

dasra

DASRA ANNUAL REPORT

2019-2020

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DASRA'S VALUES

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

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

Impact First

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



Integrity

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

Trust

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



Dynamic

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

Beyond The Rationale

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



FOREWORD



This year, Dasra stepped into the third decade of its existence, with an even stronger resolve towards amplifying impact and transforming the lives of a billion Indians. During this exciting journey encompassing two decades, the need to address India's greatest social challenges has been the North Star for Dasra. It has worked to spotlight challenges faced by numerous vulnerable populations in the country, foster meaningful conversations on underrepresented themes, and drive collaborative action among philanthropists, non-profits, experts and the government, with the support of a team of over 100 energetic and diverse individuals.

True to its belief that working closely with the Government is crucial to solving India's social challenges, this year too Dasra continued to deepen its engagement with the Government. Through its work in the fields of adolescents and urban sanitation and with the support of its partners, Dasra formalized a partnership with the Jharkhand Government, as well as contributed towards the National Urban Sanitation Policy 2.0 by submitting recommendations to the Ministry of Housing and Urban Affairs.

A key highlight of this year was the launch of Dasra's Ab Meri Baari campaign – a nation-wide initiative to engage, empower and amplify the voices of India's adolescents. The campaign began with the Ab Meri film on voter awareness that reached over 2.5 crore people in 8 States, followed by identification and empowerment of girl champions from the states of Jharkhand and Rajasthan to raise awareness around adolescent issues and demand their rights.

From its very inception, Dasra has believed in the power of building meaningful partnerships and engaging with philanthropists and non-profits. This year, it engaged with over 330 philanthropists and supported more than 140 non-profits, and continued to build thought leadership and create awareness through its knowledge products, with specific focus on inspiring collective action towards adolescent issues and highlighting the importance of strategic philanthropy towards India-centric causes.

Dasra is at an important time in history. India has never been better equipped or more strategically positioned to achieve bold outcomes and systemic change. I truly believe that with the support of all its partners, Dasra will have a key role to play as India progresses on her development journey, and am excited to see all of us collectively come together to transform India where a billion thrive with dignity and equity.

The fact that Dasra has entered its third decade is a testament to its drive towards maximizing impact, by strengthening the philanthropic and non-profit ecosystem, which would not have been possible without the strong trust-based partnerships and collaborations that it has facilitated. On behalf of Dasra's board, I would like to thank everyone who has supported us in this journey, including the entire Dasra team for working tirelessly with great dedication and perseverance towards our vision.

Shashank Singh

Amplifying On Ground Impact for India's Adolescents

To help India's 250+ million adolescents maximize their potential, the 10to19: Dasra Adolescents Collaborative was launched in March 2017. The Collaborative is a high-impact platform that brings together funders, social organizations, technical experts and the government to achieve four priority outcomes. These are: completion of secondary education, delaying age at marriage, delaying age at first pregnancy, and increasing agency.



This year, the Collaborative amplified the voices of adolescents and forged stronger partnerships, including formalizing a partnership with the Jharkhand Government, apart from deepening the impact on the ground by working with multiple stakeholders.



Amplified voices of adolescents to "Change the narrative"

300

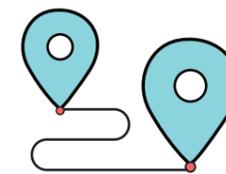
girl champions mobilized

2.5 crores +

people across 8 states reached through Ab Meri Baari film on voter awareness

200+

letters written by adolescents to decision makers



Enabled non-profits to deepen on ground impact in Jharkhand

Over

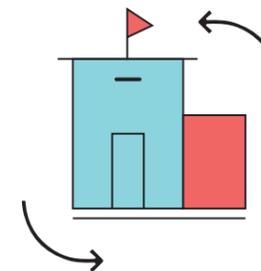
4,80,000

adolescents

Across

31 blocks in 6 districts

reached through four program interventions



Solidified the Community of Practice

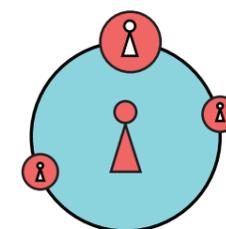
200+

at the national level

130+

in Jharkhand (state level)

Continued engagement with local & national government stakeholders and funders



Partnership formalized with Jharkhand Government

to innovate on Adolescent Health Day component of MoHFW's Rashtriya Kishor Swasthya Karyakram

INR 340 crores +

cumulative committed towards adolescent outcomes in the Collaborative's lifecycle

Amplifying Voices of Adolescents to “Change the Narrative”

Dasra's Ab Meri Baari campaign, launched in April 2019, is a nation-wide initiative to create normative change and drive social accountability through communications and advocacy. The campaign has engaged with adolescents through various channels in Jharkhand and Rajasthan to raise awareness and amplify their voice. Starting with a film launch around the importance of voting for adolescents, followed by empowering adolescents to raise accountability through social audit tool, and finally amplifying the recommendations through a two-week-long bus journey across three states in September- October 2019, the journey has continued to evolve and empower the adolescents of the country.

- 300 girl champions across Rajasthan and Jharkhand conducted a survey to assess the service delivery of adolescent focused government schemes and policies across education, safety, sexual and reproductive health.
- Girl champions created task forces comprising of adolescent boys and girls to facilitate a diverse range of activities and discussions to drive awareness on adolescent-related issues. They also wrote letters to their elected representatives explaining how their schools and communities can be improved to provide better adolescent focused services.
- Recognizing the powerful role of social change agents that girl champions are, they participated in some of the official meetings, and hosted events to promote values of openness, equity, privacy, and diversity amongst adolescents and encouraged them to raise awareness and demand their rights.

Ab Meri Baari Film

With its launch in April 2019, Ab Meri Baari became a nation-wide movement to politically empower India's 15 million first-time adolescent voters through awareness, encouragement to vote and raising accountability of elected representatives to deliver on issues that limit their potential. The Ab Meri Baari campaign engaged with first-time adolescent voters to help them recognize the impact of their vote in the Lok Sabha Elections of 2019. The film has over 5 lakh views, and has reached over 2.5 crore people across 8 states.



300
Girl champions



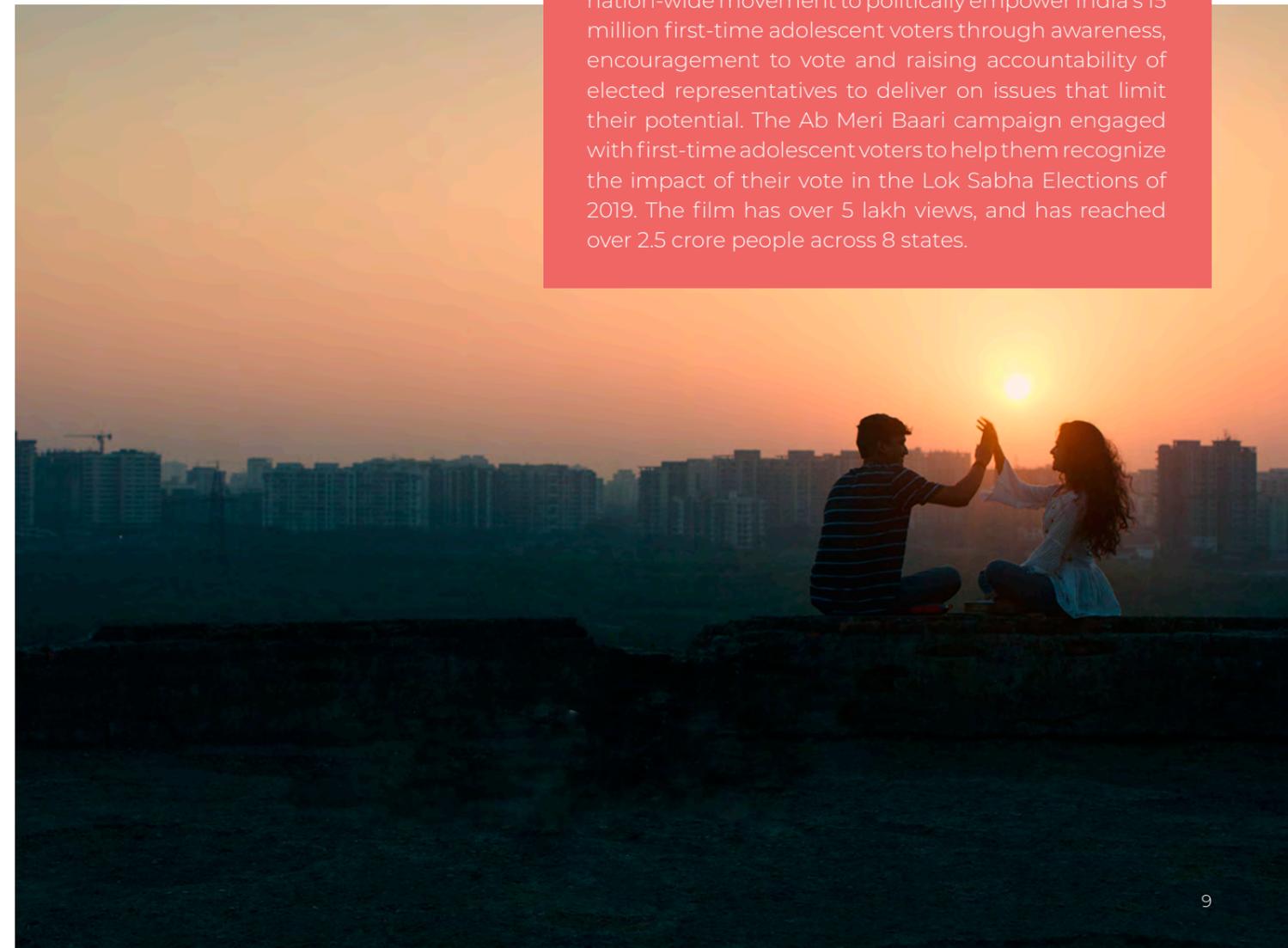
3 States 9 District
85 Villages



23 Lakh
Social media reach



50+
non-profits engaged



Enabling Non-profits to Deepen On Ground Impact

Dasra worked closely with its four partner non-profits to enable adolescents across Jharkhand to continue achieving higher learning outcomes, facilitating systems strengthening and enabling stronger community engagements. Since April 2019, the Collaborative's interventions in 31 blocks across three states (Jharkhand, Assam, Chhattisgarh) in India has reached nearly 4.8 lakh adolescents through the efforts and achievements of the partner non-profits. Some of the key achievements of our partners are listed below:



Aangan Trust identified 612 girls at risk of leaving schools and enrolled them in remedial classes and government schools to help them eventually re-enroll in schools, thus maximising their learning opportunities and potential. The organization also leveraged its various tools and resources to identify risks for adolescents in communities or schools, plan out actions through community engagement and make these spaces child friendly.



Centre for Catalyzing Change enabled student retention and learning for slow learners by setting up 16 educational enrichment camps. The organization also worked closely with 1,479 village-level health and nutrition workers—who further reached out 70,000 adolescents—to offer re-fresher training to them around life skills and sexual and reproductive health. Additionally, the organization offered support and orientation to local medical officers and adolescent counsellors to strengthen the functioning of 11 adolescent friendly health clinics in the state of Jharkhand.



Child in Need Institute made significant progress towards destigmatizing and strengthening remedial centers, thus encouraging 135 students to avail the services and improve their learning opportunities. The organization also contributed to increased community awareness around child vulnerability and protection issues such as child marriage, teenage pregnancy and child labor, among others, through successful local-level partnerships in 20 villages that adopted performing arts and self-defence classes as a tool for empowerment.



Quest Alliance effectively regularised morning assembly and class activities in 328 middle and high schools in the target geography through continued engagement with school staff to improve students' interest and participation, and support them in taking ownership and showing leadership. The organization also ensured frequent touch points with government education departments to improve learning environment for the students. Additionally, an IVRS-based messaging system was instituted to engage with parents on a fortnightly basis to ensure critical issues around adolescent well-being were being addressed.

The different partners of the Collaborative come at issues of adolescents from different perspectives - education, health, engaging parents, giving space for the adolescent girl to play and to express herself. One thing that has changed for us is that we have, from looking at building a joyful environment, now really started looking at all the different dimensions important in a girl's life - it has become more comprehensive.

– Aakash Sethi (CEO, Quest Alliance)



Solidifying the Community of Practice

Dasra has worked on amplifying the collective voice of non-profits working on adolescent issues at a national and state level (Jharkhand) by establishing the Community of Practice (CoP). The CoP is a platform that aims at facilitating peer learning around better implementation of programs, building accountability, generating evidence for adolescent issues and building a collective voice for policy change.

During the year, CoP members were engaged in a session on participatory research approach; over thirty participants indicated an appetite for adopting the practice and requested a follow-up session on the “how” of conducting such audits and training communities to use these tools. The CoP moved to bi-lingual facilitation to increase multi-stakeholder participation and bring key and more voices to the table.

National Level CoP

200+
unique
organizations

A supportive learning platform to discuss sector needs, exchange cross-state learnings, and build a wide knowledge dissemination network

State Level CoP

130+
unique
organizations

Leveraging Jharkhand's rich ecosystem of government organizations and civil societies to create a strong network in our implementation state



Engaging with Local and National Government Stakeholders

In an effort to build catalytic solutions with the government for improved adolescent health and wellbeing outcomes, Dasra has been closely working with its four partner non-profits in Jharkhand and with the local governments in the state on the Rashtriya Kishor Swasthya Karyakram (RKSK).

Building on best practices and learnings from two years of implementation, the Collaborative partnered with the Jharkhand Health Department to reinvigorate the Adolescent Health and Wellness Day (AHWDs) component to catalyse health service delivery for adolescents in the state. Dasra began conducting a comprehensive Gap Analysis for the state government on AHWDs, and is working in collaboration with them to design innovative solutions to address challenges in service delivery.

1 All RKSK districts adopted the simplified guidelines developed by the Collaborative and over 1,600 Adolescent Health Days were held in a focused manner across these districts.

2 Overcame roadblocks in peer educator recruitment through an innovative recruitment model, leading to the identification and training of more than 4,500 peer educators.

3 Improved efficiency of twelve Adolescent Friendly Health Clinics by supporting village-level health workers (ANMs) and counsellors to scale the infrastructure through proper utilization of budget.

4 Provided intensive support to district administration by training over 10 master trainers, close to 500 frontline workers and almost twenty block officials for RKSK delivery.

5 Hosted first-ever high-level convergent meeting on adolescent issues in Ranchi with the participation of government officials at the secretary/principal secretary level.

Inspiring Collective Action by Raising Awareness about Adolescent Issues

Dasra's research generates awareness and amplifies learnings using a range of innovative dissemination platforms. This year, the focus was on leveraging our long-term relationships, insights and partner experiences to enable the Collaborative to raise awareness about adolescent issues, and inspire collective action.

Action Reaction II



In the effort to empower girls and equip them with agency, it is important to understand the unintended consequences of, or backlash against, attempts to challenge existing power structures and relations. Given the paucity of literature on backlash globally, Dasra published Action Reaction I in March 2019, an exploratory story on the extent and forms of backlash faced by adolescents in India. Given the need for a deeper understanding of the subject, this year, Dasra followed it up with Action Reaction II, a qualitative study that documents instances and triggers of backlash faced by non-profits as well as approaches and practices deployed by them to mitigate and address the backlash. It also emphasizes the impact backlash has on funding and policy – thereby making a case for backlash management to be included as an essential component of adolescent empowerment programs.

Collaborative Pathways: Empowering 10to19



Dasra has been publishing the annual Collaborative Series, in partnership with Bank of America, for the last two years that aims to illustrate learnings from Dasra's experience of setting up the 10to19 Dasra Adolescents Collaborative. This year, Dasra published the third report in the series, Collaborative Pathways: Empowering 10to19, which builds on the first two reports. This year's report advocates for collaborative pathways as a necessity rather than option and explores the approaches that multi-stakeholder collaboratives can take to implementation.

Creating Transformational Impact through Urban Sanitation

Dasra realized early on that to achieve holistic sanitation for a billion Indians, we must look at the entire sanitation value chain, from the containment of faecal waste to its transport, treatment and proper disposal. Since 2012, transforming urban sanitation in India has been one of the key focus areas for Dasra, along with the Bill and Melinda Gates Foundation. This year Dasra stepped into the role of the Secretariat of the National Faecal Sludge and Septage Management (NFSSM) Alliance.



This year has been a remarkable journey for Dasra's efforts on transforming urban sanitation in India. With a combination of Dasra's convening capability and exemplary support from our non-profit partners, we have been able to provide support to critical ministries like the Ministry of Housing and Urban Affairs (MoHUA) and some of its important missions like the National Urban Livelihoods Mission (NULM), Department of Drinking Water and Sanitation (DWS), among others.

Facilitating Impact through the NFSSM Alliance

The NFSSM Alliance, in collaboration with the Ministry of Housing and Urban Affairs (MoHUA) and the Department of Drinking Water and Sanitation (DWS), is a strategic advocacy body focused on creating impact through policy advocacy and foster collaboration at the national and state level. The NFSSM Alliance represents a cross-section of partners working across various thematic areas and geographies.

This year, Dasra stepped into the role of the Secretariat of the National Faecal Sludge and Septage Management (NFSSM) Alliance, began facilitating collaborative research, leading the development of policy recommendations by consolidating insights from experts, and supporting the four thematic taskforces of the Alliance in conceptualizing strategy/priorities for programmatic interventions.

• National Urban Sanitation Policy 2.0

The Alliance submitted recommendations to include Faecal Sludge and Septage Management, City Wide Inclusive Sanitation Principles, and gender mainstreaming, into the National Urban Sanitation Policy 2.0 to the Ministry of Housing and Urban Affairs (MoHUA).

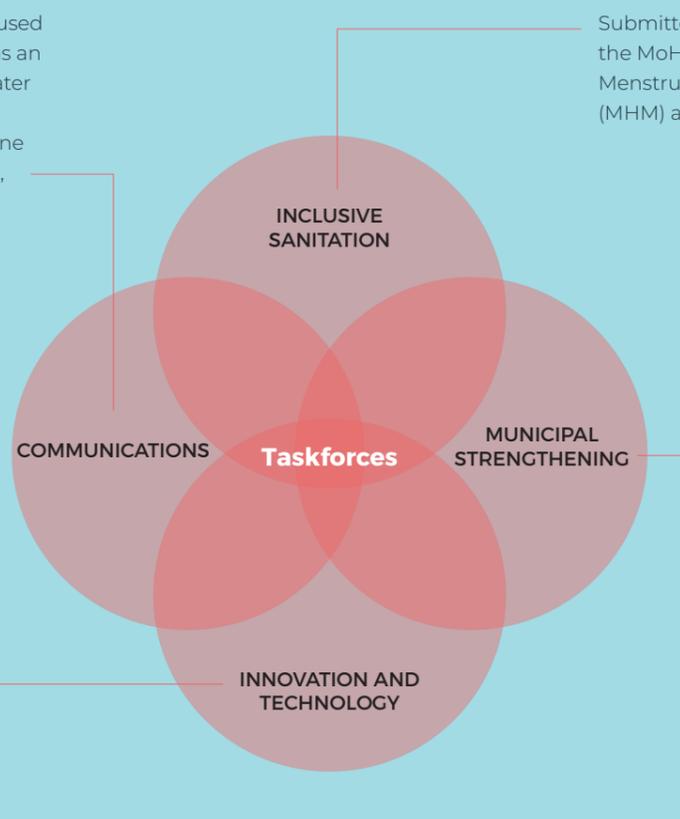
• Sustainable Sanitation Industry Alliance

The Alliance played a critical role in establishing the Sustainable Sanitation Industry Alliance (SSIA), a trade body association for the private sector with the mandate to liaise with the government and other stakeholders.

• Taskforces

The four taskforces made targeted recommendations to the Government of India:

Published 7 media articles focused on the need to prioritize FSM as an integrated solution to wastewater management for World Toilet Day 2019. These include mainline newspapers like Times of India, as well as IDR and Monga Bay and had a total viewership of approximately 5.4 million.



Submitted a policy brief to the MoHUA on introducing a Menstrual Health Management (MHM) action plan for states.

- Submitted a study on recommendations on PPE for sanitation and conducted a webinar launch with 350+ participants; the study was inaugurated by Additional Secretary of NITI Aayog.
- Developed an introduction to FSM "Toilet Ke Baad Kya"; over 3000 copies disseminated to partner networks and key government events.

- Submitted recommendations and supported the 15th Finance Commission and MoHUA to empower local governments through intergovernmental transfers and push for increased focus on FSSM in budget allocations.
- Submitted a note on "Empowering ULBS" to Prime Minister's Office for consideration on urban reforms



Dasra has been the back bone for setting up the collaborative network (NFSSM Alliance). We have gotten a policy which is the first ever policy any country has launched in the world, and it's been part of the collaborative platform that we set up.

Sakshi Gudwani, Bill and Melinda Gates Foundation



Driving Transformational Impact on the Ground

Dasra along with BMGF, has identified key non-profits, called Centres of Excellence (COE), which hold the potential to transform the water and sanitation sector in urban India. Dasra provided support to the COEs to ensure effective program design and delivery that would help scale the on-ground impact in alignment with the efforts of local or state governments, across geographies and address the capability gaps that currently exist in the sector.

1 Leveraging its two decades of experience in the development sector, Dasra created the Capability Development Framework (CDF) as a common language for capability assessment that will provide a framework that the COEs can leverage to identify the key focus areas to further strengthen their leadership in the water and sanitation space and to further maximize their impact.

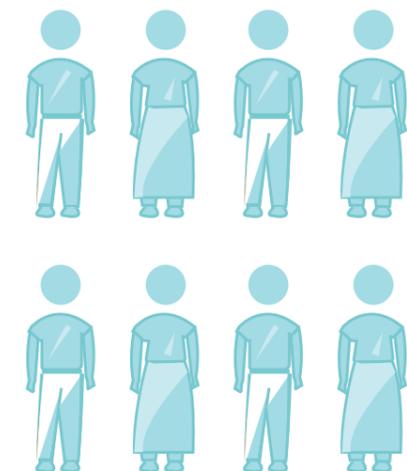
2 Dasra supported Center for Water and Sanitation (CWAS) in the development of a video showcasing CWAS's efforts to enhance sanitation in Wai, Maharashtra. This video depicts best practices in Fecal Sludge Management (FSM), which if scaled, can help transform sanitation in 7400+ towns similar to Wai, in India.

3 Dasra partnered with Administrative Staff College of India (ASCI) in defining the structure and execution of INK@WSH, a platform used by the Telangana State Government. This platform was used to launch Sanitation Hub (S-HUB), an incubator for promoting startups and innovations in water, sanitation and solid waste management. A seed-funding of INR 25 Crore was ear-marked for this initiative, which is set to be housed in ASCI for two years. More than 155 start-ups participated in the first edition of INK@WASH, and had more than 40 government officials across states, 300 innovators, funders, and practitioners, attending the event.



Gender Mainstreaming

Dasra believes that impact can only be achieved if all stakeholders in the development ecosystem drive action on the critical role that gender plays in the socio-economic development of India. This year, Dasra took a major step towards integrating gender across the organization and programs, starting with Urban Sanitation, wherein we identified clear goals to drive and enable gender mainstreaming for the increased well-being of all genders, and the creation of a more socially equitable and sustainable society. Through the strength of the Alliance and our partners, efforts were also undertaken to embed gender intentionality in government efforts and policies.



Amplifying Learnings to Drive Awareness

The power of amplifying learnings to drive awareness, advocacy, and real change cannot be undermined. This year, Dasra leveraged digital platforms and worked with public relations experts and renowned media companies, to foster collaboration, to drive dialogue around challenges and innovative solutions in the urban sanitation space, to strengthen the NFSSM Alliance brand, and to bring attention to our partners' national advocacy efforts.

NFSSM Alliance Twitter handle

Dasra relaunched the Twitter handle on World Toilet Day to drive NFSSM Alliance brand visibility across diverse stakeholders and practitioners in India and across the world



November 2019



December 2019



January 2020

'A Model for Community Engagement at Scale' video

Dasra supported creation of a video that showcased the model of community engagement by Urban Management Centre (UMC) through the convergence of two missions - Swachh Bharat Mission and The National Urban Livelihoods Mission - to provide skilled jobs and self-employment in sanitation to self-help groups and their federations.

Technical Support Units/Program Management Unit (TSU-PMU):

Dasra, with strategic direction from BMGF, established a platform for Technical Support Units (TSUs) in the five focus states and Project Management Units (PMU) at MoHUA, to ensure partners could learn from each other, reduce duplication of effort and accelerate FSM implementation by informing policy and advocacy.

5th South Asian Cities (SAC) Summit

Dasra supported a session focused on Sanitation and Faecal Sludge Management for over 350 delegates from South Asia; the session was organized by All India Institute of Local Self-Government in Goa, where a declaration on the adoption of FSSM in cities was signed by 80 Mayors and elected representatives.



Accelerating Social Impact with Strategic Giving

Despite significant increase in wealth, India continues to confront massive development challenges, which have made the role of private philanthropy increasingly important in addressing India's Sustainable Development Goals (SDG). Through the last 20 years, Dasra has grown to recognize that it is imperative for philanthropy to not only unlock a greater quantum of funds, but also ensure that these funds are channeled in a way that creates catalytic impact. This requires funders to understand how they can move the needle on sector outcomes that link to India's Sustainable Development Goals.



INR 512 crores

committed to the development sector



330

funders engaged



650+

unique stakeholders engaged through events and 1:1 meetings

This year Dasra's efforts focused on creating greater awareness of India-centric causes among stakeholders, providing funders with deep handholding support throughout their journeys to create impact at scale, and enabling powerful partnerships.

Increasing Awareness of India-Centric Causes

Dasra has continued to leverage the strength of its channels including events and gatherings, publications and digital channels to build the voice of philanthropy, building a community of like-minded and highly engaged funders, encouraging more people with the intent and capacity to give, to take action.



Dasra Philanthropy Week (DPW):

- With the objective of 'connecting the dots' and identifying the many interlinkages that exist among issues such as climate change, vulnerable children, adolescent girls and urban sanitation, the 11th edition of Dasra's flagship event, Dasra Philanthropy Week (DPW), brought together over 350 attendees that included philanthropists and foundations, non-profit leaders and their program teams, academics, and community members.
- Speakers, such as Amit Shah (USAID), Dr Zoya Rizvi (Ministry Of Health, GOI), Praveen Pardeshi (former BMC Municipal Commissioner), Paresh Parasnis (Piramal Foundation), Gagan Sethi (JanVikas), Rohini Nilekani (Rohini Nilekani Philanthropies), Shashank Singh (APAX), ignited conversations around the 'what and how' of transforming India.

Participation in strategic gatherings

As part of Dasra's efforts to broadcast the message and learnings of strategic philanthropy, and to engage philanthropists living outside Mumbai and New Delhi, this year Dasra hosted donor gatherings in two new cities – Ahmedabad and Dehradun. These convenings were co-hosted by champions of Dasra (Dasra Philanthropy Forum Ahmedabad supported by Sonal Sachdev Patel and Dasra Philanthropy Forum Dehradun supported by Tara Singh Vachani).



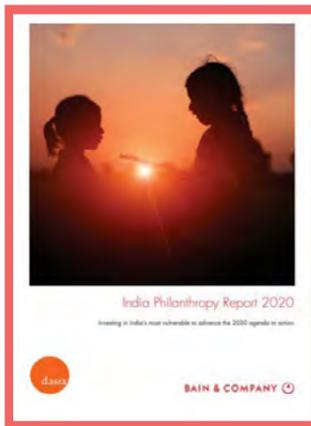
My engagement with Dasra helped me realize there is an alternate to traditional philanthropy, how strategic philanthropy can create greater impact to the funding that my family has been making over the years. Dasra research reports, convenings, meetings and forums have enabled a more meaningful engagement with my peers, NGO leaders and other sector experts.

– Viral Saraf Mittal, Vinati Organics

Deepening Knowledge and Sharing Learnings

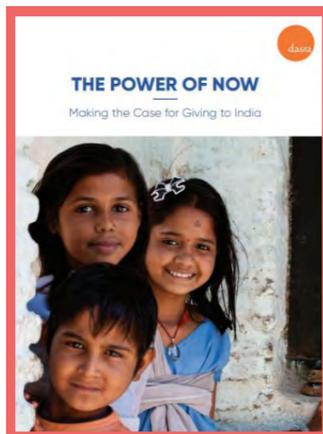
This year, Dasra's thought leadership sought to advocate for a conscientious focus on India's most vulnerable issues and demographics as a necessary step to expedite its journey towards the aspirational SDGs, while inviting global and Indian giving to step up to this opportunity.

Inspiring Strategic Philanthropy for India's Most Vulnerable



The 10th edition of the India Philanthropy Report 2020 - 'Investing in India's most vulnerable to advance the 2030 agenda to action', developed in collaboration with Bain & Company, focuses on the need and opportunity of focusing on the vulnerabilities that remain despite a rapidly expanding philanthropy space, and advocates for systems solutions as befitting philanthropic investments that can bring about meaningful change for these targeted groups. The report leverages critical data to make a case for investing in vulnerable geographies such as India's aspirational districts, vulnerable populations such as adolescents, and vulnerable sectors such as sanitation while showcasing through these examples the potency of investing in the most marginalized as a means of expediting India's development journey. It also showcases eight systems solutions that have enabled philanthropic capital to bring about transformative change for the most vulnerable in India.

Making the Case for Global Giving to India



Despite its high rate of economic growth, India's development problems remain large, complex and urgent. However, the country is far from raising the volume of funds required to sustainably address these challenges at the scale and pace required. The Power of Now: Making the Case for Giving to India is an effort to highlight the urgent need and incredible potential for global philanthropy to supplement local efforts towards disrupting India's linear progression to creating social impact at scale. The report focuses on:

- 1 Showcasing the strength, credibility and vibrancy of the country's philanthropy sector today, and making a case for global giving to India.
- 2 Tracing the journeys and approaches of a few thoughtful and engaged global philanthropists who are giving to India and calling for many more philanthropists to follow in their footsteps.
- 3 Profiling case studies of seven inspiring, systems-focused and innovative initiatives that together represent the incredible promise that India's development sector holds to impact millions and set an example for development that the world aspires to learn from.
- 4 Suggesting clear action steps to four key stakeholder groups – global givers, foundations, non-profits and ecosystem players – looking to drive large-scale impact in India through global philanthropy.

Educating Donors to Enable Engagement with the Sector

Dasra worked with some of India's leading individual philanthropists via one-on-one engagements and through structured programs, to help them better understand their personal motivations and combine their passion for giving with a more strategic, objective and rigorous approach to ensure better outcomes for society, leading to more motivated givers, who continue to provide more capital to the sector.

In addition to monetary contributions, Dasra facilitated philanthropists to create impact by increasing their 'engagement with the sector', which involves philanthropists spending time on their philanthropic efforts, leveraging their networks, offering their skills and carrying out public outreach to influence a large population of stakeholders.



Supporting Philanthropists to Drive Catalytic Impact

Sachdev Patel is the CEO of GMSP Foundation, a family foundation established by her parents, Ramesh and Pratibha Sachdev in 2006. GMSP Foundation supports strong frontline organizations working to improve the lives of some of the most marginalised people in the UK and India. It balances an evidence-based approach with patience and empathy, leading to more meaningful, longer-term relationships and lasting change. GMSP believes in the power and potential of frontline organizations to change the world, one person and one community at a time. They offer long term unrestricted funding establishing deep and trusted relationships with their partner NGOs.

Sonal and her family were introduced to Dasra in 2014, and over the past five years, Dasra has helped the family through different stages of their philanthropic journey, from identifying and facilitating support towards individual change making NGOs working with vulnerable populations in Mumbai and Gujarat, to joining 10to19: Dasra Adolescents Collaborative, a multi-stakeholder collaborative to empower adolescents. Dasra has provided opportunities that have supported the evolution of their grant-making from funding programs to investing in institution building and leadership development. Sonal's family are not only an invested and dedicated funder for the projects spearheaded by Dasra, but they take special interest in helping us build support and recognition for Dasra's work in the UK by moderating virtual events, hosting philanthropy forums, opening up their network and advocating for the importance of investing in philanthropic causes in India.

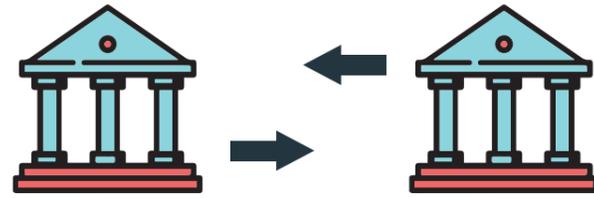
Building Stronger and More Impactful Organizations

Dasra was one of the first organizations in the sector to recognize the need to build organizational capacity, stronger leadership and efficient systems and processes that will enable institutions to serve the needs of a billion Indians. Through its structured cohort programs as well as one-one support provided to non-profits, Dasra maximizes their potential to build impactful organizations and implement programs that create transformational change on the ground.



140+

institutions supported through structured and one-one support



Bringing Leaders Together for Shared Learning and Amplifying Impact

The Dasra Social Impact Leadership Program (DSI LP) is a flagship learning program for non-profit leaders (Founders, Executive Directors and Senior Management) of growth-stage social organizations to strengthen their leadership style, enable stronger decision-making capabilities and become more inclusive. DSI LP convened its sixth cohort this year comprising of 51 non-profit leaders from 49 organizations working in varied sectors such as Education, Health, Livelihoods across India.

With a sizeable increase this year in the number of leaders from tier 2 and 3 cities of India, the program offered more visibility to these organizations and an opportunity to learn more about leadership, effective organization management, scale, and collaborative action.

Through the program, the non-profit leaders got an opportunity to connect with and learn from each other as well as DSI alumni, sector leaders, philanthropists and other players such as intermediaries from the ecosystem.

85% of the cohort rated the program **7/10** or above

The overall experience in the program was very good with valuable learning from the classroom as well as peer discussions. Based on the tools introduced in the modules, I have initiated some changes in my organization and have started exploring some new ideas to bring organizational efficiencies. The networking opportunity this platform gave was very good. I will be recommending this program within my networks.

– Amit Naphade,
Krushi Vikas Va Gramin Prashikshan

All the panelists were clear and precise in sharing their thoughts and insights on ways to navigate challenges while building a collaborative. The discussions threw light on the process to start a collaborative as well, which was insightful.

Manisha Parthasarathy,
St Jude India Childcare Centres

Enabling Full Potential Growth for Individual Non-profits

Dasra was started with the aim of scaling non-profits doing phenomenal work in their communities. This year too, Dasra continued working with individual non-profits and powerful change makers, developing tools and frameworks that would enable outcome-oriented organizations to achieve impact at scale. Dasra's Full Potential Model is a unique approach to inspire and enable non-profits as well funders working with non-profits in India, to build a scalable model along with a bold aspiration to amplify their on ground impact.

Case study

Data-backed Decision-making to Transform Wellbeing of Pregnant Women, Mothers and Infants



ARMMAN is a non-profit organization committed to improving the wellbeing of pregnant women, new mothers, infants and children in the first five years of their life. ARMMAN has reached about twenty million mothers and infants, and reduced maternal, neo-natal and child mortality in sixteen states across India. ARMMAN is currently implementing two out of the five maternal messaging programs that have scaled up globally – mMitra, and Kilkari, in partnership with the Ministry of Health and Family Welfare (MoHFW).

To further enhance ARMMAN's impact, a key area of support that Dasra provided was to co-create impact metrics and data dashboards for all its programs as well as its core organization functions. ARMMAN's interventions are digitally enabled, and thus it has a large amount of data that is collected on a monthly basis. Dasra worked with the leadership and the various teams to visualize this data via qualitative, quantitative and efficiency oriented metrics, and subsequently use this data for action-oriented decisions to enhance and improve their programs, helping build a culture of data-backed decision making which is critical for an organization impacting over three million women annually.

In the last year, as part of its multi-year engagement with ARMMAN, Dasra has seen it continue to leverage technology and data to create sustainable solutions for empowering mothers and enabling healthy children across India, with a constant emphasis on growing impact at scale.

Case study

Enabling Shared Learning via Capacity Building and Mentoring Program for Creative Manufacturing Sector



Industree Foundation builds sustainable livelihoods in the creative manufacturing sector to ensure that underemployed women can have high and regular incomes, decent and equitable working conditions, and resilience to life crises, whilst mitigating carbon, and has already impacted about 175,000 producers, directly and indirectly, across India and Africa.

Dasra worked closely with Industree to design its Broad Hand Holding (BHH) model and create a roadmap towards its launch and implementation. The BHH model, also called 'Regenearth', has been conceptualized as a shared practice program to be delivered globally with carefully chosen partners. Regenearth is designed to gather and disseminate best practices in creative manufacturing through co-creation, curation of curriculum and conducting shared learning through calibrated, mentored implementation. The ripple effect of Regenearth has been visualized as an ongoing process whereby trained participants train further.

Regenearth builds off Industree's Deep Hand Holding (DHH) model and its on-ground experience of incubating producer-owned enterprises in the creative manufacturing sector using its holistic 6C framework. The model has the potential to impact an even larger number of producers and create a supportive ecosystem for different actors in the sector.

AFTERWORD



Dasra was started in 1999 with the vision to create an equitable society including for the most marginalized – a vision of a transformed India where a billion thrive with dignity and equity. Through our learnings over the past two decades, we have become more and more convinced that a vision of this magnitude can only be achieved by facilitating every single actor to maximise their potential in India's development story – be it the communities, non-profits, philanthropists, foundations, or the government. Without all of the actors working together relentlessly, as partners, realising this vision for India's one billion will perhaps remain just a dream.

We began this year with the launch of a nation-wide initiative – the Ab Meri Baari initiative – to raise awareness around adolescent health and well-being issues by engaging and amplifying the voices of the adolescents themselves. What started with a social media campaign to shed visibility on India's 15 million first-time adolescent youth voters, went on to become a multi-state, multi-stakeholder exercise led by girl champions who were given the support to raise awareness around pertinent issues of health, employability, safety, and to create social change, thereby leading to trickle-up transformation for everyone around them.

Dasra stepped into the role of the Secretariat for the National Faecal Sludge and Septage Management (NFSSM) Alliance. With the active support of our partners, we were able to provide support to critical government ministries and missions like the Ministry of Housing and Urban Affairs (MoHUA), the National Urban Livelihoods Mission (NULM), Department of Drinking Water and Sanitation (DWS), by providing policy level recommendations towards our goal of transforming urban sanitation in India.

While most part of this year has been rewarding in many ways, the onset of the COVID-19 pandemic towards the end of the year was extremely difficult especially for the communities whom we serve. It pushed us to reflect on and rearticulate Dasra's value-add to the development sector. Like everyone else, we too grappled with the turbulence generated by this pandemic – at an individual level, at an organizational level, at the country level and lastly, at a global level. While we realized the impact this pandemic would have on India's most vulnerable populations, we also recognized our responsibility. We began building interventions to support our partners and the sector at large towards becoming more resilient in the face of adversity. We have since been enabling our partners to build resilient organizations that are capable of not just surviving the pandemic but also of continuing to transform the country.

As we move ahead in our journey of maximizing impact and supporting all partners to reach their full potential, we thank those who have so far, and continue to believe in us.

Shailja Mehta

Supporters and Partners

Supporters

A.T.E Philanthropic Foundation
Azim Premji Foundation (I) Private Limited
Bank of America Merrill Lynch
Bill and Melinda Gates Foundation
Children's Investment Funds Foundation
Cipla Cancer and AIDS Foundation
Dharma Life Foundation
DMI Finance
DSP BlackRock Investment
DSP Blackrock Investment Managers Pvt Ltd
Fondation Chanel
Hewlett Foundation
HSBC India
Indus Action
Jhatkaa Org.
Kheyti Tech Pvt. Ltd.
Make A Difference
Max India Foundation
MCKS Trust
Pehlay Akshar Foundation
Piramal Foundation For Educational Leadership
Reap Benefit
RPG Foundation
Shanghvi Finance Pvt. Lt
SJNEFFL
Tata Education and Development Trust
The Atlantic Philanthropies
The David & Lucile Packard Foundation
The Kiawah Trust
The Sesame Workshop India Trust
Tree of Life Foundation
Vinati Organics Ltd.
Vivarea Consortium
Warburg Pincus India Pvt
USAID

Partners

Aangan Trust
Adhyayan Quality Education Services (Adhyayan)
Administrative Staff College of India (ASCI)
Antarang Foundation
Apni Shala Foundation
Aravali
ARMMAN
Arthan Foundation
Athena Infonomics
Barefoot College International (BCI)
BBC Media Action
Caring with Color (CWC)
Center for Catalyzing Change
Centre for Advocacy and Research (CFAR)
Centre For Policy Research (CPR)
Centre for Science and Environment (CSE)
Centre for Unfolding Learning Potentials (CULP)
Centre for Water and Sanitation, CEPT University
Centre for Wildlife Studies (CWS)
Child in Need Institute
Child in Need Institute (CINI)
Child Right and You (CRY)
Consortium for DEWATS Dissemination Society (CDD Society)
Diwaliben Trust
Equal Community Foundation (ECF)
Forum for Integrated Development and Research (FIDR)
Forum for Knowledge and Social Impact (IDR)
Foundation for Mother and Child Health (FMCH)
Girl Effect
Givfunds Social Ventures (Givfunds)
Gram Vaani
Grameen Shramik Pratishtan (GSP)
Gujarat Mahila Housing Sewa Trust (MHT)
Her Choices Trust (My Choices Foundation)
Ignis Careers
Indian Institute for Human Settlements (IIHS)
Indian Sanitation Coalition (ISC)
IndiVillage
Indo Global Social Service Society (IGSSS)
Industree Foundation

Janaagraha Centre for Citizenship and Democracy
 Karnataka Health Promotion Trust
 Katha
 Krushi Vikas Va Gramin Prashikshan Sanstha (KVGPS)
 Leadership For Skilled Education Foundation (LFE)
 Lend-A-Hand India
 Life-Lab (Elements)
 Love Matters India
 Magic Bus
 Marathwada Navnirman Lokayat (MANAVLOK)
 Million Sparks Foundation (MSF)
 Motivation for Excellence (MFE)
 Muskaan Dream Creative Foundation
 National Institute for Urban Affairs (NIUA)
 Population Service International (PSI)
 Pravah - Communiting the Youth Collective
 Praxis
 Project ECHO
 Project Potential Trust
 Quest Alliance
 Rajasthan Shram Sarathi Association (Shram Sarathi)
 Rangoonwala Foundation (India) Trust
 Reach to Teach (RTT)
 RTI International
 Saajha
 Saathealth (Swapnadarshak Health)
 Sabarmati Ashram
 Samagra Empowerment Foundation
 Sanskriti Samvardhan Mandal (SSM)
 Seva Mandir
 Society for Education, Action and Research in
 Community Health (SEARCH)
 Solidarity and Action Against The HIV Infection in India
 (SAATHII)
 Spring Health Water India
 St. Jude India ChildCare Centres
 The 1947 Partition Archive
 The Aga Khan Agency for Habitat (AKAH)
 The Naz Foundation (India) Trust
 The YP Foundation
 Transform Schools, People for Action (PFA)
 United Nations Development Program (UNDP)
 Urban Management Centre (UMC)
 Vrutti
 Water, Sanitation and Hygiene Institute (WASH Institute)
 WaterAid India
 Wildlife Conservation Trust
 Yuva Mitra

FINANCIALS

IMPACT FOUNDATION (INDIA)

BALANCE SHEET AS AT 31 MARCH 2020

Particulars	Note	31 March 2020 (Amount in Rs.)	31 March 2019 (Amount in Rs.)
Corpus Fund and liabilities			
Corpus fund & reserves and surplus			
Corpus fund	3	107,551,401	107,551,401
Reserves and surplus	3	134,894,748	25,635,830
		242,446,149	133,187,231
Non-current liabilities			
Long-term Funds	4	-	695,000
Other long-term liabilities	5	2,652,788	2,530,914
Long-term provisions	6	7,936,825	4,948,027
		10,589,613	8,173,941
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		9,210,357	10,432,553
Short-term Provisions	8	3,710,119	2,616,839
Other current liabilities	9	236,721,029	166,903,079
		249,641,505	179,952,471
TOTAL		502,677,267	321,313,643

ASSETS

Non-current assets

Fixed assets			
Property, Plant & Equipment	10	17,098,193	23,838,801
Intangible assets	11	213,585	2,004,611
Long-term loans and advances	12	3,647,691	5,565,826
Other non-current assets	13	15,514,315	18,852,828
		36,473,784	50,262,066

Current assets

Cash and Bank Balances	14	341,449,087	162,708,349
Current investments	15	98,436,086	77,500,000
Short-term loans and advances	16	9,222,594	12,096,913
Other Current Assets	17	17,095,716	18,746,315
		466,203,483	271,051,577

TOTAL

		502,677,267	321,313,643
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Significant accounting policies 2

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

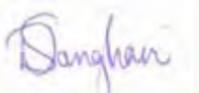
For S R B C & CO LLP
Chartered Accountants
Firm Registration No. : 324982E/E300003

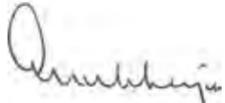

per Nishant K Mankodi
Partner
Membership No. : 107515



Place : Mumbai
Date : 16 September 2020

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


Mr. Deval Sanghavi
Director


Mr. Amitava Sanat Mukherjee
Director



Place : Mumbai
Date : 16 September 2020

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2020

Particulars	Note	31 March 2020 (Amount in Rs.)	31 March 2019 (Amount in Rs.)
Income			
Revenue from operations	18	520,811,958	367,720,031
Other income	19	37,201,458	17,315,034
Total Income		558,013,416	385,035,065
Expenses			
Employee benefits expense	20	177,470,866	171,352,553
Depreciation and amortization expense	21	9,588,390	10,724,615
Program Expenditure	22	226,565,031	208,796,419
Other Expenses	23	35,130,211	44,337,470
Total expenses		448,754,498	435,211,057
Surplus/(Deficit) before tax		109,258,918	(50,175,992)
Tax Expenses		-	-
Net Surplus/(Deficit) for the year		109,258,918	(50,175,992)

Summary of significant Accounting policies 2

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

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

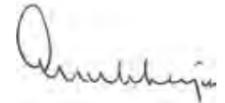

per Nishant K Mankodi
Partner
Membership No. : 107515



Place : Mumbai
Date : 16 September 2020

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


Mr. Deval Sanghavi
Director


Mr. Amitava Sanat Mukherjee
Director



Place : Mumbai
Date : 16 September 2020

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