

2016-17



annual report





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

For more information, visit www.dasra.org

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Leadership Speak

From the desk of Deval Sanghavi,
Co-Founder, Dasra



I am on my way back from spending the day at an NGO in Vadodara, Gujarat, with other Dasra team members. We were there to meet the trustees to discuss strategy and future plans for the organization. The NGO started almost 40 years ago when it took over a small maternity home to eventually become one of the largest providers of maternal and neonatal support across Gujarat. Before we begin the strategy session, we visit the neonatal intensive care unit where I see 23 babies sharing cribs, some the size of my hand and a few less than four days old. They are thin, fragile and visibly unwell. It is clear that their chances of survival would be extremely limited if not for this NGO.

In the last few years, the NGO has seen their hospital intake double, are being approached by the state to scale programs pan-Gujarat, and even have an opportunity to build another hospital in a remote region. As they take up these new opportunities, they have realized the need to create a strategy, revisit their vision and mission, set even more audacious goals, hire to bring in management skills that currently do not exist and invest time in succession planning. Along with the rest of the Dasra team, I feel proud and fortunate to have the opportunity to support yet another NGO on its journey of scale and deeper impact.

As I connect this experience to the year gone by, I realize that **in the past 18 years, Dasra has helped over 1,000 NGOs in a variety of areas,** including in education (Muktangan works with 4,000 children in MCGM schools), malnutrition (SNEHA works with ICDS programs and health programs with 112,000 households across Mumbai), sanitation (Shelter Associates works with the Pune Municipal Corporation to build 25,000 household toilets) and livelihoods (Going to School introduces entrepreneurship in government schools in Bihar, Chhattisgarh, Delhi and Jharkhand, reaching 9,000 adolescents) **and helped them expand their outreach to 10-15 times by generating strategic support from philanthropists, corporates and foundations.**

Unfortunately, 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. Only when NGOs, governments and funders rally forces can we tackle India's social challenges. To that end, over the past year, Dasra has been fortunate to engage with all these stakeholder groups to drive collective action. We have worked with three ministries - Urban Development, Women & Child Development, and Health & Family Welfare - institutional funders Indian and international, dedicated philanthropists, and numerous committed NGOs such as Aangan, Administrative Staff College of India (ASCI), Consortium for DEWATS Dissemination Society (CDD Society), Child In Need Institute (CINI), Centre for Catalyzing Change (C3), Manavlok, Praja and Quest Alliance in sectors as diverse as sanitation, girls' empowerment, employability, governance and drought relief.

Dasra was created to serve those groups that act as catalysts for social change, and I cannot think of a more meaningful role for us to play. I want to thank all these groups for their relentless commitment and drive - we feel extremely privileged to work with each of them as we move closer to achieving a transformed India where a billion thrive with dignity and equity.

Building a Movement of Generosity

Giving where it matters

An increasing flow of philanthropic capital from individuals as well as increasing wealth creation in India, mark an important stage in the growth of India's philanthropy sector. We have seen a steady increase in philanthropic giving, and a significant portion of this can be attributed to **India's top 27 philanthropists who have collectively given above INR 50,000 crore** during 2014-16. It is critical to focus on unlocking India's massive philanthropic potential to help move more people out of poverty faster. Our mission is to build a movement to inspire collective giving through partnerships with various civil society organizations that focus on critical development issues such as education, health, livelihoods and sanitation.

In the past year, **Dasra has assisted over 120 individuals and families** in creating their own philanthropy roadmaps by helping them reflect on their personal motivations, providing them with the tools and opportunities to make informed and strategic decisions, as well as supporting them to build and execute on robust implementation plans.



There has been a lot of change in philanthropy in the last few years. First of all, I have seen that there is much more wealth being created in this country than ever before.

— **Ajay Piramal,**
Piramal Foundation

Any family that wants to contribute in a big way should get involved and give their time. They should visit different parts of the country and different NGOs, and see what they are doing, how they are doing it, what the problems are, what some simple solutions could be.

— **Ashok Bhansali,**
Bhansali Trust



Give Smarter

Research on informed giving

Research on philanthropy is central to creating a giving platform to fund for impact. Our research offers fact-based perspective on ways to enrich giving.

India Philanthropy Series

Focused on the growing importance of the individual philanthropist's journey in the overall landscape of the Indian development sector. It went beyond analyzing the quantum of giving, and focused instead on the evolving approaches that givers are adopting to maximize their philanthropic impact. In this report, Bain and Dasra defined a framework that outlined the donor journey, showcased several giving approaches, highlighted some common challenges that givers face, and offered a few practical tips to overcome them.

India Philanthropy Report 2017

Now in its seventh edition, the India Philanthropy Report is a collaborative effort between Dasra and Bain & Co. that focuses on a philanthropist's journey. It goes beyond analyzing how much philanthropists are giving, and highlights the evolving approaches that givers are adopting to maximize their philanthropic impact by showcasing broad segments of giving approaches, highlighting some common challenges givers continue to face and presents a framework to identify their giving approach and how to engage with the development sector.

Impact India 2017

This year's magazine is the second joint publication and examines how successful Indian non-profits have become masters at scaling. Dasra contributed articles highlighting subjects such as grant making with a gender lens, sanitation solutions from India, and two articles from partner organizations SNEHA and Armman. In 2015, Stanford Social Innovation Review, Dasra and Bridgespan collaborated to publish a first-of-its-kind magazine for philanthropists and social innovators targeting India. The first issue focused on trends in diaspora giving by Indian-Americans, in monetary and non-monetary terms, and the impact of such funding.



04

Deepening impact at scale

IMPACT 2016-17

crore directed to the sector **99** INR

88 non-profits funded

organizations profiled across sectors **44**

46 non-profits provided customized support

leaders trained through structured support **50**

60+ partners within a Sanitation community of practice

government policies influenced **02**

“A single organization cannot solve complex development challenges alone. To foster social impact for India’s youth, we need to implement holistic programming through deliberate, collective action.”

– Dr Amit Shah, Division Chief, Family Health, USAID India

To date, Dasra has enabled over 1,000 NGOs multiply their outreach 10-15 times, and broadened their funding network by connecting them to philanthropists, corporates and foundations. We have also supported NGO leaders to strengthen their impact on the ground, and directed much needed funding to their programs.

Dasra also works with sector experts, evaluation specialists and government agencies to create impact across in Sanitation, Adolescence and Governance. Using this approach, we aim to build a connected ecosystem to solve India’s critical development challenges and improve its development outcomes.



Moving the needle on adolescent empowerment - 10to19: Dasra Adolescents Collaborative

Empowering adolescent girls has been a key focus area for Dasra. To this end, the Dasra Girl Alliance (2013-16) was India's first collaborative that aimed to build an ecosystem to empower girls and improve health outcomes for mothers and children, as well as unlock domestic philanthropy to fund the most promising non-profits in this sector.

One key learning was the need to invest in and address both, girls and boys in the adolescent age group.

In March 2017, Dasra conceptualized and launched 10to19: Dasra Adolescents Collaborative, a high-impact platform to unite the government, non-profits, funders and technical experts to reach five million adolescent girls and boys across India, and improve key outcomes related to adolescent empowerment.



10to19 is a first-of-its-kind initiative in India that will work with a range of non-profits in specific geographies and engage with government officials to address the health and unique developmental needs of adolescents at state and central levels. The collaborative will also strengthen the leadership and organizational ability of non-profits and bring together 60+ adolescent-focused non-profits across 25 states in India, to encourage peer learning and sharing of insights through a community of practice. The collaborative will:

1. Focus on both girls and boys
2. Encourage comprehensive programming
3. Be outcome-focused
4. Be data-, evidence- and learning-driven
5. Strengthen partnership with government



Towards healthy living: Urban Sanitation

Dasra has used research to bring private philanthropy to support urban sanitation in India. As a partner of the Bill and Melinda Gates Foundation (BMGF), Dasra works with a network of over 65 partners funded by the BMGF WSH portfolio to maximize their impact in sanitation across 13 states in India.

Building Communities of Practice

To facilitate the formation of vibrant communities of practice, Dasra has leveraged existing and fostered new platforms of engagement among partners and grantees. These include the National Faecal Sludge and Septage Management Alliance (NFSSM) and the India Sanitation Coalition (ISC), as well as four specialized taskforces.

The WSH taskforces each bring together 5-15 partner organizations in the BMGF WSH portfolio to create an enabling ecosystem and identify solutions across the themes of Technology, Finance, Behavior Change Communication and Gender in urban sanitation. The task forces aim to educate key stakeholders such as practitioners at the local government level. They also aim to use national channels such as the National Faecal Sludge and Septage Management Alliance (NFSSM) to drive policy change at the central government level.

Strategic engagements with the India Sanitation Coalition (ISC)

The ISC brings different stakeholders across the sanitation field on to one platform where they can share information, learn from each other and collaborate. Dasra plays a key role on the steering committee by providing strategic inputs to the annual plan, and representing ISC's mandate to critical stakeholders such as the government and the private sector. Dasra has supported the expansion of ISC's membership base by enrolling corporate and development sector partners, and creating a dashboard tool showcasing sanitation partners at the ISC and promoting its adoption as part of the stakeholder mapping process on its website. Dasra has also been working with ISC as a knowledge partner with the IIMB Alumni Association (IIMBAA) and the Maharashtra Chief Minister's Office MahaDev initiative.

Drafting India's first national policy on Faecal Sludge and Septage Management (FSSM)

Dasra has co-facilitated NFSSM, a group of over 20 organizations focused on supporting national and state governments on developing policies and planning support tools for improved faecal sludge management. The alliance was instrumental in the passage of drafting India's first national policy on faecal sludge and septage management by the Ministry of Urban Development. The alliance now works towards implementing the policy at the state level.



Amplifying the work of sanitation partners

There is no magic pill that can solve the problems of this sector. It is important to have different people with different points of view and experiences to come together. Seeding, incubation and nudging such collaborations is important and the Annual WSH Partners Meet is an example of how these diverse thoughts can come together.

- Jayamala Subramaniam,
Chief Executive Officer,
Arghyam

1. Dasra WSH newsletter

Dasra disseminates a fortnightly newsletter to 120+ individuals from 65 organizations working on WSH. It features updates from partners working across the spectrum and has helped highlight opportunities for funding and collaboration.

2. The India WSH dashboard

Dasra built the first phase of an interactive dashboard that captures the work of partners visually on a map of India. Using this dashboard, partners can explore and understand the work of other organizations across geographical areas as well as interact with them through email.

3. Creation and expansion of an India WSH network

An innovative Web-based platform hosted by Dasra, India WSH Network enables learning and networking among partners and grantees over a range of thematic (e.g. technology and gender) and functional (e.g. research and project management) areas.



The last mile: The Democracy & Governance Collaborative

In light of India's development challenges and the State's growing commitment to good governance, Dasra initiated research to build greater awareness on this critical subject and published the report, **Good to Great: Taking the Governance Leap in India** in 2015. Since then, Dasra has been involved with the governance sector with the twin objective of driving collaborative action to promote good governance initiatives across the country, and driving greater funding and attention from Indian funders into the sector.

The Democracy & Governance Collaborative is a high-impact platform that brings funders, non-profits, and other stakeholders together to strengthen government institutions and citizens' voice and improve the relationship between government and citizens with the ultimate goal of ensuring good governance reaches every last citizen, especially the poor and the marginalized. The philanthropists and foundations of this collaborative have formed the Governance Collaborative Fund, which works to scale impact, build non-profit capacities and support innovation.



I really believe it is time that India takes a leap and talks about large, integrated, scalable solutions that address the needs of large populations.

- Sumeeta Banerji,
Assistant Country Director, &
Head, Democratic Governance
Program, UNDP India



In 2016-17, the collaborative focused on four non-profits, both programmatically and institutionally - The Hunger Project, Vidhi, Khabar Lahariya and Praja.

1. Khabar Lahariya recruits literate and semi-literate women in rural Uttar Pradesh and trains them to be field journalists working to improve transparency. It works to give citizens in remote areas access to news, and aims for rural, feminist and marginalized perspectives to be better represented in mainstream media. The collaborative supports Khabar Lahariya's expansion through print and digital media.

2. Praja Foundation works in Mumbai and Delhi to promote transparency and accountability in the functioning of local urban government. Praja has a strong presence in Mumbai and has now expanded to Delhi with support from the collaborative.

3. Vidhi Centre for Legal Policy engages with the government to make better laws for inclusive governance through legal advisory and independent legal research. The collaborative supports Vidhi to expand its Judicial Reforms effort.

4. The Hunger Project (THP) empowers elected women representatives at the gram panchayat level to be key change agents by strengthening their political leadership and the capacity to perform their duties. The collaborative supports THP to strengthen and expand its ongoing work in five districts in Bihar.



Better understanding development challenges and scoping impactful non-profits

The massive number of registered non-profits in India can make it bewildering to understand the key issues and decide who to support. Dasra's research is a culmination of thorough analysis, expert engagement and diligence on existing social programs in priority development areas. Through a rigorous selection framework, we have identified **792 non-profits mapped to development areas with the greatest potential**. Dasra works closely with these organizations to build robust strategic plans that will help them achieve impact at scale.

Best Foot Forward: Enhancing the Employability of India's Adolescent Girls

Dasra, with the support of the Bank of America Merrill Lynch, created this report, which explores the barriers to and potential of building adolescent girls' employability. It profiles the work of ten scalable and impactful non-profits whose efforts to replace girls' vulnerability with opportunity could significantly transform employability outcomes across the country. The report was launched by Kaku Nakhate (President & Country Head of Bank of America, India) at Dasra Philanthropy Week 2017. During the course of this research, Dasra mapped over 400 organizations in the employability and livelihoods sector in India. Following a comprehensive diligence process that evaluates the program, leadership and organizational strengths of these entities, ten non-profits have been shortlisted and profiled in this report.

Improving Sexual & Reproductive Health for Adolescents

Comprising one-fifth of India's population, adolescents are a significant demographic transitioning into adulthood. Adolescents making this transition experience rapid change and heightened vulnerability. This report highlights the challenges they face, the efforts of key stakeholders and the specific steps implementing organizations are taking on the ground to improve outcomes for adolescents. It is the first report published by 10 to 19: A Dasra Collaborative. During this research, Dasra mapped 192 organizations working to improve sexual and reproductive health outcomes in India. This report profiles 22 organizations, whose work effectively represents the scope and breadth of the adolescent sexual and reproductive health sector in India.

Improving Maternal & Child Health in Tribal Communities

Tribal communities lag behind the national average on several vital public health indicators, with women and children being the most vulnerable. This report discusses the challenges faced by tribal communities in their quest for adequate and accessible maternal and child healthcare. It also presents solutions to overcoming these challenges, alongside the work of eight high-impact non-profits. During the course of this research, Dasra mapped over 200 organizations in the tribal health sector in India. Following a comprehensive due diligence process that evaluated the program, leadership and organizational strengths of these entities, eight non-profits have been shortlisted to profile in this report.

Strengthening leadership capacities for greater impact

Engaging with non-profits

Dasra works closely with India's social entrepreneurs and non-profits, profiling them and then equipping them with the skills needed to professionalize and grow. Dasra enables non-profit leaders to navigate these complexities to maximize their impact through leadership development programs, sector-specific workshops and need-based customized support. Dasra helps them plan and implement a growth strategy, as well as mobilize funds and resources through partnerships. It also strengthens their leadership teams, from supporting them in institutionalizing key processes to evaluating their program impact.

Scaling organizations through customized support

Dasra provides multi-year hands-on engagement (typically a 3-5-year commitment) that is tailored to an organization's needs. In 2016-17, Dasra provided 45 high-impact social organizations working on critical development issues - health, education, women's empowerment and governance - capacity building support across seven major areas (business planning and strategy, operations management, impact assessment, finance and budgeting, human resources and leadership, board and governance, and communication and fundraising).

Strengthening leadership in non-profits through structured support

The Dasra Social Impact Leadership Program (DSI LP) brings together non-profit leaders to help them strengthen their leadership style and decision-making capabilities. In 2016-17, Dasra brought together 50 organizations - for 16 days through four modules spread over the year - across sectors including health, education and livelihoods to discuss, debate and learn from each other on issues related to organization strategy, brand building and communicating impact, managing teams and ensuring legacy and sustainability for their organizations.



Meagan Fallone, CEO, Barefoot College International

Meagan Fallone attended the 2016-17 DSI LP cohort and talks of the immense value she gained from discussions within the cohort, inside and outside the classroom. The sessions motivated her to reflect about strengthening her leadership style and ways in which she could improve governance systems in her organization.

She used the opportunity to build partnerships and expand her network through the program. She has seen better ways to raise funds through the use of a fundraising platform introduced at the program, initiated a partnership with Jaipur Rugs (a peer from the cohort) to strengthen Barefoot College's livelihood program, and has been able to tap into networks of other peers such as The Hunger Project to help her expand the organization's work in solar energy in Odisha.

Meagan attributes the DSI LP with inspiring her to conduct a visioning workshop with her global team and providing her with the tools needed to internally standardize messaging across communication channels. Seeing the value of this experience, she has nominated her second-in-line to attend the next DSI LP cohort, with the goal of strengthening leadership at Barefoot College and ensuring its sustainable growth.

Pooja Taparia, Founder, Arpan

DSI Leadership Program was a wonderful opportunity to learn from peers, hear different perspectives and have my own thought process challenged. The program has helped me reflect better and implement the learning in my organization.

Dasra's program helped her build her leadership skills and style. She took back knowledge, insights and case studies from the program and shared them with her team to build their capacity and help them work better. Pooja has used her learnings to strengthen the second line of leadership of her organization.

Redefining Sanitation:

The Shelter Associates growth story

Shelter Associates (SA) works to improve the quality of life of India's urban poor by bringing low-cost housing and sanitation to urban slums. Dasra started supporting SA in April 2013. Apart from funding its core work, we also supported them in leadership development, strategy and planning, fundraising and communications, human resources and finance to strengthen the institution to achieve rapid and sustainable growth. **The grant and subsequent capacity building support helped SA gain organizational depth and efficiency, expand its budget by over seven times from INR 45 lakh (FY 2013) to INR 333 lakh (FY 2016), and increased their total toilets built from 100 (FY 2013) to 2,294 (FY 2016).**

Over four years, Dasra has worked with Pratima Joshi, SA's founder and executive director, helping her think about her vision and build a strategic plan. Through her participation in programs such as the Dasra Social Impact - Leadership Program, Pratima was able to hone her leadership capabilities and better articulate long-term goals to deepen and expand outreach from one city to six cities. SA has also been able to develop a strong second line of leadership during this period.

Tapping into its own network, Dasra helped SA develop a diverse funder base consisting of foundations, corporates and individual philanthropists. We also actively facilitated partnerships with the government and the private sector to build stakeholder support. Additionally, SA's work was showcased at Dasra Philanthropy Week and the Dasra Philanthropy Forum to connect them to funders with a shared vision and values.

With Dasra's support, SA now focuses on monitoring the post-intervention impact of sanitation units and community mobilization. It is also strengthening its data analytics capability and creating research material to share knowledge and better collaborate with partners.



“The partnership with Dasra has been a turning point in our journey; it opened up a whole new way of working in the social space – something that I had not imagined could happen before. As an organization, while we have grown bigger and more impactful and efficient, our capacities have been systematically built to cope effectively with our scaling efforts.”

– **Pratima Joshi, Founder, Shelter Associates**

Strategic Milestones

07

2016-17



The Global Entrepreneurship Summit, San Francisco

The Global Entrepreneurship Summit (GES), hosted by former US President Barack Obama at Stanford University, connected over 1,000 entrepreneurs, investors and others from nearly every country in the world to create new opportunities for investment and partnership and tackle global challenges together. The summit, held from 22 to 24 June, empaneled Neera Nundy, Dasra's co-founder, on the session on investing in South Asia alongside other leaders in the field, and hosted a GES side event along with Intellectap and Calvert Foundation

Dasra Philanthropy Forum 2016

The Dasra Philanthropy Forum, held in December 2016 in Bangalore, was a significant step in broadening Dasra's reach across India. It was attended by 118 philanthropists, 30 of them new to Dasra. Prominent speakers and attendees included Rohini Nilekani, Kiran Mazumdar Shaw, Manasi Kirloskar, Rati Forbes and Neerja Birla, and conversations spanned across philanthropy in affordable healthcare, approaches to philanthropy, and mental healthcare.

Dasra Philanthropy Week 2017

In March 2017, we held the eighth Dasra Philanthropy Week, a week-long event that brought together 400+ attendees (leading development practitioners, experienced philanthropists and dynamic social entrepreneurs) to strengthen the philanthropic movement in India, through debate and discussion on critical social development issues and solutions to accelerate social change. The highlights of the event were:

Graduation of the Dasra Social Impact Leadership Program (DSILP) cohort: Fifty social sector leaders celebrated their graduation from the final module of DSILP, which centered on unique challenges around managing complexity and sustainability in growing organizations.

Launch of 10to19 - the Dasra Adolescents Collaborative: Dasra launched its high-impact platform, which unites funders, technical experts, the government and social organizations to empower more than five million adolescents in India by 2021.

Philanthropy Day: Over 130 philanthropists, sector experts and social impact leaders gathered to engage in and learn more about the strategic philanthropy movement in India. Through the day, philanthropic and non-profit leaders provided examples of successful collaborations that created impact on the ground, highlighted the importance of philanthropists engaging with organizations beyond cheque writing, discussed their personal journeys in the sector and offered recommendations on how to deepen their impact.

Partnering with the Media

The media continues to be an important partner and communication route to educate, raise awareness, build trust and inspire. In 2016-17, Dasra was featured 96 times in top-tier regional, national and international media publications such as The Guardian, Times of India, DNA, The Hindu, Hindustan Times, Economic Times, Forbes, Mint, and Alliance Magazine to mainstream and shine a spotlight on the innovative solutions of our partner organizations working in Urban Sanitation, Adolescents, and Democracy and Governance in India.

Partnering with Government Stakeholders

Influencing the Dam Desilting Policy

Dasra's team consisting of Manisha Joshi and Deepthi Koomera (previously from GiveIndia's First Givers Summit) were deeply engaged with Amit and Archana Chandra on the Marathwada Drought Relief Initiatives all through 2016. Over the years, their work has focused on watershed management in the Marathwada region by enhancing the capacity of dams there and providing silt to farmers to enhance farm income. This led to Manisha, supported by Deepthi, to be part of the water desilting policy committee constituted by the state of Maharashtra. As part of the committee, she played a key role in working with the government, non-profits and other stakeholders to adopt best practices in this technique of dealing with drought. The policy was approved by the state cabinet and has the potential to desilt over 31,000 dams and tanks with a total budget outlay of INR 6,236 crore, which should ultimately help deal with drought as well as enhance farm income across the state of Maharashtra.



Strategic engagements

across focus areas

01

Adolescents

Womanity Foundation's Women Change Makers, Mumbai

In June 2016, Dasra partnered with Womanity Foundation to facilitate the nomination and shortlisting process for the Fellowship, and support the finalists with their closing pitches to the Foundation.

Women Change Makers works to build an ecosystem of partnerships, which helps its Fellows expand and replicate their projects, multiply combined strengths, and scale their impact.

Women Deliver, Copenhagen Women Deliver, held in Copenhagen from 16 to 19

May, 2016, focused on how to implement SDGs relating to girls and women, with a specific emphasis on health – maternal, sexual and reproductive health and rights – and the interconnections with gender equality, education, environment and economic empowerment. Our participation allowed us to share Dasra's learnings from India with a global audience.

Adolescent Reproductive and Sexual Health Roundtables, Mumbai

Dasra conducted two roundtables with donors and NGOs working to improve sexual and reproductive health outcomes among adolescents in India to learn about different stakeholders' visions and priorities for the sector in India, and their innovative solutions to overcome the challenges of achieving these priorities. The roundtable was attended by representatives from Children's Investment Fund Foundation, Bill and Melinda Gates Foundation, TATA Trusts, MacArthur Foundation, UNFPA and Azim Premji Philanthropic Foundation, with NGO representations from 13 organizations such as CREA, Naz Foundation and MAMTA.

Outcome-Oriented Programming, London

In November 2016, Dasra, Robert Bosch Stiftung and British Telecom hosted a roundtable on outcome-oriented programming and innovative finance mechanisms for the development sector, to adolescent issues in India, and build a community that can support us with technical capabilities and advice. The event convened a group of leading practitioners of outcome-oriented programming, and included British Telecom, New Philanthropy Capital, Instiglio, Children's Investment Fund Foundation, Social Finance, Girl Effect, British Asia Trust, Kiawah Trust, CAF-Venturesome, Global Innovation Fund and Bank of America Merrill Lynch. The roundtable allowed Dasra to gain the knowledge needed to adapt outcome-based payment approaches

“

02

Urban Sanitation

Convened the Bill and Melinda Gates Foundation Annual WSH Partners Meet, Delhi

In August 2016, Dasra helped convene the Annual WSH Partners Meet, a platform for BMGF sanitation partners to come together and develop a foundation for collaborative and collective approaches to drive the sanitation discourse. The meet brought together 119 participants from 59 organizations within the BMGF portfolio.

The key takeaway from the 2016 partners meet was the deeper engagement in the key thematic areas of technology, gender, finance and behavior change communication. The partners were able to effectively network at the convening, as seen in the 70+ 'connect' emails sent to partners using interactive kiosks developed by Dasra for the event.

03

Strategic Philanthropy

Conducted philanthropy sessions for Kotak Leading Ladies, Mumbai, Bangalore, Delhi

Dasra conducted philanthropy sessions with 54 members of the Kotak Leading Ladies group in Mumbai, Bangalore and Delhi. Leading Ladies is an education program designed by Kotak Wealth Management for the spouses of key wealth management clients, and covers topics such as asset management, complicated financial products and estate planning. This was a great opportunity to educate and create awareness on philanthropy as well as provide access to new HNIs.

“

“Just giving money is not enough; we also need to give our time and our skills.”

– Anu Aga, Thermax Ltd.

”

Leadership Speak

From the desk of Chandrasekhar R,
Chief Operations Officer, Dasra



I joined Dasra less than a year ago. It was a leap of faith and I feel the journey thus far has been phenomenal. For me, there is no looking back; I am convinced I made the right decision.

The social sector is often characterized by gaps, similar to those seen in the for-profit sector. Take talent procurement and management for example - in the for-profit sector, a key challenge is the gap between demand for skilled talent and paradoxically rising unemployment rates. This gap could be a factor of a skill deficit that arises when companies are unable to discover talent to meet their needs. There is huge demand for skilled talent in the social sector and equal, if not more, interest from corporate professionals to join the sector. Yet this intent does not necessarily translate into action. This is why we see an Intent-to-Action Deficit, which is unique to the social sector.

Many corporate professionals like me who want to join the sector grapple with questions not easily answered, which prevents them from taking the leap. Questions such as:

Will a shift to the social sector impact my financial security? How will I take care of my family?

Do I understand the sector?

What would my day-to-day work look like?

By drawing a salary, am I taking away funds from the end beneficiary?

The absence of answers relating to the social sector is so deeply entrenched in society that it has created a bias for inaction towards joining. If corporate individuals looking to make the shift into this sector fail to find the answers to these questions when they need them, the social sector will struggle to close the skill deficit. While there are no 'correct' answers, here are some lessons from my experience for anybody wishing to move:

Leverage your mentors: Pose these questions and discuss possible outcomes, since they are much better placed to give you an objective viewpoint.

Open yourself up to the right experiences: Get a feel of the sector at the grassroots level or read case studies of work done by non-profits. This should nudge you to overcome the Intent-to-Action deficit.

Have a Plan B: Taking the plunge means committing your 200% to the cause and sector. However, it's important to know that if things do not go as per plan, you can fall back on returning to the corporate sector.

Each of us will take a different path to the social sector. At Dasra, my aim is to build an institution with robust processes, people management systems and programs aimed at creating a multiplier effect. This will help us keep pace with the fast-evolving social sector and achieve impact at scale.

– Chandrasekhar R

Supporters & Partners

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

Institutional Supporter

Amit and Archana Chandra
Azim Premji Philanthropic Initiatives
Bain & Company
Bank of America Merrill Lynch
Bill and Melinda Gates Foundation
Children's Investment Fund Foundation
DSP Blackrock Investment
Kiawah Trusts
MacArthur Foundation
Nilekani Philanthropies
Omidyar Network
Packard Foundation
Robert Bosch Stiftung
Stanford Social Innovation Review
Tata Trusts
The Bridgespan Group
USAID

Non-profit Partners

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AIIILSG
Akanksha
Akshaya Patra
ALERT India
Ananya Trust
Anarde Foundation
Ankur Scientific
Antarang Foundation
Apnalaya
Arghyam
ARMMAN
Arpan
Ashoka Innovators for the Public
Asian Development Bank
Asian Institute of Technology
Athena Infonomics
Barefoot College
BBC Media Action
Biotechnology Industry Research Assistance Council
BORDA
Bremen Overseas Research and Development Association
California Institute of Technology
CDD India
CDD Society
Center for Development Research at the University of Bonn
Center for Study of Science, Technology & Policy
Centre For Advocacy And Research
Centre for Child Development
Centre for Civil Society
Centre for Policy Research
Centre for Science and Environment
Centre for Social Impact and Philanthropy, Ashoka University
CEPT University
Chintan
Christel House
Collectives for Integrated Livelihood Initiatives
CORO
CREA
Delhi Mobile Creches
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Dilasa Sanstha
Door Step Schools

Non-profit Partners

Dream a Dream
Duke University
EAWAG
ECHO
Eco Femme
Educate Girls
Ekam Foundation
Ekjut
Emory University
Enable India
ENVIU
Eram Scientific Solutions Pvt. Ltd.
Ernst & Young
FANSA Nepal (Freshwater Action Network)
Federation of Indian Chambers of Commerce and Industry
Firmenich
Foundation for Excellence India Trust
Give Foundation
Give India
Going to School
Gram Chetna Kendra
Gramalaya
Grameen India
Gujarat Mahila Housing Sewa Trust (MHT)
Habitat for Humanity India
Happy Feet Home Foundation
IHMP
IIF
IIMPACT
IIT Madras
IMRB
India Heritage Research Foundation
Indian Institute for Human Settlements
Institute for Financial Management and Research
IWMI
Jaipur Rugs
Janaagraha
Kailash Satyarthi Children's Foundation (KSCF)
Karuna Trust
Katha
Keystone Foundation
Khabar Lahariya
Kherwadi Social Welfare Association
KJ Somaya Hospital and Research Center
Kohler
KPMG
LAHI
London School of Hygiene and Tropical Medicine
Madhyam Foundation
Magic Bus
Mahiti
Majlis
Majlis Legal Centre
MAMTA-Health Institute for Mother & Child
Manavlok (Marathwada Navnirman Lokayat)
Mann Deshi Foundation
McCann
Medha
MicroX Foundation
Moneylife Foundation
Muktangan
Mumbai Mobile Creches
Namati (CPR)
National Institute of Urban Affairs
Naz
Olympic Gold Quest
Parivaar Education Society
Pipal Tree Ventures
Population Foundation of India (PFI)
Population Services International (PSI)
Population Services International Practical Action
Praja
Praja Foundation
Prerana
PRIA
Project KHEL
PRS Legislative Research
Public Affairs Centre
Quest Alliance
Ra Foundation
RCI-VAW (TISS)
Reality Gives
Research Triangle Institute
Rice Institute Inc.
Riverside Education Foundation
SAHAJ
Sahara Aalhad
Salaam Baalak Trust
Samagra Waste Management Private Limited
Samaj Pragati Sahayog
Samhita
SAMPARC
Sanskriti Samvardhan Mandal
Sarathi
Sathya Sai Vidya Vahini
Save The Children India (STCI)
Seva Mandir
Sewa Rural
SGBS Trust
SGBS Unnati Foundation (SUF)
Shelter Associates
Shoshit Seva Sangh
Shree Navchetan Andhjan Mandal
SNEHA
Society for Rehabilitation of Crippled Children
Socio-Legal Information Centre (SLIC)
SOS Children's Villages
SOS Children's Villages of India
SSP
STIR
Stree Mukti Sanghatana
Study Hall Foundation
Swasth
Swasti
Swayam
Swayam Shikshan Prayog (SSP)
Teach for India
Thane SPCA
The Education Alliance
The Hunger Project
The Water Institute, Gillings School of Global Public Health
Tide Technocrats
Toybank - The Opentree Foundation
UN Habitat
University of the West of England, Bristol
UnLtd India
Urban Design Research Institute
Urban Management Centre
USAID
Vacha Trust
Vatsalya
Vatsalya Trust
Vidhi
Vimochana
Vrutti
WASHi
Water and Sanitation Program
Water, Sanitation and Hygiene Institute
WaterAid India
Wildlife Conservation Trust
Youth Alliance of India

Financials

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2017

Particulars	Note No.	31 March 2017 (Amount in Rs.)	31 March 2016 (Amount in Rs.)
Income			
Revenue from operations	18	30,51,92,235	21,22,33,254
Other income	19	1,87,98,489	2,22,12,369
Total Income		32,39,90,724	23,44,45,623
Expenses			
Employee benefits expense	20	8,32,86,621	4,28,07,492
Depreciation and amortization expense	21	28,48,748	21,03,180
Other Expenses	22	22,35,49,612	16,97,34,243
Total expenses		30,96,84,981	21,46,44,915
Surplus before tax		1,43,05,743	1,98,00,708
Tax Expenses		-	-
Net Surplus for the year		1,43,05,743	1,98,00,708
Summary of significant Accounting policies	2		

The accompanying notes are an integral part of the financial statements

As per our report of event date.

For S R B C & CO LLP
per Pramod Kumar Bapna
Partner
Membership No. : 105497
Place : Mumbai

Ms.Neera Nundy
Director

Mr.Amitava Mukh
Director

Place : Mumbai
Date :

BALANCE SHEET AS AT 31 MARCH 2017

Particulars	Note	31 March 2017 (Amount in Rs.)	31 March 2016 (Amount in Rs.)
Corpus Fund and Liabilities			
Corpus fund & reserves and surplus			
Corpus fund	3	10,75,51,401	10,75,51,401
Reserves and surplus	3	12,50,97,792	11,07,92,049
		23,26,49,193	21,83,43,450
Non-current liabilities			
Long-term Funds	4	6,95,000	1,78,37,594
Other long-term liabilities	5	47,13,784	-
Long-term provisions	6	38,69,874	23,38,737
		92,78,658	2,01,76,331
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		30,91,498	44,74,844
Short-term Provisions	8	6,00,354	1,38,589
Other current liabilities	9	16,79,01,567	19,49,27,714
		17,15,93,419	19,95,41,147
TOTAL		41,35,21,270	43,80,60,928
ASSETS			
Non-current assets			
Fixed assets			
Property, Plant & Equipment	10	48,78,217	47,09,789
Intangible assets	11	1,83,100	3,34,411
Intangible assets under development	0	47,13,784	-
Long-term loans and advances	12	94,99,089	76,59,525
Other non-current assets	13	7,86,88,363	9,14,95,428
		9,79,62,553	10,41,99,153
Current assets			
Cash and Bank Balances	14	9,04,45,696	8,83,05,073
Current investments	15	19,74,64,122	22,50,76,590
Short-term loans and advances	16	49,45,852	32,79,916
Other Current Assets	17	2,27,03,047	1,72,00,196
		31,55,58,717	33,38,61,775
TOTAL		41,35,21,270	43,80,60,928
Summary of significant accounting policies	2		

The accompanying notes are an integral part of the financial statements

As per our report of event date.

For S R B C & CO LLP
per Pramod Kumar Bapna
Partner
Membership No. : 105497
Place : Mumbai

Leadership Speak

From the desk of Neera Nundy,
Co-Founder, Dasra



Dasra's work is about improving the lives of people and empowering them. One of the biggest realizations for us in 2016-17 has been the reassurance that our strategic approach is critical for us to impact lives at scale. The varied facets of Dasra's work - whether it has been around building ecosystems, educating philanthropists, or helping organizations scale strategically - all ultimately tie in together **to help millions to improve the quality of their lives.**

Over the last year, we have felt a far greater sense of urgency with which to move ahead to truly accelerate social change in India, and we can't do this on our own - this is a goal that requires collaborative action. We have seen numerous times that as organizations grow, they tend to isolate themselves and consequently find it challenging to forge new alliances, and lives cannot be impacted this way. Dasra has been building platforms to foster a community of stakeholders and we need to do more of this.

These successful collaborative efforts that Dasra has been driving - whether with philanthropists or as part of our work in building ecosystems with non-profits - gives us the confidence to dream of achieving what others say is impossible. There is a role for everyone - the government, the private sector, as well as NGOs, and Dasra is best placed to be able to facilitate that kind of collaboration.

As with any growing organization, Dasra is looking to scale its team to tackle its challenges in the most strategic way possible. I'm excited that Dasra has been able to attract the right talent and leadership to help grow the work. In the last year, we have pushed to hold ourselves accountable to even steeper outcomes.

Another exciting development for us has been the realization that all of **our work aligns with the Sustainable Development Goals.** Our work in Sanitation directly translates into the goal of "ensuring availability and sustainable

management of water and sanitation for all"; through the Dasra Adolescents Collaborative, we aim to "achieve gender equality and empower all women and girls"; and our Democracy & Governance collaborative has been growing and addressing how we can provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Dasra is at an inflection point where we have to build on our achievements since 1999. And the bold ideas that we are now seeding and growing will impact how we structure our teams, work with multiple stakeholders, collaborate across the organization, share learnings and foster leadership. We have made some critical changes internally in the past year, and that is part of a commitment, stronger than ever, **to driving a strategic philanthropy movement that will bring dignity and equity to and transform the lives of a billion Indians.**

Strategic Milestones

2016-17