 'mobilize 100 million young people to become champions for 168 million children worldwide who are trapped in child labor'

Collaboration and Partnerships

Systemic change requires collaboration and partnerships and we at Dasra understand this well. In 2015-'16 Dasra collaborated with organizations like the Stanford Social Innovation Review and the Bridgespan Group for the 'Impact India Report'; Harvard Business School for the Harvard Executive Education Program on Corporate Social Responsibility (CSR) and Synergos on a series of research and convening activities.

Impact India Report

Dasra co-created the Impact India Report with the Bridgespan Group and Stanford Social Innovation Review (SSIR) which was launched at Dasra Philanthropy Forum Stanford. This special issue magazine shared best practices of philanthropy in India, showcased Indian examples of social innovation and offered valuable lessons to philanthropists and leaders of social change globally.

The report included interviews with leading Indian philanthropists in the US, the likes of Gururaj Deshpande (Founder, Deshpande Foundation) and Ram Shriram (Founder, Sherpalo Ventures), profiles of high-impact organizations such as Educate Girls and Magic Bus and also featured insightful research on impact investing and the Indian diaspora giving to India.

Harvard Executive Education Program on CSR

Dasra worked closely with Professor V. Kasturi Rangan of Harvard Business School, playing a key role in launching Harvard Business School's first Executive Education Program in India focusing on Corporate Social Responsibility. The program drew a large response from executives and board members of medium-to-large companies who are responsible for their organization's CSR strategy. This program was also attended by representatives of non-profits who wanted to get an understanding of how businesses were formulating their CSR strategies and how they could engage with the CSR teams to help them accomplish their goals.

Informed Giving

In our endeavor to effectively use 'digital' to create a movement of philanthropy, Dasra launched the Dasra Knowledge Hub with the support of Tata Trusts. This online engagement platform that houses information on credible social organizations, social sector insights and Dasra's research reports is a critical tool for philanthropists to make informed giving decisions. The Knowledge Hub allows stakeholders to delve deeper into sector issues and learn about innovative organizations based on their area of interest.

Currently the Knowledge Hub hosts 17 years of in-depth research and sector intelligence derived from Dasra's research reports across 20 causes covering various sectors.

Dasra's Knowledge Hub is a step towards bringing together fragmented knowledge on India's social sector, enabling donors to make a difference to the lives of millions of underprivileged Indians.

Said Winston Churchill, "We make a living by what we get, but we make a life by what we give". Dasra continues to stoke the fire of giving through its focused efforts on nurturing a culture of philanthropy in India.



My family has been giving for a while and we have a lot of charitable trusts, hospitals and schools. Sometimes if there is one generation that is not interested, then the upkeep of these schools and institutions cannot be what you have envisioned them to be. So it is important to start learning about it so that whatever your forefathers have given, you are not just going to let it go but you are actually going to carry their vision forward.

– Aditi Kothari



Aditi Kothari
(Vice President, DSP Blackrock Investment),
at the 'Next Frontier Philanthropists'
panel discussion

Enlightened Learning

Strengthening Capacities for Greater Impact

Dasra works closely with India's social entrepreneurs and non-profits, equipping them with the requisite skills to professionalize and grow. From assisting them in planning and implementing a growth strategy and helping them mobilize funds and resources through partnerships to strengthening their leadership teams; from supporting them in institutionalizing key processes to evaluating their program impact; Dasra has been the harbinger of social change in India. The numbers achieved in the last financial year speak for themselves:

Dasra's Learning Impact 2015-'16

118

Organizations supported

7

Workshops conducted

144

Leaders trained in workshops

39

Expert faculty engaged

11.2_{mn}

People reached (direct beneficiaries)

Leading an organization is a lonely, challenging and complex task. Dasra enables leaders to navigate through these complexities to maximize their impact through leadership development programs, sector specific workshops and need-based customized support.



Leadership Development

Dasra Social Impact Leadership Program

A peer learning program, the Dasra Social Impact Leadership Program (DSILP) is designed for leaders of social organizations, to help them grow their organizations strategically and achieve scale. Sessions are facilitated in a workshop format using case studies from Harvard Business School which serve as a medium to unravel their leadership journey and engage them to learn from each other. A close-knit alumni network ensures continuous learning and catalyzes a broad spectrum of partnerships.

In 2015-16 Dasra hosted the second cohort of DSILP comprising of 35 leaders from 32 unique social organizations.

Strategic Perspectives In Non-Profit Management

Mother Teresa Social Leadership Scholarship partnered with Dasra to provide scholarships to support leaders from India's social sector for the Strategic Perspectives in Non-Profit Management (SPNM) Program at Harvard Business School. With an expected attendance of 150 participants from across the globe, SPNM provides participants a platform to learn from international peers and hone their leadership skills in the global social sector. Till date, over 2000 social sector leaders from around the world have benefited from the SPNM program. In July 2015, five leaders from Breakthrough, Learning Links Foundation, Education Alliance, Educate Girls and Pipal Tree Ventures attended this program.

Thematic Workshops

Dasra Social Impact Accelerator Program

The Dasra Social Impact Accelerator Program (DSIAP) is designed for professionals working with Indian non-profits. DSIAP 2015-16 was created to serve as a platform to support the work of non-profit organizations that work with girls and build a thriving ecosystem of stakeholders for this cause. The program was designed to help organizations scale their impact by improving institutional capabilities and emphasized on monitoring & evaluation and increasing collaboration in the sector. The cohort comprised of 31 leaders from 29 social organizations that work across areas of adolescent health, education, livelihood and empowerment.

Other Sector Specific Workshops

In 2015-16, four workshops were conducted by the Capacity Building team at Dasra, focusing on Technology for Health, Tribal Health, Sanitation and Child Vulnerability. These workshops were attended by leaders across 56 social organizations in India. Dasra provided these participants capacity building by helping them construct a Theory of Change, giving them a better understanding of Monitoring and Evaluation framework techniques, enabling them to design an Elevator Pitch for their organization and facilitating their understanding of best practices in online and offline communications.



Participants at DSI's sector-focused workshop

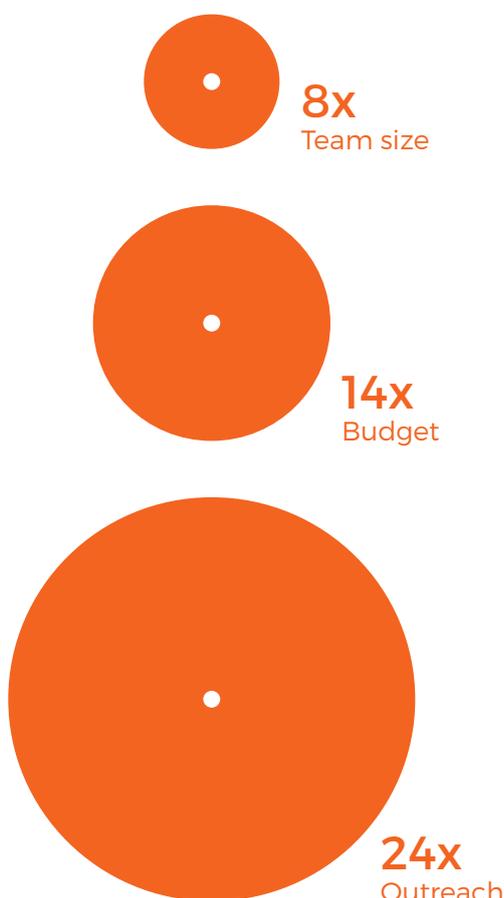
Customized Support

Dasra provides need-based support to leaders to help them scale their organization. This one-on-one support, provided over a period of 3 to 5 years, helps organizations address their institutional needs and meet their ambitious plans for growth. These organizations, backed by multi-year funding commitments, work with the Capacity Building team to plan and implement strategy, mobilize funds and resources, build their second-line leadership, institutionalize key processes and evaluate their impact.

In 2015, Dasra provided in-depth support to 38 organizations working across Reproductive Maternal Newborn Child and Adolescent Health issues, Sanitation and Governance. New organizations like Praja, Vidhi, Khabar Lahariya, The Hunger Project, Going to School, Impact India Foundation, Ekjut and Mahila Housing SEWA Trust were inducted into this portfolio.

Dasra's Customized Support Impact on Organizations (2015-'16)

- What was
- Average Growth



Stories of Change

Institute of Health Management, Pachod (IHMP) was selected by Dasra's Giving Circle (DGC) on Child Marriage in November 2014. The funds mobilized through this DGC were to be used by IHMP to scale up its integrated approach of working with unmarried adolescent girls and married adolescent girls, boys and young men to address the issue of child marriage in India.

Over the past two years, IHMP has achieved many milestones including its budget growing 2.2 times, team growing 1.5 times and outreach expanding 2.9 times.

Dasra has supported IHMP through an array of capacity building offerings that include:

Leadership Development: The Founder of IHMP, Dr. Ashok Dyalchand attended the DSI Leadership Program which focused on transformational leadership, organizational change, branding & marketing and succession planning. In addition, two Directors of IHMP participated in DSIAP.

Strategy Development: Dasra has worked with the management team to help IHMP refine its strategy and bring focus to the organization's Vision. This involved detailed financial planning and programmatic adaptations.

Visibility Building and Networks: Dr. Dyalchand shared his vast sector experience at the Dasra Philanthropy Forum in London and at Round Table discussions on adolescent girl empowerment. Dasra's networks helped IHMP partner with government stakeholders, learn and share best practices with other similar non-profit organizations and connect with funders.

Fundraising: Dasra supported IHMP in raising both international and domestic funds to help the organization scale up and expand its operations.

While Dasra has consolidated its position as a capacity building provider, it is aware that learning has no limits.

Enlightened Knowledge

Fueling Wisdom & Deeper Understanding

Over the years Dasra has gained recognition as a thought leader for the knowledge mining that it does on India's social issues, bringing them to the fore. Dasra's research is a culmination of thorough analysis, expert engagement and diligence on existing social programs in priority development areas. Each report uses a rigorous selection framework to map development sector organizations and identify those with the greatest potential. Dasra then works closely with these organizations to build robust strategic plans that will help them achieve impact at scale. The year 2015-'16 was a year full of diverse topics being covered by Dasra's research team translating them into flagship reports, white papers and due diligence projects.



Flagship Reports

Life Line



At 16% and 27%, India contributes to the highest global share of maternal and newborn deaths. Most of these are preventable through simple, proven and low-cost solutions. With close to a billion mobile phones and over a million broadband connections,

Information and Communication Technologies (ICTs) can address the key informational and process challenges to Reproductive, Maternal, Newborn, Child & Adolescent Health in India. This report supported by USAID, lays out the key challenges and solutions, alongside the work of scalable and impactful social organizations for funders' consideration.

Dignity for Her

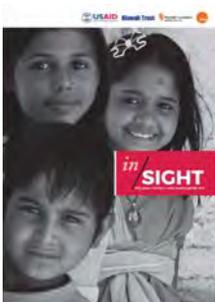


63 million adolescent girls in India lack access to private toilets; 70% of girls have never heard of menstruation before getting their first period. This report supported by Bank of America Merrill Lynch discusses how this problem threatens the identity, health

and potential of adolescent girls. It also profiles strategic solutions to the problem of Sanitation and Hygiene for Adolescent Girls along with details of social organizations that are implementing these solutions through impactful and scalable models.

Whitepapers

In Sight



Gender lens investing is fast gaining momentum in the business world with conclusive evidence of improved economic returns for investors who take a gendered approach to investing. There is growing appreciation of the fact that the same principles can be applied

to the development sector to improve social returns on philanthropic capital. This whitepaper supported by USAID, Kiawah Trust and Piramal Foundation, intends to put the onus on the givers (funders) and doers (non-profits) to drive conversations and action on the critical role gender plays in the socio-economic development of India; demystifying the concept of using a gender lens; triggering self-evaluation and paving the way for more funders and non-profits to actively adopt a gender lens.

T for Toilets



In 2014, it was estimated that 2 out of 5 Indian schools did not have separate toilets for boys and girls, and over 2.5 lakh schools did not have any toilets at all. In October 2014, the Indian government launched the Swachh Bharat Abhiyan scheme to help address this

problem. The government has called for action from both, local governments and corporate CSR programs to help build and manage separate toilets in schools. This whitepaper outlines the rationale for better school sanitation, highlights government initiatives that foreground sanitation as a national priority and draws a roadmap for private sector investment in the sanitation sector.

Agents of Change



India has over three million NGOs, one for every 600 people. However, only a very small minority of these, in contrast to their corporate counterparts, ever reach scale. This may be surprising given that large investments flow into this sector every year. According to a

report by the Ministry of Home Affairs, non-profits in India received INR 115 billion in FY 2011-12 through foreign funds alone and a total of INR 945.20 billion from 1993-2010. While funding is critical, organizations also need external support to build strong institutions that can scale for greater impact. Intermediaries in the development sector are best suited to offer this expertise. This whitepaper, supported by Tata Trusts, aims to fill the knowledge gap by profiling 29 intermediaries that effectively support non-profits in India.

Due Diligence

While the research team conducts thorough due-diligence of different development sector organizations, it also offers the same support to its partner organizations.

Results for Development

A Washington DC based think-tank; Results for Development (R4D) seeks to identify innovative organizations in different domains and works to profile these in domain-specific web platforms, based on geography. Dasra is currently assisting R4D in identifying innovative and impactful programs in the Water, Sanitation and Hygiene (WASH) space in India, to be profiled on R4D's web-based platform which will serve as a knowledge hub for researchers and funders.

Dasra's Knowledge Impact 2015-'16

5



Reports & White Papers

23



Site visits conducted

136



Experts engaged

183



Organizations profiled

514



Organizations mapped

Convenings and Collaborations

The knowledge created by our research team is disseminated at multi-stakeholder meetings and has a wide reach through Dasra's partnerships with other key players.

BSE Sammaan

Sammaan is a joint initiative of the BSE, Confederation of Indian Industries and the Indian Institute of Corporate Affairs, and is the world's first CSR exchange. It is being developed as an online CSR exchange to facilitate the effective flow of funds from companies to NGOs while ensuring compliance with CSR regulations. Dasra is working with BSE Sammaan to assist in identifying impactful and credible organizations to list on the exchange.



Praveen Chakravarty,
(Director & Strategic Advisor - BSE)
launches BSE Sammaan

WASH Impact Network

Dasra has engaged with other key stakeholders on Water, Sanitation & Hygiene (WASH) to increase awareness about the sector. A notable undertaking on this front has been Dasra's engagement with the India Sanitation Coalition, a multi-stakeholder endeavor which spans non-profits, institutional donors, corporates and the media. Dasra is presently co-chairing a taskforce on partnerships and collaboration, and intends to leverage this to foster greater awareness and action in sanitation and allied areas.

Dasra has set itself a goal of continuing to be the knowledge provider to India's development sector.



Collective Growth



The health of a tree and its growth are reflected in its branches. Growing in different directions yet together they give shape to its majestic beauty. Dasra has branched into fields of excellence through its diverse ecosystems, which though individually unique yet are collectively impactful.

Adolescent Girls

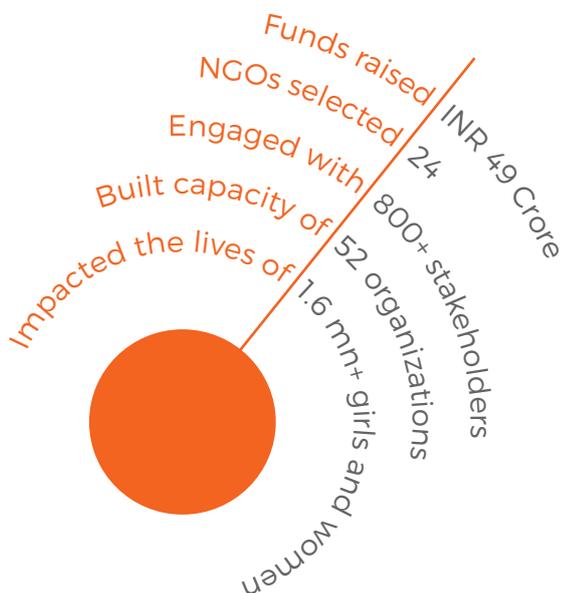
DGA: Giving Her a Better Tomorrow

The Dasra Girl Alliance (DGA) was launched in 2013 by the Dasra Adolescent Girls ecosystem team. DGA was founded in collaboration with USAID, Kiawah Trust and the Piramal Foundation with the intent of building an ecosystem to empower girls and improve the health outcomes of mothers and children in India. DGA seeks to create a world where girls are safe; they are heard and are celebrated. This multi-year initiative aims to create an environment that invests in the potential of adolescent girls as agents of change.



In Retrospect

DGA's Impact in 2015-'16



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Driving Collaboration

In spite of an increasing number of organizations working with adolescent girls, one has seen very few examples of organizations in India coming together to collaborate in this sector. To overcome this, Dasra took on the responsibility of creating knowledge platforms and learning forums that encourage peer learning and sharing of best practices.

An example of this is the Dasra Social Impact Accelerator Program (DSIAP) which is a capacity building program designed and conducted by Dasra for its partner NGOs. Through participation in this program, Magic Bus and Learning Links Foundations were able to mobilize funding for the next 5 years to work in 4 states across 160 regions to provide life skills education and school management training support for children.

Dasra has been assisting the NGO ARMMAN since the year 2014 to help them reduce maternal and infant mortality and morbidity in urban India. In 2015-'16 Dasra helped ARMMAN with the hiring of a new CEO, upgrading their monitoring and evaluation system, supporting their fundraising efforts and helping them create a strategy to scale their interventions to 10 new cities over the next 3 to 5 years. This support has helped ARMMAN increase both their budget and outreach by 200%.

Establishing Thought Leadership

Over the years Dasra has been regarded for its proficiency and understanding of the efforts required in creating impact for adolescent girls in India, across a range of issues and stakeholders. Dasra is admired for its knowledge on this subject through its contribution to thought leadership articles. In the last financial year Dasra was able to mainstream adolescent girl issues in India by publishing knowledge pieces that included:

- Two research reports: 'Life Line' on technology innovations for maternal and child health and 'Dignity for Her' covering sanitation and hygiene for adolescent girls.
- One whitepaper: 'Insight' on applying a gender lens to grant-making in India
- 65 articles on critical adolescent girl issues in high profile publications that included Stanford Social Innovation Review, The Guardian, Jaago Re, DNA and the Times of India
- Social media campaigns reaching out to over 12.7 million people aimed at increasing awareness about specific adolescent girl issues
- Impact India, a magazine focused on philanthropy and social innovation in India, with a special focus on adolescent girls.

Engaging New Stakeholders Through Key Partnerships

A major focus for the Alliance has been on creating long-term partnerships with key influential funders in India. The aim is to mobilize more funding to this sector, getting philanthropists to commit long-term resources and encouraging them to be ambassadors to drive change for adolescent girls' issues in India. Dasra has entered into strategic partnerships over the last financial year and is leveraging them to champion the cause of adolescent girls in India. Some of the partnerships include:

- Assisting Bank of America Merrill Lynch (BAML) and British Telecom in developing multi-year CSR strategies focused on adolescent girls. Dasra is curating knowledge on critical adolescent girl issues that helps establish BAML's thought and action leadership in this sector. The first step of this engagement was the creation of the report 'Dignity

for Her' which was unveiled by senior leaders of BAML India at the Dasra Philanthropy Week 2016. The report helped BAML identify and work with four organizations namely Shelter Associates, Vatsalaya, Gramalaya and Mahila Housing (SEWA) Trust

- Partnering with the MacArthur Foundation to provide capacity building support to existing MacArthur grantees and to disseminate the knowledge, expertise and insights compiled by the Foundation on maternal and child health issues

SAGE Reimagining 'HER' future

Over the last three years, the Dasra Girl Alliance has made significant progress towards building the adolescent girls field in India. The Alliance has brought together key partners and stakeholders to conduct research, mobilize funds, and build capacity of NGOs doing quality work with adolescent girls in the country.

DGA's Reach till date

Raised INR **120+** crores

Published **10** research reports
2 white papers

Engaged **2,000** stakeholders

Mapped **1,000** organizations

However in spite of phenomenal work done till date, adolescent girls in India continue to be unsafe, invisible, and ignored. Many of them face gender-based violence, have limited access to sanitation, are survivors of child marriage and early pregnancies, experience low education levels, have access to poor nutrition and lack opportunities to skilled livelihoods. Organizations working for the cause of adolescent girls in India have seen a surge in numbers but continue to remain fragmented and

work in silos. There are limited formal structures or forums that encourage sharing or communication between organizations that specialize in this field. A lack of compelling incentives and insufficient bandwidth are the cause of limited development of collaborations and partnerships in this sector.

Given these realities, Dasra invested time in reimagining what impact at scale for adolescent girls could look like. The aspiration was to achieve more, in terms of augmented awareness, increased funding, stimulated involvement of organizations, amplified and effective interventions, and expansive scale resulting in more impact for and by adolescent girls.

To achieve this Dasra partnered with The Bridgespan Group in India to work on Project SAGE (Strategy for Adolescent Girl Empowerment). Through SAGE, Dasra wishes to evaluate the lessons learnt and the milestones reached thus far and reimagine how impact could be dramatically scaled up going forward.

The initial stage of SAGE involved extensive research involving over 60 expert interviews and secondary research to answer key questions on what outcomes truly matter for adolescent girls and what the current state of the adolescent girl sector in India looks like. The synthesis of this research has resulted in the discovery of five key factors for creating far reaching impact for adolescent girls namely - social normative change; collaboration; evidence; scale and government. The research tilted in favor of a need to create a field-building platform to address these five key factors through multiple approaches.

This has also translated in the creation of a Vision for the field building platform revolving around creating long-term partnerships between funders, experts and practitioners to systematically strengthen the field that supports adolescent girls. Success would therefore not only be defined by the number of girls reached, but stem from the level of co-ordination, leadership and dialogue within the field focusing on adolescent girl empowerment in India.

Dasra is deeply committed to realizing this Vision, and hence the major focus for the next two years will be on broadening the Alliance to bring on a variety of new partners and build a road map for this collaborative, multi-stakeholder platform that can enable positive impact for millions of adolescent girls across India. SAGE is just the beginning of Dasra's contribution towards reconstructing a better future and carving out an empowered existence for adolescent girls in India.

Sanitation

Towards Healthy Living

While Dasra has been engaged in the field of sanitation since the year 2012, it is in November 2015 that the Dasra Sanitation ecosystem was institutionalized through a newly forged partnership with the Bill & Melinda Gates Foundation (BMGF). Embarking on this journey, Dasra chose to strategically focus on urban sanitation since this was an area that was much neglected and lacked adequate funding.

Dasra has been selected by BMGF India as their partner for its investments in Water, Sanitation & Hygiene (WASH). This effectively involves co-ordinating with over 60 partners from academia, non-profits, corporates and consultants and includes ongoing investments of over USD 100 million. Dasra's engagement towards this endeavor spans a period of three years with responsibilities that include:

- Fostering a community of practice where organizations from within the network of partners are able to engage more effectively with one another
- Building the institutional capacity of relevant organizations from the network
- Amplifying the work of partners within the network to a broader audience

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The Year That Was

Dasra's focus on urban sanitation in the last financial year has been twofold, consisting of generating support for individual organizations while also exploring opportunities to benefit more than one organization at a given time. Towards accomplishing these goals, Dasra has consciously focused on working through coalitions and convergence to achieve a greater impact at an ecosystem level deriving benefits from the "power of the collective". The Dasra-BMGF collaboration, the WASH Impact Network and the India Sanitation Coalition are examples of the same.

BMGF Urban Sanitation Project

The initial phase of the BMGF Urban Sanitation project has seen Dasra engage with a group of 16 partners to understand their work and needs across two of BMGF's thematic areas covering Policy Advocacy & Communications and Urban Sanitation Markets. Through these meetings and site visits, Dasra consolidated knowledge on these partners, identified mediums of disseminating their work and assisted them in furthering the discourse on sanitation.

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WASH Impact Network

A web-based platform has been created with the support of Results for Development to bring together over 50 organizations in WASH, across South Asia and East Africa. As the South Asia lead, Dasra organized a workshop focusing on 'Monitoring and Evaluation' and 'Fund Raising' for a cohort comprising of 16 non-profits and social businesses.

India Sanitation Coalition

Spearheaded by Ms. Naina Lal Kidwai, the India Sanitation Coalition (ISC) was established in 2015 with a Vision 'To enable and to support an ecosystem for sustainable sanitation'. The ISC aims at bringing together all stakeholders in the sanitation space to drive sustainable sanitation through a partnership mode. The work of the coalition is carried out by four taskforces focusing on:

- **Advocacy , Branding and Communication**
- **Identification and Dissemination of Best Practices**
- **Engagement with Central and State Governments**

- **Partnerships, Collaborations and growing the members of the Coalition**

The ISC represents a way to create and sustain a unified platform that will serve as a hub for knowledge, funding, and advocacy in the sanitation sector. Supporting the ISC is Dasra with its committed efforts on furthering the coalition's collective mission. Dasra currently co-chairs the taskforce on partnerships and collaborations and is an active member of the steering committee, providing strategic inputs on increasing membership and on processes for extending opportunities to members. The ISC was also involved in the Dasra Philanthropy Week 2016 where it engaged with corporates mobilizing them to join the sanitation movement.

Urban Sanitation Conversations

Dasra focused on sanitation as a key topic of discussion at both the Dasra Philanthropy Forum (DPF) 2015 and Dasra Philanthropy Week (DPW) 2016.

At DPF 2015, an insightful session titled 'The WASH Trap: Sanitation Hygiene in India' was held. This session was about philanthropists and innovative social entrepreneurs finding ways to disrupt the status quo, scaling WASH solutions across India.

DPW 2016 had impactful discussions on 'Achieving Swachh Bharat & CSR Effectiveness' as well as talks on non-conventional sanitation financing mechanisms and sanitation for adolescent girls.

Dasra also launched a video on urban sanitation in India titled 'A Future Reimagined' which talks about paying attention to the sanitation value chain if one wants to improve the quality of life in India. The video went viral on social media within a week and has currently crossed over 2,00,000 views.

Another discussion was held on WASH, where representatives from the Tata Trusts, BMGF, Arghyam, and the ISC spoke about the importance of collective efforts and the need to develop a unified yet contextual framework to drive behavior change vis-à-vis sanitation in the country.

There is no doubt that Dasra has made inroads in India's urban sanitation space and is set to accomplish many more milestones by playing its role of being a Catalyst for Social Change.



Left to right: Naina Lal Kidwai (ISC), Mini Menon (Bloomberg) & Madhu Krishna (BMGF India) in conversation on 'Is Swachh Bharat working?'

Governance

Towards Collective Impact

To address India's development challenges, it is essential to ensure governance that is open, accountable, participatory, inclusive and responsive. Safeguarding the continuum of policymaking to the delivery of services on the ground is what will govern our country's progress.

Dasra initiated conversations around the topic of governance back in 2013. The primary aim from the beginning has been to drive greater investment and attention from Indian funders to the governance sector. Dasra has also built internal expertise on the governance sector through in-depth research on the sector and engaging with experts.

In 2015, the Governance Collaborative Fund (GCF) was formed to build a governance ecosystem through a collaborative giving platform for high impact organizations that are working towards strengthening governance in India. The GCF is a first-of-a-kind initiative that pools in funds from multiple donors to support organizations in the sector for a period of 3 years enabling them scale. Praja, Vidhi, Khabhar Lahariya and The Hunger Project were the four organizations selected by GCF based on 4 thematic areas - Transparency & Accountability, Local Governance, Research & Policy, and Citizen Journalism & Independent Media.

Dasra has also been able to mainstream the issue by authoring and publishing articles as well as featuring 37 organizations on Dasra's Knowledge Hub.

Dasra has made small yet significant strides in governance and will continue to unwaveringly do so.



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MEMBER CODE & NAME: _____
LOAN AMOUNT: _____ DATE: _____
LOAN REPAYMENT: _____
PHONE NO: _____
ADDRESS: _____
CITY: _____
STATE: _____
COUNTRY: _____

SAKHI SAVING BANK
MEMBER CODE & NAME: _____
LOAN AMOUNT: _____ DATE: _____
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CITY: _____
STATE: _____
COUNTRY: _____

SAKHI SAVING BANK
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ADDRESS: _____
CITY: _____
STATE: _____
COUNTRY: _____





Enlightened People



The leaves epitomize youth, hope, positivity and abundance that unanimously create a comforting shade. Dasra's distinctly vibrant stakeholders collectively strive towards creating a safe haven for those who are disadvantaged.

Beneficiary

Changing Mindsets – Changing Periods

Menstruation is considered a taboo subject in India; hence over 200 million girls and women in India are ignorant of menstrual hygiene practices. 75% of adolescent girls suffer from infections and health disorders during menstruation and lack of functioning toilets results in 23% adolescent girls dropping out of school every year.

Kanchi (name changed) is one of those 200 million women. The daughter of a taxi driver and domestic help, she is currently in the tenth grade and lives in Auroville, Pondicherry. With the onset of her first period, things dramatically changed for Kanchi. She could no longer go to the temple when she had her period because she was considered “impure”. Her impurity status also existed in her own home. She was asked to use separate cups and plates, sleep on the mat instead of her mattress away from the rest of the family. She was not allowed inside the kitchen and prayer room. Intrinsicly, these social norms were robbing Kanchi of her right to feel normal about her body. Due to the ‘hush – hush’ nature of this topic, Kanchi like many others was not aware of safe practices on how to use and dispose sanitary napkins and so she dug holes in the ground to dispose her pads.

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Change of Scene

The situation however changed when Eco Femme’s ‘Pad for Pad’ program was introduced in her school. Kanchi learnt about sexual and reproductive health and the sessions were also very helpful in banishing her misconceptions and taboos. Through the program, Kanchi got access to affordable, reusable and ecological cloth sanitary pads and learnt about positive menstrual practices.

More importantly, the behavior change sessions were very helpful and she started questioning age-old traditions and practices. The knowledge and attitude shift in Kanchi triggered a ripple effect in her family. She shared her learnings with her mother and over time, her mother ceded to some of the practices and let Kanchi eat and sleep with her family during her period. Kanchi also shared her learnings with her sister to whom she explained various hormonal changes that take place in a girl’s body during an ovulation cycle. She told her sister about hygienic practices and exercises to effectively manage menstruation. Kanchi also shared this knowledge with her friends and classmates.

Over the past few years, the taboo associated with menstruation has been addressed over several media platforms in campaigns showing progress made towards gender equality. Lack of awareness on menstrual hygiene has health, social, and environmental ramifications. Hence, it is important to start addressing this issue.

Kanchi is one such young woman who has chosen to speak up and break barriers of antiquated thoughts and to start celebrating her existence as a girl.



Partner NGO

Redefining Sanitation: The Shelter Associates Way

Located in the slum pockets of Sangamwadi in Pune, Rajiv Gandhi Nagar used to be in an appalling condition, absolutely the contrary to what it looks today. Dotted with unplanned houses made of metal sheets, these houses lacked individual toilets which compelled the residents to use the community toilets in the vicinity. The community toilets came with their own set of challenges, being dirty, partly damaged and having only four seats for women and three for men. With seventy six households in the slum, the community toilet block often witnessed long winding queues in the morning. For those who could not take the long wait, defecating in the open was the only alternative.

One Home One Toilet

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The slum community at Rajiv Gandhi Nagar was in dire need of proper sanitation facilities. This is when Shelter Associates, a Pune based NGO intervened to bring about a positive change. As a first step, the team inspected Rajiv Gandhi Nagar and offered support in constructing individual toilets in each home. The team also provided the requisite building material at highly subsidized costs, but left the responsibility of the construction of toilets to the local residents, many of whom were skilled masons.

As a result of this initiative, sixty-nine of the seventy six households built individual toilets with some houses even reconstructing parts of their homes. A few families built new kitchens and also restored the front walls of their homes replacing the metal sheets with a strong brick wall. Over a period the neighborhood's appearance changed for the better. Through the process of community mobilization a committee was formed which was christened "Samiti" which now engages with Mohalla committee platforms of the local ward office on a monthly basis and raises issues pertaining to their settlement other than just sanitation.

Voices of Impact

Mr. Kamble, a mason and resident of Rajiv Gandhi Nagar, has seen the settlement transforming into a small society. Mr. Eknath, a neighbour from a nearby village, describes the change as a big improvement. Before the construction process began, the house facades protruded unevenly into the street, which gave an untidy look. With the new construction, the house-fronts now appear more organized and properly laid out. Shelter's approach has been highly appreciated by the community who remarked on the good quality and steady supply of materials. Moreover, they respected Shelter's initiative in involving the residents and thereby providing employment opportunities to them.

Collaborating Together

Mr. Nikam, a local leader who facilitated the work of cleaning the drainage lines was impressed with the co-operation he witnessed amongst the residents. He remarked that this process also managed to create a stronger community bonding among the residents. Shelter Associates assisted in forming a committee to represent the residents' demands. One could summarize that Rajiv Gandhi Nagar's residents not only acquired new toilets but regained their dignity.

Healthy Slum Healthy City

Based in Pune, Shelter Associates comprises of architects, social workers, geographic information systems analysts and community workers. The organization works to facilitate access to better housing and provide basic services like sanitation, electricity, water to the urban poor. With an aim of improving the quality of life of these underprivileged, Shelter Associates uses technology, government participation and community mobilization in unison to build healthier cities and allow the masses to gain access to basic facilities that they are entitled to but are usually deprived of.



Family Foundation Charity with a Heart God My Silent Partner Foundation

God My Silent Partner (GMSP), a UK based family foundation that works with social organizations empowering girls and women in the UK and in India is an exemplary example of a pioneering family foundation that believes in sustainable systemic impact through innovative and non-traditional approaches. GMSP was set up in 2006 by Ramesh and Pratibha Sachdev, who were born and raised in Africa, and now live in the UK. Despite living overseas the couple felt very strongly about India's development challenges where they have their family roots.

Ramesh and Pratibha have invested £8 Million to help the disadvantaged communities. Their daughter, Sonal Sachdev Patel who heads the Foundation, explains that her family pays as much attention to their giving as they do to their family business. An Economics Major from Cambridge University and an ex-employee of Bain & Company, Sonal brings her business acumen and investment principles to GMSP's grant making strategies.

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Ramesh says that his focus had always been on his business and the bottom-line until he met his Guru, Morari Bapu, in 1987 which was the turning point in his life. Both his Guru and his wife have always emphasized on giving and helping others. He feels he has been fortunate and that it is his duty and joy to share that good fortune with others.

GMSP's core funding projects are those that empower girls and women. They believe girls and women are the engines of social change and that by empowering them they can empower entire communities. They invest in six key change areas comprising of education, health and sanitation, safety and dignity, economic security, voice and participation, and behavior change that they believe will help support women and girls to fulfil their potential.

GMSP takes a long-term strategic approach. For example they are working with Majlis to sensitize judges on domestic violence. They partner with entrepreneurial charities such as Swasth that is using technology to bring low cost health care to slums. GMSP supports children with special needs, those who do not have access to mainstream education to include them and work with them to build their skills and get them jobs.

Partnering for change

The Sachdev family understands the value of collaborations and the benefits derived from combining skills and networks for societal betterment. They view investment in leadership as a core strategy to accelerate impact on the ground. Hence, entering into a partnership with Dasra made perfect sense as they saw it as GMSP's strategic local-partner in India. Dasra having the experience and knowledge to invest in non-profits would help GMSP develop its strategy for expansion in India and connect it to a network of entrepreneurial individuals creating change on-ground.

Changing the face of Giving

For Ramesh and Pratibha charity has always been a private matter, something they chose never to speak about. Sonal on the contrary thinks that speaking about philanthropy is important so that one can pass on the experience, knowledge and learnings to others. With global incidents and debate conversations coalescing around hashtags, Sonal believes that social media can be used as a powerful tool for those that believe in creating change but don't have the resources to give philanthropically. Awareness in itself can allow for tremendous impact in creating a movement for change.

Towards a New Kind of Collaboration

To advance their mission of empowering girls and women as agents of change, GMSP has not only collaborated with local partners and high impact non-profits but have also held gatherings in the UK. These convenings have helped raise awareness and educate peers about various social issues that affect women in the UK and in India. GMSP believes that while raising awareness is the first step towards creating a culture of caring, it is also important for donors to listen to and have conversations with the people whose lives they wish to impact. Sonal has also co-founded She:Impacts; a small group of women philanthropists that meet regularly to share, support and collaborate.

Key to Success

Innovation in their giving and staying relevant and flexible with their approach as per changing times have been the core principles followed by GMSP. Their plans for the future are to continue working with women and girls, to use their learnings to replicate successful interventions and non-profit models from current organizations they support and replicate them across India.



Pratibha(extreme L) and Sonal(extreme R) with women from CORO (an NCO headquartered in Mumbai)

Corporate Foundation

Shipping is their Business, Giving is their Core The Great Eastern Shipping CSR Foundation

While the introduction and implementation of CSR Rules of the Companies Act, 2013 opened avenues for social organizations to access local resources, for many companies it provided a chance to turn their success into an opportunity to help communities, employees and the country at large. The story of the Great Eastern Shipping Co. Ltd. (GES) and its 100% owned subsidiary Greatship (India) Ltd. (GIL) is that of a corporate Group that has truly lived this opportunity of CSR in every aspect.

From Compliance to Social Responsibility

The year 2014 at GES was spent understanding the country's social sector and creating their CSR Strategy. It was challenging at first, because unlike other organizations GES decided to focus on creating impact going beyond the realm of their business.

In 2015 GES set up the Great Eastern CSR Foundation (GECSRF) with 3 clearly defined focus areas:

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- Education: promoting access to education especially for the vulnerable children
- Health: supporting health, hygiene and nutrition activities that complement the educational access of children
- Livelihoods: livelihood promotion and skill training to increase chances for livelihood choices

CSR at GECSRF goes far beyond simple compliance and token philanthropy. The company aims to significantly contribute to better the life chances of local communities through direct funding and volunteering of their employees.

Partnering for Change

Being a relatively small team, GECSRF sees smart partnering as a way to improve their core value creation and address major issues and challenges. They now have 14 partners in their portfolio and through their education, health and livelihood/skilling initiatives have positively impacted over 15,000 families.

Employee Engagement in CSR

Backed by leadership, in 2015 GECSRF proactively introduced the "Social Volunteering" initiative to engage their entire workforce. Through CSR exposure site visits to destitute care homes and slums and 'CSR talks' by reputed social entrepreneurs, they managed to inspire their employees. Furthermore, they now circulate a monthly newsletter internally to let their employees know of giving opportunities, and have partnered with online portal ConnectFor to provide volunteering avenues that match employee skillsets to non-profit requirements. GECSRF believes that their workforce can be their greatest assets in creating a culture of philanthropy. Raising awareness is the first step towards sensitizing and influencing employees to be better informed to take action.

Has this worked?

Employees have been exceedingly generous and donated substantially during donation drives held in partnership with social organizations like the Wishing Well Foundation and KEM Hospital. The positive reception and increased employee participation are testament to show that GECSRF's engagement initiative is making progress and is headed in the right direction.

Stakeholders for the Future

It has been an exciting year for GECSRF's maiden voyage into CSR and they have learnt many valuable lessons. They have a good understanding of what is needed to take their CSR practices to the next phase, focusing on providing capacity building support and lending their high industry benchmarks and professionalism to the development world.

For many corporates in India there is no easy answer on what to do or how to go about CSR. Social issues are complex and companies must take care that their CSR leads to sustainability and does not result in feel-good or quick fix initiatives. GECSRF has embraced its CSR with full vigor and passion. Their plans for the future require greater focus, smart partnerships and long-term commitment; but the potential rewards on social development make it worth the effort.

The GECSRF team lives by its Motto -
'Business is not all about the next quarter only.'



With Dasra we saw an experienced organization that could add value to our diligence process of identifying non-profit partners and support us on our philanthropic journey.



Employee

Going Beyond the Call of Duty

Dikkukka lettum sidari takkat
dhim tarikita, dhim tarikita, dhim tarikita...
(The eight directions scatter and the hill sides split open, as the flood water rushes in as if possessed...)

This endearing Tamil song was aptly chosen for the campaign on building awareness about the Chennai floods by Dasra's first employee Vanarajan Swamidoss or Vana as he is affectionately called. As you would know, between 8th and 14th November, 2015 incessant rainfall hit parts of Tamil Nadu, Andhra Pradesh and Puducherry. Chennai was the most severely affected with over 500 citizens losing their lives and over 1.8 million people getting displaced. In a few weeks, as the water receded so did the concern of people. It was business as usual for everyone except those who were afflicted by the floods trying to rebuild their lives and for the good samaritan Vana.

45 "All the shoo-sha is over Thambi. The real work of helping those affected to rebuild their lives begins now", said Vana to his colleagues. Hearing this many at Dasra volunteered for the Chennai flood relief work.

In 2004 when parts of Tamil Nadu and Andhra Pradesh were hit by the Tsunami, Dasra was approached by the American Jewish World Service to engage with their portfolio grantees in Chennai for building the resilience capacities of the affected communities. Local language and insufficient experience in community engagement being major barriers for both Deval and Neera, they turned to Vana for help. Vana served as the voice between Dasra and the communities, with his deep-rooted background in social work giving him a natural flair to connect with people, understanding how the systems worked, and creating sustainable solutions. His unwavering commitment to help those affected was recognized with him being conferred 'The Award for Excellence in Social Work', which was presented to him by Bill Clinton (former President of the United States) in New York.

Vana's ability to relate to people's struggles allows him to forge relationships that transcend cultural differences and allow for conversations at the

grassroots. His understanding of the government machinery, the ambitions of social entrepreneurs and the expectations of philanthropists places him in a unique position to create maximum impact.

Being a human rights activist at heart, he always knew his true-calling was to do something for the socially deprived communities in which he grew up. This is how he founded the Manitham Charitable Trust in 2005. Today, Manitham works to promote child rights, education and empowerment for marginalized communities in rural Tamil Nadu. In addition to his role at Dasra, Vana continues to provide strategic direction and guidance to Manitham.

At Dasra, we consider it a privilege to have Vana in our midst. He reminds us that beneficiaries should be at the centre of everything we do. He constantly challenges the youngsters at Dasra to 'THINK BENEFICIARY' specially during the site visits that he organizes.

While Vana's family lives in Madurai, he spends time shuttling between Mumbai, Madurai and other parts of India where his work takes him, zealously trying to find time for both his family and his work. Neera fondly says "Vana is the official carrier of the Dasra Values."

Vana serves as a trusted advisor to the sanitation team at Dasra. He brings his vast expertise and years of experience to engaging with communities and social entrepreneurs for creating value for the Water Sanitation and Hygiene (WASH) partners of the Bill & Melinda Gates Foundation from across India. In addition to this, he champions the Dasra work culture and has institutionalized the induction process to ensure that employees understand the Dasra Values and their resultant impact on the ground. Through this, Vana hopes that everyone at Dasra brings an equal level of passion and commitment to strengthen the development sector in India.

From relishing South Indian cuisine, to inviting people to try muttai dosai in his hometown; from having a human rights activist approach to adopting a role of a facilitator; from being the most experienced employee to blending in with the Gen Y team at Dasra, Vana has indeed come a long way at creating new benchmarks of social empathy not just at Dasra but for all social sector enthusiasts.





Enlightening Impact



Bearing fruits and flowers, is the tree's way of giving back to the earth. Dasra reaps the benefits of its work through its impact that spurs it towards doing further good.

Impact Foundation (India)

Balance Sheet as at 31st March, 2016

Particulars	31 st March 2016 (Amount in Rs.)	31 st March 2015 (Amount in Rs.)
Corpus Fund and Liabilities		
Corpus fund & Reserves		
Corpus fund	107,551,401	88,677,401
Reserves and surplus	110,792,049	90,991,341
	218,343,450	179,668,742
Non-current liabilities		
Long-term Funds	17,837,594	11,037,594
Long-term provisions	2,338,737	-
	20,176,331	11,037,594
Current liabilities		
Payables		
Total outstanding dues of micro enterprises and small enterprises	-	-
Total outstanding dues of creditors other than micro enterprises and small enterprises	4,474,844	7,382,789
Short-Term Provisions	138,589	-
Other current liabilities	194,927,714	85,368,174
	199,541,147	92,750,963
Total	438,060,928	283,457,299
Assets		
Non-current assets		
Fixed assets		
Tangible assets	4,709,789	3,513,250
Intangible assets	334,411	367,201
Long-term loans and advances	7,659,525	6,276,365
Other non-current assets	91,495,428	30,000,000
	104,199,153	40,156,816
Current assets		
Cash and Bank Balances	88,305,073	220,854,553
Current investments	225,076,590	-
Short-term loans and advances	3,279,916	1,890,308
Other Current Assets	17,200,196	20,555,622
	333,861,775	243,300,483
Total	438,060,928	283,457,299

Impact Foundation (India)

Statement of Income and Expenditure

for the Year Ended 31st March, 2016

Particulars	31 st March 2016 (Amount in Rs.)	31 st March 2015 (Amount in Rs.)
Income		
Revenue from operations	212,233,254	148,391,734
Other income	22,212,369	12,580,505
Total Income	234,445,623	160,972,239
Expenses		
Employee benefits expense	42,807,492	1,429,553
Depreciation and amortization expense	2,103,180	3,139,667
Other Expenses	169,734,243	133,983,580
Total Expenses	214,644,915	138,552,800
Surplus before tax	19,800,708	22,419,439
Tax Expenses	-	-
Net Surplus for the year	19,800,708	22,419,439

Partners and Support

Apax Partners
Azim Premji Philanthropic Initiatives
Bain & Company
Bank of America Merrill Lynch
Bill & Melinda Gates Foundation
BSE
Chintu Gudiya Foundation
Comic Relief
DSP Blackrock Investment
Great Eastern Shipping Company Ltd.
GMSP Foundation
Johnson & Johnson
Kiawah Trust
MacArthur Foundation
Mint
Omidyar Network
Piramal Foundation
Philips India
Results for Development
Robert Bosch Stiftung
Stanford Social Innovation Review
Synergos
Tata Trusts
The Bridgespan Group
The Philanthropy Workshop
USAID







An Enlightened Tomorrow

Rich in nutrients, the soil provides sustenance and firmness to the tree, fueling its existence. Learnings from the past and the dedication of an enthused team is what drives Dasra to create a legacy for generations to follow.

Learning From Experience

Dasra prides itself as a learning organization, imbibing the lessons learnt from its own work as well as learning from others. Embracing change, be it innovating or implementing new ways of doing the same thing, Dasra has always displayed flexibility and willingness. Some of our learnings from the previous year have led us to think differently and made us shift our focus to the following:

Online Platforms Gaining Relevance Hence The Dasra Knowledge Hub

Dasra recognizes the knowledge and information gap in the development sector and aims to resolve this issue through its open source content. However, as the number of givers and quantum of giving increases the need to make information more accessible has become imperative. In today's technologically driven world it is important to provide real-time information to funders that is self-serving and facilitates their informed giving decisions. Keeping this in mind, Dasra built its own online platform, the Dasra Knowledge Hub that aims to provide all the information to funders on causes, sectors and NGOs based on their areas of interest. Dasra's Knowledge Hub has been well received by funders who look at it as a one-stop-shop enabling their philanthropic decisions. Dasra has also partnered with other online platforms in India and overseas to make knowledge more accessible and to enable more efficient and effective giving. BSE Sammaan, Giving Rise and the WASH Impact Network by R4D are cases in point.

The Sector Has Grown And So Have We

One of Dasra's USPs is to bring key insights to the table, to synthesize learnings from the field and curate research into knowledge for the social sector. However, with the number of Dasra's partner organizations increasing, we have struggled to keep pace with the rising demand. Acknowledging this,

we increased our bandwidth by strengthening our workforce to a 100 employees. As we scaled up welcoming people diversity, we realized that our people approach would also have to see a transformational shift from Human Resource Management to adopting a more holistic approach of Talent Management. Deploying systems, processes and technology we have set out on this path of incubating talent at Dasra.

Facilitating Collective Impact

In 2012-'13 Dasra committed to build coalition for Adolescent Girls (AG). It has taken Dasra three years to create awareness, bring the right people to the table, create alliances with traditional players as well as align objectives and goals to create an AG field of excellence. Having created this solid foundation, Dasra is now seeing a momentum build in terms of non-traditional players such as Bank of America Merrill Lynch, British Telecom, Great Eastern Shipping, Aditya Birla Financial Services, E-Clerks, Tata Motors, Phillips, Fidelity, HCL, among others, showing an interest to participate and contribute. While this has taken time, Dasra understands that to bring about sustainable and widespread social impact, the only way to do it is through creating focused fields of excellence.

Reinforcing India as a Global Leader in Social Impact

Over the years we have realized that mainstreaming India's social issues within the country is not enough. Insights about India's social issues must have a global reach. In our effort to do so, Dasra has collaborated with organizations such as Stanford Social Innovation Review, The Bridgespan Group, Bosch Foundation, Harvard Business School and the Organization for Economic Co-operation and Development. Dasra has also increased its participation at global forums like the Clinton Global Initiative (New York City), the Skoll World Forum (Oxford), the AVPN Conference (Singapore), Financing for Development Conference (Ethiopia), to name a few.



Team Dasra

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Sometimes it takes a generation of social change makers to put their heads and hearts together to create sustainable impact. At Dasra each of our passionate, enthusiastic, empathetic and deeply committed people are working relentlessly, both collectively and in their individual capacity as Catalysts for Social Change.

Dasra is proud to have a team of over 100 devoted change-makers who toil persistently, driven by their common passion of making a difference to the lives of the underprivileged of India. Our team is an interesting mix of professionals hailing from varied backgrounds

that include the development sector, management consulting, media, information technology and investment banking. Some of the organizations our people come from include Bain & Company, Deloitte Touche, J P Morgan, KPMG, McKinsey & Co., Teach for India, Shiv Nadar Foundation, Edelgive Foundation to name a few. Dasra harnesses their diverse skills to provide customized services to all of its partners.

Dasra also serves as a fertile ground for learning to students from premier institutes both Indian and Global, who aspire to grasp the nuances of the social sector dedicating their time as interns on key projects. Some of Dasra's alumni have moved on to pursue



their dreams and have made significant strides in the social sector by founding organizations such as Mirakle Couriers and Ankur Capital.

Dasra has grown from strength to strength, which is a reflection of its seriousness to address the challenges that continue to exist in the development sector in India. Dasra through its dedicated workforce and their expertise aims at addressing the country's critical social issues to create a better and more promising tomorrow for India's future generations.



Message from **Neera Nundy**

The financial year 2015-16 was a year of taking strategic steps towards change management. This involved restructuring of our teams, working with multiple stakeholders, focusing on ecosystems while at the same time being sector agnostic when required. So let's take stock of where we stand today in the accomplishment of our goal.

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As an organization we have grown not just in numbers but also in terms of capabilities. Our current team comprises of enthused individuals who go beyond their call of duty, displaying professional excellence comparable to what exists in world-class corporations. Stoking the fire of growth is our well-designed Talent Management Strategy that has helped us create a robust leadership pipeline.

While we have adopted an ecosystem approach, focusing on Sanitation, Adolescent Girls and Governance, we have realized the importance of being sector agnostic to be able to truly exemplify 'A Catalyst for Social Change' through our Strategic Philanthropy efforts. Our teams have been working closely with funders offering the entire spectrum of philanthropy, from customizing solutions for them to identifying NGOs of their choice, from creating knowledge on their sectors of interest to building capacity of the NGOs they support.

We realize that investing in technology is imperative to enabling collaboration and increasing operational efficiency. Over the last

12 months we have deployed cloud based CRM solutions, integrating them with Dasra's Knowledge Hub which is a one-stop online solution that hosts 17 years of in-depth research and sector intelligence curated by Dasra for enabling philanthropists make informed giving decisions. We have plans of ramping up further and extending our technology to our partner NGOs to enable collective impact.

At Dasra we understand that collaboration and sector awareness is essential to bring about social change. The Dasra Philanthropy Forum organized in San Francisco and in London and the Dasra Philanthropy Week held in Mumbai are examples of collaborative events that brought together leading non-profits, philanthropists, foundations, corporates, academicians and government representatives to discuss debate, build awareness and spark collaborations for India's critical development issues.

Dasra's representation at external forums both in India and globally is an endorsement of India's thriving social sector. The Clinton Global Initiative (New York City), the Skoll World Forum (Oxford), the AVPN Conference (Singapore), Financing for Development Conference (Ethiopia), Omidyar Network Haat (Bangalore) and the BSE CSR Index Conference (Mumbai) are few examples of the same.

While the last year has been rewarding in many ways, yet a lot needs to be done in achieving our Vision of creating 'A transformed India where a billion thrive with dignity and equity'. We thank those who have and continue to support us and we urge the rest of you to join us on our fulfilling journey towards making a difference.

Neera Nundy
(Partner & Co-Founder, Dasra)



