dasra

AGENTS OF CHANGE

A guidebook of resources for non-profits in India to go from small to scale.

ABOUT DASRA

In Sanskrit, Dasra means 'Enlightened Giving'.

Dasra is India's leading strategic philanthropy foundation. Dasra works with philanthropists and successful social entrepreneurs to bring together knowledge, funding and people as a catalyst for social change. We ensure that strategic funding and capacity building skills reach non-profits and social businesses to have the greatest impact on the lives of people living in poverty.

Cover page photo credit: Sanlaap

Acknowledgements

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TATA TRUSTS

Tata Trusts believes that institutional strengthening of the ecosystem for non-profits critically complements their technical ability to carry out change projects on the ground. Dasra's *Agents of Change*, is a significant attempt in this direction. Through a directory of profiles of intermediaries, it will be a valuable resource for non-profit organisations. This initiative falls within Tata Trusts' vision for strengthening the development sector by facilitating leaders of non-profit organisations to take their work to higher levels of impact and effectiveness.
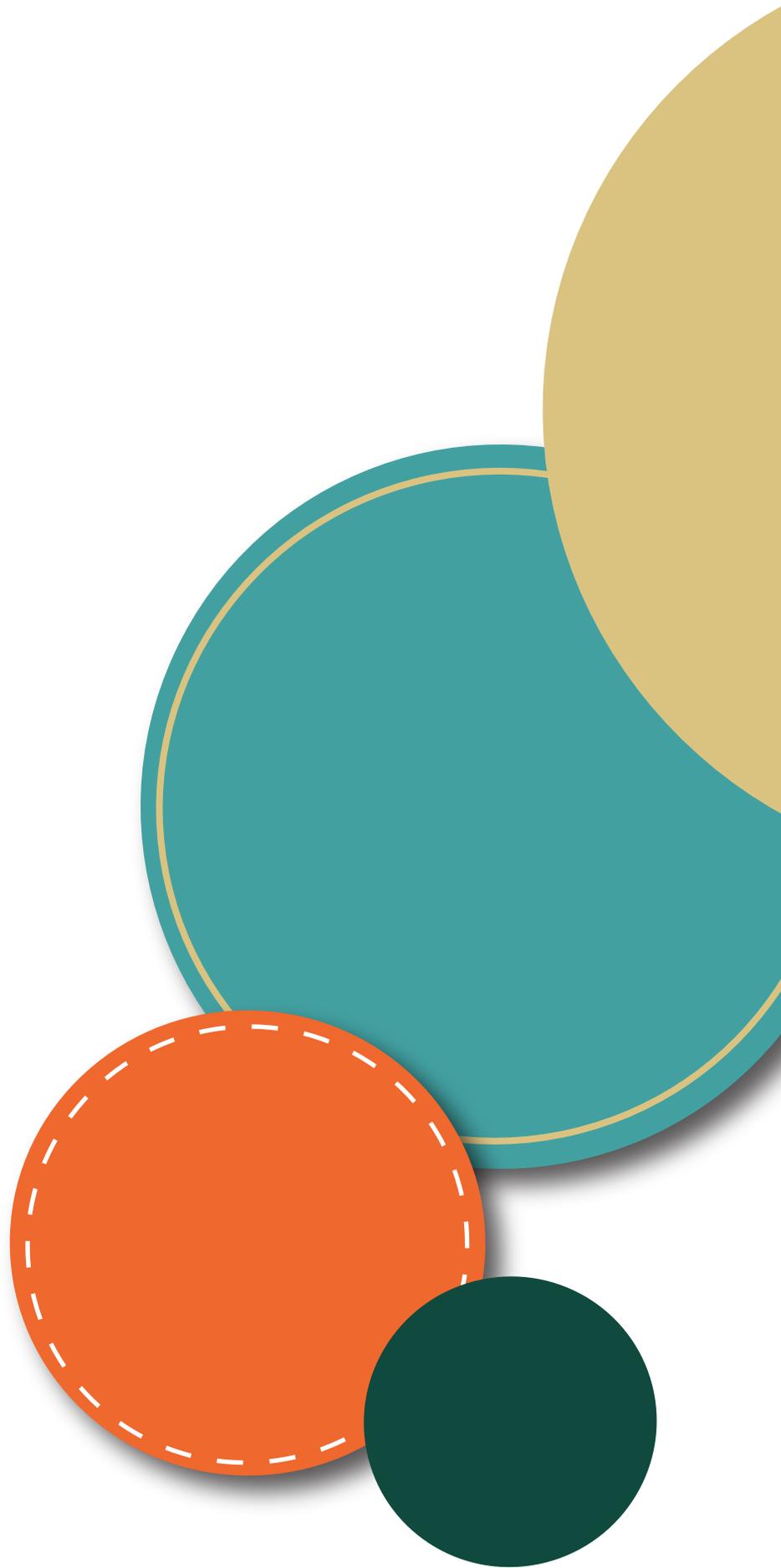
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Build your organization, not just your program

Organizations that build robust infrastructure — information technology systems, financial and fundraising processes, high-performing teams, evaluation systems — are more likely to succeed than those that do not. In the business world, managers are encouraged to invest in the people, processes, governance, and systems needed to continually deliver superior performance, ensure operational efficiency and scale operations to maximize profits. This is how corporates are known to function, thrive and grow.

Now consider non-profits. India has over three million of them – one for every 600 people.[1] However, few of these, in contrast to their corporate counterparts, ever reach national scale. This is surprising given that massive new investments flow into this sector every year – according to a report by the Ministry of Home Affairs, non-profits in India receive INR 115.00 billion annually through foreign funds alone, amounting to a total of INR 945.20 billion from the 1993-94 to 2009-10.[2]

When it comes to having substantive impact on society's pervasive and complex problems, size matters. By leveraging economies of scale and management talent, large non-profits can deliver improved services at lower cost. They can offer their staff better compensation and career opportunities. They will have greater capacity to innovate, demonstrate outcomes and share best practices. Innovative non-profits with the best management and social change agendas can grow in scale and scope, impacting more beneficiaries, faster.

[1] Times Of India. India witnessing NGO boom, there is 1 for every 600 people. 23 February, 2014
[2] Times Of India. NGOs get Rs 11,500 crore in foreign funds, but only 2% file returns. 24 March, 2014

Why then are the situations so different in the corporate and non-profit sectors? Why do effective businesses grow into large, successful corporations while their non-profit counterparts struggle to achieve scale?

We believe this is primarily because non-profits do not see institution-building as priority. There are mainly two reasons for this:

1. Lack of funding: Resistance to the use of philanthropic funds for capacity-building continues to be a problem. Funders often see investment in the infrastructure of non-profits as overhead – costs that take money away from program beneficiaries. As a result, non-profit leaders struggle to keep such vital infrastructure intact, and simply accept that they will always be under-resourced. Their focus therefore is often limited to survival, rather than growth and scale.

2. Limited skills within the non-profit: Leaders, managers and staff at non-profits tend to typically be program experts. For instance, a non-profit working on malnutrition will typically employ medical practitioners; or one working to reduce school dropouts employs those experienced in teaching or curriculum-building. Therefore, there are hardly any – if at all – dedicated team members with management and other technical skills in areas such as talent management, accounting and financial systems, and impact assessment, which means these building blocks for growing an organization are neglected.

Photo credit: Vatsalya

Engage an Intermediary

While funding is critical, organizations also need external expertise and support to build strong institutions that can scale for greater impact – and intermediaries in the development sector are best suited to bridge this gap.

Intermediaries are management support organizations that help non-profits build their operational, governance and structural competencies. These include foundations, corporates, consultancies or non-profits that typically offer services in five areas: legal and financial, human resource management, monitoring and evaluation, technology and capacity building. They engage with senior management at non-profits to understand their key challenges, suggest good practices from within the sector and outside, and build and implement solutions based on unique needs.

Legal & Financial

Helps non-profits address ongoing legal concerns and emerging issues such as contracts relating to leases, buying buildings, intellectual property rights, reporting requirements, tax-related issues, budgeting and accounting.

Human Resources

Helps non-profits address HR challenges – such as establishing and maintaining a strong workforce, limited budgets to hire quality staff, and overworked staff – through services including talent management, integrated performance management systems, designing HR strategies, policies and procedures.

Monitoring & Evaluation

Assists non-profits identify and articulate their program outcomes, identify areas of improvement and strategize program enhancement plans.

Technology

Provides technology solutions for non-profits to achieve better service delivery, fundraising, outreach, and communication outcomes, helping them become time- and cost-effective.

Capacity Building

Offers comprehensive capacity-building services to help non-profits identify and address gaps in the areas of strategic and business planning, technology, M&E, HR management, legal compliance, and financial management.

Why did Dasra create this guide?

While there are scores of intermediaries in the development sector in India, there is no comprehensive resource base that funders and non-profits can access to understand the landscape of available services and engage the right intermediary. Dasra, being an intermediary itself, understands this knowledge gap.

This guide aims to fill the knowledge gap by profiling 29 intermediaries that work across the services mentioned above to effectively support non-profits in India. It profiles intermediaries that are sector-agnostic, that is, they support non-profits irrespective of the social sectors they serve. Though there are several intermediaries doing incredible work with non-profits in specific sectors (such as health, education, employability, agriculture etc), we have not considered those for the purposes of this report. Profiled organizations have been chosen from over 100 intermediaries that exist in India today based on:

- Body of work in the development sector: Many intermediaries cater to both non-profit and for-profit organizations. This guide profiles intermediaries that have significant expertise in the development sector in India.

- Accessibility of services: Intermediaries mainly function as one of two kinds of models – the first is an application-based model, in which the intermediary chooses which non-profit it will support based on its own criteria. The other is a fee-based or pro-bono support model, which works like most for-profit consulting models that are typically open to almost any kind of client. This guide profiles organizations following the latter.

- Testimonials from non-profits that have a past or present engagement with such intermediaries.

This guide is a resource base that Dasra believes will add to growing momentum in the intermediary landscape globally. Dasra also hopes the guide will serve as a starting point for conversations on how intermediaries can add substantial value beyond tactical and strategic support by:

- Serving as a platform to drive collaboration among non-profits, and between non-profits and funders

- Creating sector-wide metrics and building performance-tracking tools

- Facilitating sharing of best practices and creating an evidence base of what works, and

- Educating funders on investing in systems, processes and organization-building

Photo credit: Sanlaap

How to use this guide

If you are a FUNDER

Allocate funds for institution building

Barring a few, most funders in India are largely interested in directly funding programs. However, global evidence suggests that several funders are recognizing the value of investing in intermediaries. As Michael Porter and Mark Kramer explain in Harvard Business Review: "By helping grantees to improve their own capabilities, funders can affect the social productivity of more resources than just their slice of the whole." Funders who invest in building the capacity of non-profits enhance programs, and ultimately create more value.

Invest in scaling intermediaries

Many intermediaries tend to be non-profits or hybrids themselves. They too need to be scaled so as to impact more non-profits. A small but growing number of funders such as Tata Trusts and Omidyar Network, in addition to individual philanthropists, are now beginning to identify and invest in effective intermediaries, which in turn will help build stronger and more effective non-profits. If you are a funder looking to achieve scale or to build the ecosystem of philanthropy, you should seriously consider investing in intermediaries.

If you are an
INTERMEDIARY

Collaborate with other intermediaries

The non-profit marketplace is served by hundreds of intermediaries. Aside from a few exceptions, most tend to operate as unconnected islands – despite the fact that intermediaries by definition are meant to help connect those who are not yet connected. Intermediaries can use this guide to connect with other high-performing intermediaries to share data and best practices, and to explore opportunities for collaboration to better serve their non-profit clients.

Demonstrate impact to generate the willingness to pay

To a large extent, the onus is on intermediaries to help non-profits and funders recognize the additional value that intermediaries create for the non-profit sector. Building evidence of impact is crucial to not only attract funding, but also to build an ecosystem in which intermediary services are acknowledged as being indispensable to drive impact at scale.

If you are a
NON-PROFIT LEADER /
BOARD MEMBER

Prioritize institution building

A day in the life of a typical non-profit leader would include fundraising, attending to various stakeholders including board members and government, ensuring program implementation, and very often, "firefighting". Little to no time is dedicated to acknowledging, identifying and addressing institutional gaps. There is a need for leaders and board members of non-profits to focus a significant portion of their time on institution building, and to convince potential donors of the importance of funding institution-building in addition to program activities, thus ensuring sustainability and scale.

Engage intermediaries profiled in this paper

Non-profit leaders often attempt to address areas such as compliance, impact assessment, and HR management themselves. This often leads to sub-optimal results due to lack of experience. External support can help address these issues more effectively, giving the leader more time to focus on areas such as strategy and drive deeper impact within communities. Non-profit leaders and board members can use this guide to map specific functional and strategic gaps within their organizations to intermediary services, and then engage the intermediary best suited to their needs.

Legal & Financial Services

- **Centre for Advancement of Philanthropy (CAP)**
- **Credibility Alliance**
- **Financial Management Service Foundation (FMSF)**
- **GiveIndia**
- **GuideStar India**
- **iProbono**
- **TrustLaw**

CAP
Centre for Advancement of Philanthropy

Chief Executive Officer: Noshir Dadrawala | **Chief Operating Officer:** Meher Gandevia-Billimoria | **Website:** www.capindia.in | **Founded:** 1986 |
Location: Mumbai | **Staff Strength:** 6 | **Coverage:** Pan-India

Overview

CAP is a one-stop shop for non-profits, foundations and corporates working in the social sector for advice on legal issues governing charitable giving in India. Its vision is to build a legally compliant, well-governed and empowered philanthropic sector in the country.

Resources

CAP's services extend beyond legal, and into other management compliance areas. The consultant team includes senior professionals in the areas of finance, human resources, fundraising and a host of other management areas.

Services Offered

Legal Compliance | **Legal Documentation** | **Financial Management**

An organization can apply and register itself as CAP's service recipient member and can avail the following services:

- **Legal Advisory:** CAP helps some of the best known NGOs and social businesses in India address their legal concerns including those related to registration, audits, income tax, FCRA, routine compliance and legal aspects of Corporate Social Responsibility (CSR). It does so by providing solutions to legal queries and monthly one-on-one advisory meetings.

- **Corporate Support:** CAP assists companies in setting up CSR initiatives and strategy, understand the scope and implications under CSR law, aid in tax exemption and FCRA, identify and draft MoU with NGOs.

- **Capacity Building:** CAP aims to be a full-service provider for the training and consultancy needs of non-profit organizations. This includes advice on core challenges of management such as strategy, monitoring & evaluation, human resources, financial management assistance, board governance as well as volunteer management and retention. It conducts training workshops and think-tank sessions four times a year for its member organizations.

- **Research and Publications:** Over the years, CAP has published resource books that have become sector references on fund-raising, management of charitable organizations and good board governance among other subjects in philanthropy. CAP also publishes a newsletter that keeps its readers informed on legal and management trends in the philanthropic sector. CAP also reaches out to stakeholders through blogs and newsmagazines and will soon launch an interactive legal advisory website.

CAP is open to all social sector organizations that can avail its services by paying an annual fee to become a member of its network of clients.

Quality Indicators

Leadership

Noshir Dadrawala, Chief Executive Officer

- He serves as trustee on several boards including Forbes Foundation and Resource Alliance.
- He has co-authored several resource books including *The Art of Successful Fund Raising* and *Management of Philanthropic Organizations*.

Meher Gandevia-Billimoria, Chief Operating Officer

- She is a trustee at Catalyst for Social Change, author of *Cuisine for a Cause* and advises NGOs on good governance, volunteer management and organizational development.

Partnerships

Strategic Partners

- CAP partners with organizations such as The Confederation of Indian Industry, Tata Institute of Social Sciences, SP Jain Institute of Management & Research, and Narsee Monjee Institute of Management Studies to conduct capacity building workshops.
- It partners with GuideStar India to conduct workshops jointly to reach out to a diverse NGO audience across the country.
- It also partners with Wishing Well to provide volunteer management services, individual donations and information on social sector events to NGOs registered with Wishing Well.

Funding Partners: Sir Dorabji Tata Trust, Forbes Marshall, Madhu Mehta Foundation and Hirdwani Trust among others.

Service Recipients

- CAP provides services to NGOs, foundations and Trusts including CRY, Salaam Bombay Foundation, Goonj, Akanksha Foundation, Magic Bus, Dasra, K.C. Mahindra Education Trust, AmeriCares India, Ambuja Cement Foundation, CARE India, Concern India Foundation.
- CAP has helped companies like Titan, Thermax, Forbes Marshal, Zensar, Atlas Copco set up their own corporate foundations.

Key Milestones

- CAP has provided sound advice and simple solutions to over 2,000 of its members to help them stay legally compliant and abreast of the latest trends in the voluntary sector.

- In 2015,

562	1,612	31	712	18
Organizations registered with CAP	**Legal queries were answered**	**CB workshops were conducted**	**Participants attended CB workshops**	**CSR advisory workshops conducted**

Reflections

"The information and advice given by CAP can be relied upon to be absolutely credible and this makes it the best to be had. CAP is a one-stop shop for any NGO today that wishes to have a robust program without having to re-invent the wheel."

– Padmini Somani | Founder| Salaam Bombay Foundation

Credibility Alliance

Chairperson: Dr. Gautam Vohra | **Website:** www.credibilityalliance.org | **Founded:** 2004 | **Location:** New Delhi | **Staff Strength:** 6 | **Coverage:** Pan-India

Overview

Credibility Alliance (CA) helps organizations demonstrate greater transparency and accountability by building self-regulatory frameworks defining the norms and standards they need to follow.

Resources

CA has set up the Central Accreditation Committee (CAC) – a group consisting of specialists, possessing skills in the areas of organization management, finance and social work. The CAC puts aspirant organizations through a process of rigorous scrutiny on the basis of these norms.

Services Offered

Legal Compliance | Legal Documentation | Financial Management

- **Accreditation:** CA asks for all the documents needed for assessment and conducts a detailed holistic analysis of an NGO through visits and discussions. It prepares a 'face sheet' for each NGO that contains compliance information according to the 'Minimum Accountability Norms' as well as 'Desirable Norms' defined by CA. The CAC and board members discuss each file to arrive at a decision. Last year, 10 CAC meetings were held and 75 NGOs accredited. Though the accreditation is valid for five years, CA ensures annual compliance for every NGO through documentation analysis every year till five years. CA charges a fee for accreditation.

- **Certification:** For smaller grassroots organizations, CA conducts a process of certification rather than accreditation. It helps these organizations gain visibility by certifying them on the basis of 'Basic Norms' defined by CA. It charges a minimum amount of INR 1,000 annually for the certification process.

- **Capacity Building (CB):** CA identifies and outlines gaps in the voluntary sector, assess needs, locates and adopts existing best practices and finally institute CB programs to address those needs. It conducts five to six annual workshops (two to three days) for 30-35 NGOs in the areas of legal processing, financial management and board governance.

- **Information Dissemination:** CA launched an E-communiqué in 2012 for the NGOs, which aims to help NGOs gain insights into improving governance and accountability practices. CA has so far brought out 17 publications on Governance and CSR.

CA is open to engaging with national and international non-profit organizations.

Quality Indicators

Leadership

Dr. Gautam Vohra , Chairperson

- He is founder and chairperson of the Development Research and Action Group (DRAG) and also runs a Women's Skill Development Centre.
- He is Managing Director, Kaagaz International, a niche publishing house on alternative lifestyles and the arts.
- He is also on the board of several NGOs and has served on a number of government committees for the Ministry of Environment and Forests.
- An Alumnus of St. Stephens College, he has also served as an Assistant Editor and Editor for The Times of India and the Sunday Times group.

Partnerships

Strategic Partners

- Organizations such as Voluntary Services Overseas (VSO), Sehgal Foundation, Ford Foundation and Packard Foundation have in the past organized workshops to promote norms amongst their partners.
- Organizations such as HelpAge India, GiveIndia, Voluntary Action Network India (VANI), Samarthan and Smile Foundation have endorsed CA's norms.

Funding Partners: Oxfam, Bombay Stock Exchange, Capgemini and Ford Foundation

Service Recipients

CA has accredited several NGOs including HelpAge India, Give India, SOS villages, IGSSS, Udyan Care and Care India.

Key Milestones

- So far, 555 organizations have been accredited/certified by CA.
- For the past 11 years, CA has organized 258 CB workshops and 4,422 participants attended these.
- It has conducted 31 workshops on accountability and compliances in the voluntary sector focusing on practical issues of good governance, disclosures & legal compliances for voluntary organizations; 987 people attended.
- CA organizes a National Consultation every year. Last year it was attended by over 160 participants from HelpAge, World Bank, Global Compact Network, FICCI, CAF, DCCW, Child Fund, VANI, Coca-cola India and Ford Foundation.
- CA has disseminated its learning series to about 600 NGOs so far.
- CA has published four knowledge pieces including a handbook on CSR for corporates and NGOs, and profiles of 55 accredited NGOs .

Reflections

"Credibility Alliance is filling this important gap and helping those with passion to also have a paper process. The Norms defined and the audit process of Credibility Alliance will go a long way in helping organizations to have a method in everything they do. In the last decade CA has brought credibility to our sector."

– V. Muralidharan | Founder and Managing Trustee| Sevalaya

FMSF
FINANCIAL MANAGEMENT SERVICE FOUNDATION

Executive Director: Sanjay Patra | **Website:** www.fmsfindia.org.in | **Founded:** 1995 | **Location:** Noida | **Staff Strength:** 19 | **Coverage:** Pan-India

Overview

FMSF seeks to promote accountability in the voluntary sector by enhancing the capacity of NGO partners in three key areas - financial management, legal compliances and governance.

Resources

FMSF delivers support to the development sector with the help of its highly skilled and trained internal staff and a pool of experts.

Services Offered

Legal Compliance | **Legal Documentation** | **Financial Management**

NGOs are suggested by donor organizations or can directly approach FMSF for support. FMSF registers these NGOs and charges a nominal fee based on the type of support required.

- **Financial Management:** FMSF provides assistance to NGOs in the areas of budgeting, accounting, audits, internal control procedures, reporting requirements and risk management.
- **Legal Assistance:** It assists NGOs in FCRA registrations, Income Tax, TDS and other legal matters pertaining to registering as a Trust, Society or Section 8 Company.
- **Governance:** It solves NGO queries on issues relating to governance structures and processes, basic roles and responsibilities of board members, meetings, records and board reports.

FMSF provides these services through the following media:

- **Workshops and Training:** It conducts six to eight capacity building workshops every year for a period of two days for registered organizations. Some workshops are also open to non-registered NGOs.
- **Research and Publication:** FMSF regularly comes up with new handbook publications, e-communiqués, concept notes, governance tool box series and journals. Registered members can access e-publications and research materials by simply logging into their FMSF account.
- **Online Courses:** FMSF advises and trains registered organizations through two online course: 1) Financial Management and 2) Governance. The sessions start in May and November and two batches are run in a year.
- **Websites:** FMSF has four other specialized websites that cater to governance, finance and legal issues related to the voluntary sector.
- **Networks:** FMSF works closely with like-minded agencies to build linkages and enhance transparency in the voluntary sector through NGO Accountants Network (NAN). NAN is a network of accountants and finance personnel working in the development sector. All members regularly attend conventions and receive e-publications such as Governance Tool box Series, E-communiqué- Standards & Norms, etc.

FMSF is open to all social sector organizations who can avail its services by paying a fee.

Quality Indicators

Leadership

Sanjay Patra, Executive Director

- He is a Chartered Accountant and has 25 years of experience in the development sector.
- He is a visiting faculty member in various educational institutions, including Haggai Institute, Singapore and Hawaii, Birla Institute of Management and Technology (BIMTECH), Greater Noida.
- He has facilitated more than 200 financial management workshops and co-authored handbooks and journals on finance and legal issues in the development sector.

Partnerships

Strategic Partners

- FMSF partners with Brot für die Welt (BftW) to provide financial services to their NGO clients in India.
- FMSF has partnered with TISS, Mumbai, to launch an online diploma program on financial management and accountability (DFMA).

Funding Partners: BftW, MISEREOR

Endorsements/ awards

FMSF won the "ICAI award for excellence in Financial Reporting" for 2007-2008 for the most "commendable entry" for the financial year in the Not-for-profit Organizations.

Service Recipients

FMSF provides services to NGOs, INGOs and CSR organizations such as CASA, Accion Fraterna, Aastha, Seva Mandir, Nav Bharat Jagriti Kendra, North East Network, Axis Bank Foundation, Pratham, Geneva Global, etc.

Key Milestones

- FMSF's research and publications have an outreach of more than 5,000 individuals and organizations.
- FMSF initiated the "NPO Governance Tool box Series" in July 2012 which contains a total of 32 issues.
- It has launched four other specialized websites : www.incometaxforngos.org, www.legalissuesforngos.org, www.fcraforngos.org, www.socialaccountability.net.
- So far

1,000	500	200	10
Organizations have been served	**Capacity building workshops conducted**	**Individuals capacitated through online courses**	**Finance and legal diploma batches trained**

- FMSF has provided services to members in countries across South Asia including Pakistan, Nepal, Bangladesh and Sri Lanka.

Reflections

"Dear Sanjay, you and your organization are helping NGOs to abide by local laws by creating awareness, and we would like to partner with you in doing so in Sri Lanka."

– Thirunavukkarasu Someswaran | Founder | Center for Advancement of Resource Mobilization (CARM) – Sri Lanka

GiveIndia

Chief Executive Officer: Sandeep Aggarwal | **Website:** www.giveindia.org | **Founded:** 2000 | **Location:** Mumbai | **Staff Strength:** 62 | **Coverage:** Pan-India

Overview

GiveIndia (GI) promotes efficient and effective giving aimed at providing greater opportunities for the poor in India. It is a donation platform that allows donors to support a cause of their choice from about 200+ NGOs that have been scrutinized by GI for transparency & credibility.

Services Offered

Legal Compliance | Legal Documentation | Financial Management

An NGO looking to raise funds and gain credibility can apply to be registered on the GI platform. GI scrutinizes the NGO to see if it meets GI's eligibility criteria. GI verifies NGO's regulatory documentation, governance structure, financials, implementation experience and transparency, and organizes a visit to the NGO, before validating the organization's compliance with GI's norms. After an NGO satisfies all the norms and signs an MoU with GI, it is listed on the website. Once listed on GI's website, the NGO can raise funds from a large number of GI registered donors.

GIs operating model help donors identify the best giving opportunity, doing so through four channels:

- **Online & Retail Giving (ORG):** www.giveIndia.org is an online portal that allows donors to donate to any NGO working in education, relief for the poor, medical relief, and preservation of the environment.

- **Payroll Giving (PRG):** The Payroll Giving program allows employees of member companies to contribute a fixed sum (as low as INR 75) every month to charity through their salary.

- **Alliance Giving:** GI generates donors and donations through partner platforms such as loyalty rewards redemptions to charity and through e-commerce platforms.

- **High Net Worth Individual (HNI) Giving:** This program helps wealthy individual donors identify and support social sector organisations or projects.

In order to improve the credibility of NGOs listed on its platform, GI has adopted a Relationship Manager (RM) model through which each listed NGO is assigned a person from the GI team to partner with the NGO and conduct due diligence to generate beneficiary feedback reports for donors. GI's fundraising platform enables NGOs to expand their outreach exponentially and increase impact.

Though GI is open to engaging with all kinds of national non-profits, international organization and social enterprises, it selects these NGOs using its internal issue and location criteria. All the costs of GI's offerings are borne by donors.

Quality Indicators

Leadership

Sandeep Aggarwal, Chief Executive Officer

- Sandeep has 25+ years of experience in branding, marketing and business development.
- Until March 2015, he was CMO of Serco Global Services. He has previously worked at Premier Automobiles and Ford India, and was part of the founding team of CustomerAsset (now FirstSource).
- He is also an honorary Managing Trustee at Cerebral Palsy Association of India.

Partnerships

Strategic Partners

- Corporate Partners: GI has partnered with 125+ corporates for payroll giving as well as donating loyalty reward points to charity.
- Alliance Partners: It partners with PAYBACK, HDFC Bank, ICICI Bank, YES Bank, State Bank of India, Canara Bank, Corporation Bank, Kotak Bank, KWENCH, Budli.in and MakeMyTrip among others to drive donations through cause marketing.

Service Recipients

So far, GiveIndia has selected over 200 charitable organizations that are recommended on its website after reviewing more than 3,000 non-profit organizations across India. These include Deepalaya, IIMPACT, Teach for India, Akshaya Patra, Seva Mandir, Salaam Baalak Trust, Dignity Foundation and Apnalaya.

Endorsements

- GI won Mahindra Rise | Spark the Rise - Round 1 2013.
- It won Charity Website of the Year - 2012.
- India Giving Challenge 2012, a giving event conceptualized by GI won 'Best Use of Internet in Social & Economic Development' by the Internet and Mobile Association of India.

Key Milestones

- GI has facilitated USD 35 million in funding since inception.
- More than 100,000 donors have used GI's donation platforms.
- Over 200 NGOs are listed on GI's website.
- GI's cost of fundraising, at less than 10%, is one of the lowest in the world against an average of 20-40% in this sector.

Reflections

"At Genpact, about 25% of our 60,000+ employees globally are part of payroll giving programs, most notably in India in partnership with GiveIndia. As we transition into next year, we resolve to get more synergy between our employee volunteering (which is also at 20%+) and employee giving programs, to enable a more focused positive impact on the communities in which we live and work."

– Amit Aggarwal | Sr. Vice President, CSR and Diversity | Genpact India

GuideStar India (GSI)

Founder: Pushpa Aman Singh | **Website:** www.guidestarindia.org | **Founded:** 2009 | **Location:** Mumbai | **Staff Strength:** 10 | **Coverage:** Pan-India

Overview

GSI enhances the visibility and credibility of Indian NGOs by making information on them accessible in the public domain. It conducts due diligence of NGOs on transparency, accountability and legal and financial compliance. By providing access to more and better information, GSI enhances the sector by driving increased visibility on to NGOs that have access to better resources, more efficient reporting systems with standardized formats, greater awareness of and compliance with the policy environment and smarter decision making by donors.

Services Offered

Legal Compliance | **Legal Documentation** | **Financial Management**

GSI provides the following solutions to enhance transparency in the social sector:

- **Showcasing NGOs on its comprehensive database of non-profits through www.guidestarindia.org:** NGOs can apply to be registered on GSI's website by filling out a registration form. GSI conducts a check on the NGO's registration certificate and operational activities before approving its application. Once approved, NGO can use the website to self update its information. GSI's team provides constant hands-on support to the NGO for this updation process. GSI has over 5,500 non-profits on its website, providing a wide range of information including contact data, mission, impact, program details and finances.

- **Capacity Building (CB) workshops:** GSI conducts half to one-day-long CB workshops for non-profits every year to educate them on issues such as transparency, public reporting, legal compliance with Income Tax and FCRA, grant proposals and online fundraising. Every year, GSI conducts 15-20 workshops which are attended by members from over 1,000 NGOs in India.

- **Information Dissemination:** GSI sends regular emails to its registered member NGOs and 50,000 other NGOs in its database to update them on crucial changes in IT and FCRA, event announcements, awards, donor requirements and key surveys.

- **Certification:** GSI certifies NGOs through a simple application process. It conducts in-depth due diligence on NGOs and subsequently provides Platinum/Gold Seal or Transparency Badges with a one-year validity.

- **Connecting NGOs to other stakeholders:** GSI helps corporate and social sector partners find suitable NGOs for their CSR, funding, volunteering, events and charity programs. It provides NGOs opportunities to create partnerships and showcase their work to a larger audience.

GSI is open to engaging with all national and international non-profit organizations. These organizations can avail GSI's offerings by making donations to its CB programs.

Quality Indicators

Leadership

Pushpa Aman Singh, Founder and Chief Executive Officer

- Founded GSI, after 20 years of scaling innovative organizations, including a decade of experience in the financial services sector.
- Joined GiveIndia in 2001, and supported scaling from 8 to 150 NGOs on its platform, and growing its team from 6 to 30 people.
- Member, Norms Review Committee of the Credibility Alliance.
- Assessor, India NGO Awards (Resource Alliance), AmeriCares.
- Member, TechSoup's Partner Advisory Group (PAG) and CII's Advisory Group for Probono Unplugged.

Partnerships

Strategic Partners (for NGO Outreach & Due Diligence)

- GSI and GiveIndia partner to exchange non-profit information.
- Credibility Alliance obtains documents and information from GSI to increase processing efficiency.
- Dasra recommends the GSI certification of all non-profits that are featured in its thematic research reports and that are recommended to its collaborative Giving Circles for funding.
- GSI is a partner of GuideStar International and TechSoup, world leaders in NGO data and technology for good.

Funding Partners: Tata Trusts, Bill & Melinda Gates Foundation, Rockefeller Foundation, William Dietel – Fidelity Gift Fund, The David & Lucile Packard Foundation and GuideStar International.

Service Recipients

Certified NGOs: Child In Need Institute, Going to School, Praja Foundation, Smile Foundation, Udayan Care.

GSI conducts workshops, events or non-profit due diligence for corporates and institutions such as Confederation of Indian Industry, CRISIL, Hindustan Unilever and Times of India Social Impact Awards.

Key Milestones

- Has featured over 5,500 non-profits after validation, and certified over 700 organizations; making it the largest online database of verified organizations in India with more than 27,500 GSI pages being accessed by over 3,500 online users.
- Maintains an offline database of over 106,000 organizations, which is used by intermediaries and corporate institutions.
- In a survey conducted by GSI, 70% of non-profit respondents believed that the website enhanced their transparency.

12,972	4,507	4,132
NGOs equipped with access to resources	**NGOs supported through capacity building initiatives**	**NGOs provided opportunities for greater recognition and visibility**

Reflections

"GuideStar India is currently the best source for verified non-profit organizations across India. With the introduction of its various seals, soon it will become a one-stop source for credible organizations in the country. We use the portal to communicate with other organizations about Volcon, the national conference on volunteering that we jointly organize."

– Dr. Prahalathan KK | Co-founder | Bhumi

iProbono

Founder: Shireen Irani | **Co-founder and Country Director, India:** Swathi Sukumar | **Website:** www.i-probono.com | **Founded:** 2009 | **Location:** New Delhi
Staff Strength: 10 | **Coverage:** Pan-India

Overview

iProbono is a non-profit online network connecting NGOs and social businesses in need of legal assistance with lawyers and law students who want to leverage their legal skills for public good. It operates globally with offices in London and New Delhi and field offices in Pakistan and Bangladesh.

Resources

Law students, recent graduates and professional lawyers and academics register on iProbono's online portal of iProbono detailing their interests and specific professional skills. iProbono use these skillsets to serve NGOs.

Services Offered

Legal Compliance | **Legal Documentation** | Financial Management

NGOs can complete their iProbono profile online and use it to post projects they need assistance on for free. iProbono identifies the best lawyer members for the project and sends them alerts. Members then register their interest in the project. iProbono chooses the most suitable lawyer for the project and connects the two, who then discuss the project and exchange documents through email, phone and meetings.

iProbono lawyers help organizations in:

- Formulating policies, agreements and MoUs on a number of issues, from volunteers to donor agreements.
- Providing advice to NGOs in early stages of incorporation, especially on compliance and registration.
- Providing assistance in preparing employee manuals and reviewing in-house staff handbooks and policies.
- Constructing employee contracts, consent forms and other partnership agreements.
- Formulating documents related to income tax, intellectual property rights and corporate structuring.
- Helping NGOs and their beneficiaries by representing them in court cases.

A project typically takes one to two months to complete. Throughout the project, iProbono team members act as facilitators to ensure smooth operation. It also conducts annual legal workshops to build capacity of NGOs in legal areas by bringing in experts from all over the country. iProbono is unique in its model as it provides hands-on end-to-end legal support to NGOs.

iProbono's services are available free to all social sector organizations.

Quality Indicators

Leadership

Shireen Irani, Executive Director
- Served as a lawyer at multinational law firm, Fieldfisher LLP.
- Recognized as 'Young Achiever of 2011' at Asian Women of Achievement awards.
- Received 'Big Society Award 2013' from UK Prime Minister, David Cameron.

Swathi Sukumar, Country Director, India
- Received masters in Law degree from Columbia law school.
- Awarded "India Deals of the Year Award 2014" by the India Business Law Journal.

Partnerships

Law Firm Partners: Hwelett-Packard, Fieldfisher LLP, J.Sagar Associates, Cyril Amarchand Mangaldas, Platinum Partners, Khaitan and Co, PSA Legal.

Funding Partners: Fieldfisher, Ford Foundation and Commonwealth Foundation.

Service Recipients

iProbono provides services to NGOs, civil society organizations, foundations and trusts including Teach for India, Akanksha Foundation, The Education Alliance, STIR Education, RAHI Foundation, Mumbai Mobile Creches, CEDPA India, Salaam Balak Trust and Azadi.

Key Milestones

- iProbono, in partnership with Confederation of Indian Industry, HP and IndiaLaw, conducted two legal capacity building workshops in 2015, attended by 20+ NGO partners. It has completed over 710 projects in over 31 countries across Asia, Europe, Africa and the Americas.
  Since 2009, iProbono has built a network of 50,000 lawyers reaching out to 1,200 organizations globally.
- It is India's largest network of probono lawyers.
- Its work has been commended on media platforms including CNN-IBN, The Times of India and NDTV India.

3,000
Lawyers are part of iProbono India network

200
Organizations have been served in India

170
Social sector projects have been completed in India

$11M
Value of projects represented globally

Reflections

"I can't speak more highly of the professionalism, kindness and helpfulness of the iProbono team and their help in steering and shepherding the process. I would recommend iProbono unreservedly to other non-profits. There are so many legal issues that schools face, from land planning to registration with the government. We hope to connect many of our schools with iProbono over the coming years."

- Sharath Jeevan | CEO | STIR Education

TrustLaw
THOMSON REUTERS FOUNDATION (TRF)

CEO, TRF: Monique Villa | **Website:** www.trust.org/trustlaw | **Founded:** 2010 | **Location:** Mumbai | **Staff Strength:** 18 | **Coverage:** Global

Overview

TrustLaw is TRF's global pro bono legal program. The program leverages the skills of the Thomson Reuters enterprise to inform, connect, and empower NGOs and social enterprises around the world.

Resources

TrustLaw has teams in Argentina, China, India, Spain, South Africa, the US and the UK and acts as facilitator in connecting law firms and corporate legal teams around the world with NGOs and social enterprises.

Services Offered

Legal Compliance | **Legal Documentation** | Financial Management

A non-profit that requires assistance in legal matters can apply for a TrustLaw membership. TrustLaw staff does a background check on the non-profit on certain eligibility criteria around its age, impact and credibility. Once a request for assistance reaches TrustLaw, its team of lawyers advices the member on how to frame and shape the specific issue. At this point the request is submitted to the TRF's network of lawyers. These lawyers can volunteer to work on pro bono projects globally. Every week, lawyers receive an update with all pro bono projects available across TrustLaw; they then decide whether to offer their services or not. In case of interest from more than one lawyer or law firm, the NGO or social enterprise client chooses who to work with.

TrustLaw provides legal assistance in the following areas:

- **Advocacy:** It conducts research on laws in multiple countries and codifies best practices for its clients.
- **Staffing:** It helps organizations structure employment and volunteer agreements.
- **Structuring:** It helps NGOs select the right legal entity.
- **Funding:** It drafts partnership and funding agreements.
- **Brand protection:** It helps NGOs in registration, copyright, patents and licensing.

Its services are open to all social sector organizations for free.

Quality Indicators

Leadership

Monique Villa, Chief Executive Officer, Thomson Reuters Foundation

- Founder of TrustLaw and Trust Women.
- She has been ranked among the world's 100 most influential people in Business Ethics by Ethisphere (London).

Partnerships

Law Firm Partners: TrustLaw partners with law firms such as Law Quest, UKCA & Partners, MNK Law offices, AZB Partners, J Sagar Associates, Luthra & Luthra, ALMT Legal for its legal pro bono projects.

Referral Partners: Incubators and foundations such as Ashoka, UnLtd India, Tata Trusts, Echoing Green and funders across the world refer NGOs and social enterprise clients to Trust Law.

Service Recipients

TrustLaw has provided legal assistance to NGOs and social enterprises including Nuru Energy, Pollinate Energy, Teach India, Nazdeek Trust, MOHAN Foundation, Vidya Sagar, BLAST, Kolkata Samved and Reality Gives.

Key Milestones

- TrustLaw has assisted over 220 organizations in India to date.
- It has partnered with 53 law firms across India so far.
- It has completed five major legal research projects on issues ranging from rape laws and disability rights, to organ donation and road safety rules.
- It co-hosted about 10 capacity building seminars last year.

Global Impact:
- TrustLaw works with over 2,500 social enterprises and 500+ top law firms in 170 countries.
- To date it has facilitated over USD 54 Million worth of pro bono legal hours across the world with over 1,600 connections worldwide.

2,500	500	170	2,000	$54M	100,000
Members	Law Firms & Corporate Counsels	Countries	NGOs & Social Enterprises	in Pro Bono Hours	Legal Experts

Reflections

"The developed documents helped us work more confidently, securely and effectively. Ultimately it means we can create more positive change in Dharavi. This would not have happened without the pro bono support, which the Reality Gives team and I appreciate."

– Joe Bird | Marketing & Fundraising Director| Reality Gives

Photo credit: Mirakle Couriers

Human Resource Management

- **Cerebrus**
- **Fingertips**
- **Governance Counts**
- **JobsforGood**

Cerebrus Consultants

Founder: Anita Ramachandran | **Website:** www.cerebrus-consultants.com | **Founded:** 1995 | **Location:** Mumbai | **Staff Strength:** 80 | **Coverage:** Pan-India

Overview

Cerebrus Consultants is a consulting and strategic advisory organization that provides HR solutions to corporates and nonprofit organizations across sectors. Cerebrus Consultants' CSR wing 'Cerebrus Foundation' was set up in 2002 and does pro bono work for NGOs, particularly supporting women's empowerment. Cerebrus Consultants has five offices in India and also does substantial work in Bangladesh, Sri Lanka and Nepal. Within the development sector it works across several countries in South East Asia.

Resources

Cerebrus Consultants leverages its significant experience in working with corporates since iti began in 1995, to provide HR solutions in the development sector.

Services Offered

Talent Acquisition | **Talent Management** | **HR Policies & Procedures** | **Strategic HR Planning**

- **Rewards Management:** This includes information services such as Compensation Benchmarking Surveys, Compensation Strategy and Structuring, Design of Incentive Plans, Implementation support including Communication, Training on Rewards and Statutory Compliances. Cerebrus Consultants covers different levels across the work staff including Board/Executive level, Management and professional staff, non-management staff, field sales staff and off-roles staff.

- **Performance Management:** Cerebrus Consultants assists organizations in defining internal HR systems and practices including HR policies, performance management processes and with HR Information Systems. Cerebrus Consultants uses a 360 degree approach and talent centric approach as part of its internal talent assessment.

- **Organization Design:** Cerebrus Consultants helps clients address issues such as role definition, job descriptions, authority matrices, placement of jobs into appropriate levels, determining employee numbers and providing for career paths.

- **Employee Feedback:** Cerebrus Consultants assists organizations get periodic feedback from employees through employee feedback surveys, focus group discussions, etc.

- **Competency Definition, Assessment and Capability Development:** Cerebrus Consultants defines and details relevant competencies based on roles and levels that enable HR processes like capability building, performance management. Cerebrus Consultants also conducts assessment centres for all levels and further enables defining individual development plans.

- **Counselling:** Cerebrus Consultants provides counselling on various HR issues across multiple levels in the development sector.

A project typically takes 4-12 weeks, but that depends on the scope and complexity of the project and team size. After an organization approaches Cerebrus Consultants, a field visit is undertaken to judge the nature and scope of the project. Cerebrus Consultants charges a commencement fee before starting the project, post which there are two overall fee based approaches including (a) milestone approach – based on project milestones and (b) equal payments spread across months.

Cerebrus Consultants is open to engaging with all NGOs, INGOs, and foundations.

Quality Indicators

Leadership

Anita Ramachandran, Founder & Director

- Expert in the Rewards area, and was the first to introduce concepts such as total compensation, and innovative incentive design.
- Spent 19 years with AF Ferguson & Co in the area of management consulting.
- Serves as an Independent Director on several corporate boards including Godrej & Boyce, Aditya Birla Retail, Kotak Life Insurance, Lok Capital, Oxfam India and Swadhaar FinServe and is a Trustee at Dignity Foundation.
- Alumnus of Jamnalal Bajaj Institute of Management Studies.

Service Recipients

- Cerebrus Consultants provides services to NGOs, INGOs, and foundations including Save the Children, Action Aid India, AVERT, Childfund, American Aid Foundation, Akanksha Foundation, Ford Foundation and USAID, among others.

Key Milestones

- Over the past few years, Cerebrus Consultants has done substantial work with the development sector in India and South East Asia in areas such as Assessment, Competency Review and Design, Leadership Development & Training, HR Policy Reviews, Organization Structuring, etc. It has worked actively in the sector for the last 10 years.
- Cerebrus Consultants has provided its services to several non-profit organizations as part of Cerebrus Consultants in the last 3 years, and five to six NGOs as part of Cerebrus Foundation, probono, in the past year.

75	**50**	**20**	**25**
Number of organizations benefitted	**Number of assignments in Rewards and Performance**	**Number of workshops/ conferences conducted**	**Number of assignments related to organization design**

Reflections

"We found its approach very professional, with a good deal of its time and efforts spent in understanding our organization, its priorities, its culture and only then coming out with clearly defined objectives of the exercise and the structure of the program. We would highly recommend Cerebrus, if any organization is planning to conduct a team building exercise for its staff."

- Rajeev Ranjan | Asia Regional Human Resource Director | Room to Read

Fingertips

Founder: Julia Manke | **Website:** www.fingertipsindia.com | **Founded:** 2005 | **Location:** Mumbai | **Staff Strength:** 10 (full-time consultants) | **Coverage:** Pan-India

Overview

Fingertips is a boutique recruitment firm based in Mumbai, which brings talent to organizations and opportunities to candidates. In doing so, it extends its services to include job counselling and employee training. Its vision is to successfully deliver services across the spectrum of the human resources function.

Resources

Fingertips leverages the expertise of full-time consultants and an advisory council, to empower the non-profit sector in the country. It attracts clients across the social sector and has placed candidates with large and small NGOs across the country.

Services Offered

Talent Acquisition | **Talent Management** | **HR Policies & Procedures** | **Strategic HR Planning**

An organization or an individual can contact Fingertips for pure-bred recruitment services. Organizations interested in availing Fingertips' services can call or email the team with details of the project brief. Fingertips evaluates the organization to determine the nature of the project and matches its experts to its non-profit partners. After extensive screening, and based on the organizations' willingness to provide information, organizations are on-boarded in exchange for a fee. The following services are provided:

- **Recruitment:** Fingertips provides detailed, customized recruitment services to its clients, undertaking talent acquisition primarily for middle to senior staff levels.

- **Ancillary services:** Fingertips also provides job counselling and employee training services.

Fingertips broadly has four fee based approaches including, (a) success based fee model, where fee is paid on completion of a project, (b) commissioned assignment, where an advance is accepted to start work (often for senior/new roles), (c) project basis, where Fingertips completes the project within a pre-decided time and (d) retainer basis , for clients that require long term support.

While any given project takes around one to two months to understand and complete, Fingertips ideally targets a 45 day period. Fingertips takes around one week for the client visit, meeting client's HR, understanding the scope of work, drawing up the job description, etc. Subsequently around one week to ten days is spent on shortlisting candidates and another week on interviewing them. Fingertips also plans to increase its presence in the non-profit sector and take up one or two pro bono clients every year.

Fingertips is open to engaging with all NGOs.

Quality Indicators

Leadership

Julia Manke, Founding Partner
- Served a five year tenure with Mckinsey & Company.
- Served with an incubation company Antfactory, as well as with Pipal Software and ABC Consultants.
- Holds a degree in Business Administration from KC College, Mumbai.

Alka Shesha, Social Sector Head
- Has 17 years of experience in the social sector.
- Spent 14 years with Magic Bus.

Partnerships

Strategic Partners
- Fingertips has built a strong network in the social sector over the past five to eight years and partners with organizations across the the sector including UBM and Acumen Fund. Alka Sesha, founding member of Magic Bus is on the advisory council along with other experts in the sector.
- Rukmini Iyer, Director Exult Solutions is Fingertips' official training partner. She is a Rotary Peace Fellow (2014).

Service Recipients

Fingertips provides services to corporates, individuals and the social sector (NGOs, civil society organizations, foundations and trusts). It's current and past clients in the social sector include Educate Girls, Fight for Hunger, Magic Bus, Ashoka, Unicef, India Ability, Shelter, Armaan and International Resources for Fairer Trade.

Key Milestones

- In the last five years Fingertips has worked on almost 50 assignments across India and has placed approximately 30 candidates in various positions. The candidates include those from the social as well as corporate sectors.
- Fingertips also provides counselling services to individuals after finding the appropriate job.
- Fingertips conducts employee training, both internal and external, on a quarterly or need basis.

18	100	18	INR 1.8 cr
Number of organizations benefitted	Number of candidates counselled	Number of employee trainings conducted	Value of projects represented in India

Reflections

"Fingertips did a great job helping us with our recruitment needs. They quickly created a comprehensive and targeted search strategy for us and were incredibly responsive, thoughtful and helpful throughout the process. They were also very flexible when we needed to adjust our schedule on extremely short notice. It has been a great experience working with them."

- Suresh Subramanian | COO | Educate Girls

Governance Counts

Founder: Aarti Madhusudhan | **Website:** www.governancecounts.org.in | **Founded:** 2007 | **Location:** Chennai | **Staff Strength:** 1 | **Coverage:** Pan-India

Overview

Governance Counts (GC) is an initiative that offers training and consulting to boards of non-profit organizations in India. It was founded and is run independently by Aarti Madhusudhan, who has 15 years of experience in the space.

Resources

Aarti leverages the expertise of senior management professionals from the corporate sector who recommend good governance strategies. They also help her find competent people who would make potentially good board members.

Services Offered

Talent Acquisition | Talent Management | HR Policies & Procedures | **Strategic HR Planning**

An organization can reach out directly through the online platform or can be referred by partners. GC then does an initial check on the NGO to understand its board requirements. Once connected, it provides the following services to the NGO:

- **Governance Review:** An NGO first scopes out its requirements at the board level. GC facilitates a self-evaluative process, helping the organization identify strengths and gaps on the Board, in terms of structure, process and people. In parallel, GC scopes out the vision for the organization and its goals for the next 5-10 years.

- **Board Development:** It helps boards articulate their roles and responsibilities. This is done in the context of the organization's growth stage and its long-term strategic plan.

- **Governance Policy:** It helps boards develop their governance policy. This includes creating effective structures and processes that will enhance the functioning of the board.

- **Board Member Placement:** GC also helps NGOs identify competent individuals who can offer their time and skills on the board. This includes finding people who can be part of advisory panels, act as mentors and technical experts at a board level. It does so by assessing the alignment of the board with the path charted out and taking stock of gaps in competence and the role of the board in helping achieve the mission. It profiles the competencies needed to meet the organization's goals over the next few years and shortlist members on the basis of these competencies. It then approaches those most suited and inducts them on to the board.

Depending on the organization's ask, developing a robust board takes anywhere between three to eight months.

GC is open to all growth-stage and mature-stage nonp-rofits and social businesses; Its daily date is INR 10,000-15,000.

Quality Indicators

Leadership

Aarti Madhusudan, Founder

- She is an alumnus of Tata Institute of Social Sciences, Mumbai , a Masters in Social Work
- She has a degree in Masters of Philosophy from Psychiatric Social Work from National Institute of Mental Health and Neuro Sciences.
- She has over 15 years of experience in the NGO sector, both in India and in the UK.
- She has also founded and runs Whiteboard, an initiative within iVolunteer (a non-profit organisation) that brings senior corporate professionals together as a group to provide advice and strategic guidance on board governance completely pro bono to NGOs.

Partnerships

Aarti works as an independent consultant and reaches out to board governance experts and senior management professionals in the sector for guidance when necessary.

Service Recipients

GC provides assistance to non-profit organizations and foundations and has in the past worked with organizations such as ActionAid International, Sense International, the Resource Alliance, Magic Bus, Educate Girls. MSF, Jalseva, Sol's Arc, Dignity Foundation, Dasra and the India Foundation for the Arts.

Key Milestones

- So far, GC has worked with 50+ organizations in the social sector.
- It has placed 75+individuals in the capacity of board members, advisors and mentors across a range of non-profit organizations and foundations.
- It has co-facilitated at least 20-25 good governance workshops to build capacity of non profits to have a competent board.
- It has worked with organizations based out of both India and the UK.
- It has employed 1,560 consulting hours for good governance working across more than five sectors in the social space.
- GC has collaborated with other intermediaries to bring out five research publications and more than five articles on social sector board governance.

Reflections

"Aarti has been absolutely fabulous in her support to our organization. We can discuss all our organizational issues with her and she comes up with the most strategic solution. Not only that, she is very easily reachable even after our work is complete. I think its very important for any organization to have a board strategy in place and Aarti is the best in the field."

– Sonali Saini | Founding Chairman| SolArc

JobsforGood

Co-founder & Director: Shalabh Sahai **| Website:** www.jobsforgood.com **| Founded:** 2007 **| Location:** Delhi & Mumbai **| Staff Strength:** 6 **| Coverage:** Pan-India

Overview

JobsforGood (JFG) offers recruitment and HR advisory services exclusively to non-profits and social enterprises. It works to maximise impact by expanding the talent pool and effectively matching skills to opportunities to drive social change.

Resources

The JFG team is made up of young professionals with expertise in cross-level recruitment. The team has worked on hiring at senior as well as bulk levels. Its search capability is backed by a database of over 1,00,000 candidates.

Services Offered

Talent Acquisition | **Talent Management** | **HR Policies & Procedures** | **Strategic HR Planning**

JFG provides the following services :

- **Recruitment and Search:** First, JFG designs a job description according to the client's needs. It then sources over 1,000 candidates from its large database and sends a first batch of four to five benchmark CVs to the client for feedback. JFG uses these benchmark CVs to then select 30 - 40 candidates for two rounds of telephonic and personal interviews. It shortlists four to five of the best candidates and shares the list with the client. The client conducts the final round of interviews. The entire process can take up to 50 days. Close to 25 clients are served through this recruitment process every year.

- **Free Website:** Jobsforgood.com serves as a medium to connect job seekers to social sector organizations. Through the website, JFG has developed a database of over 1,00,000 candidates. NGOs can post jobs for free and receive direct applications from potential candidates.

- **HR Advisory:** JFG works with organizations to develop their HR strategy to improve operational efficiency and to promote organizational development. It provides hands-on support to organizations in creating employee talent, which enables organizations to emerge as an employer offering the best people practices. JFG advises about two clients every year for about 30-60 days on human resource management.

JFG is open to all social sector organizations including international and national non-profits, social enterprises, CSR units, established and upcoming organizations. JFG provides its recruitment and HR advisory services for a fee.

Quality Indicators

Leadership

Shalabh Sahai, Co-founder and Director

- He is an alumnus of Institute of Rural Management Anand (IRMA).
- Shalabh is credited with creating iVolunteer Awards, India's only awards aimed at inspiring, recognizing and establishing new benchmarks on social sector volunteering.
- Shalabh was instrumental in creating the ICICI Fellows program in 2009 and led it until 2013, following which he co-founded India Fellow – an intense 13-month social leadership program.
- He is Global Pro bono Fellow and a visiting faculty at SP Jain Institute of Management & Research and NMIMS, leading business schools in Mumbai.
- He is also India's first Commonwealth Professional Fellow.

Service Recipients

- JFG provides services to non-profits such as Arpan, Educate Girls, Muktangaan, Save the Children, WASH United, United Way, UnLtd India, Revitalizing Rainfed Agriculture, Concern India, iVolunteer and Arpan.

- It has also helped foundations including Reliance Foundation, Ambuja Cement Foundation and corporate CSR units such as Fidelity Cares, Credit Suisse and Macquarie.

Key Milestones

- 100,000 job seekers have registered on Jobsforgood.com website.
- 1,048 employers have registered on the website so far.
- JFG places about eight candidates at senior positions in an year.
- 5-10 jobs are posted on the website every week.
- Recruitment and HR services have been provided to about 52 organizations across sectors including education, health, community development and child welfare .

52

Organizations have benefitted from recruitment services

150

Candidates have been placed so far

12

Organizations have been provided HR services

Reflections

"Jobs For Good has added value to Arpan by finding people suited to our needs. To be able to quickly find someone helps reduce a lot of stress at our end, and we so appreciate that. We are glad with our association "

– Pooja Taparia | Founder & CEO | Arpan, India

Photo credit: Educate Girls

Monitoring & Evaluation Services

- **IDinsight**
- **J-PAL**
- **Praxis**

IDinsight

Chief Executive Officer: Neil Buddy Shah | **Website:** www.IDinsight.org | **Founded:** 2011 | **Location:** New Delhi | **Staff Strength:** 22 | **Coverage:** Global

Overview

IDinsight is a development consulting organization that helps social-sector managers make socially impactful decisions using rigorous evidence. IDinsight works across Asia (mainly India) and Africa with governments, multilateral agencies, foundations, non-profits and social businesses. It tailors a wide range of analytical and quantitative tools to enable its clients to design better policies, rigorously test ideas, and take informed action at scale. IDinsight's vision is to improve millions of lives by transforming how the social sector innovates and learns.

Resources

IDinsight's team combines top-tier consulting skills, deep impact measurement expertise and on-the-ground program management experience, to help social sector organizations amplify their impact.

Services Offered

Impact Assessment | **Strategize to Scale** | **Advocacy and Communication**

IDinsight makes rigorous impact measurement tools practical for managers and offers the following:

- **Diagnose challenges and design solutions:** It helps managers diagnose social challenges and develop potential solutions by collecting field data, mapping theories of change, reviewing existing literature, and interviewing stakeholders and experts.

- **Impact evaluations to identify optimal solutions:** This is IDinsight's main service offering. Innovative intervention models are rigorously evaluated (using experimental evaluation methods, including randomized controlled trials) to identify which models are most impactful and cost-effective. This is used to learn whether and how programs should be scaled up, tweaked or dropped.

- **Process evaluations and M&E advisory:** IDinsight conducts process evaluations to gauge implementation quality and aid process optimization. It also helps organizations design monitoring and evaluation activities that will best serve their learning needs and helps operationalize these activities.

- **Operationalize scale-up of high-impact interventions:** IDinsight consults closely with clients to help implement at-scale interventions proven to be highly impactful.

IDinsight works with large and mature social organizations, including non-profits and social enterprises. They can avail of IDinsight's services for a fee.

Quality Indicators

Leadership

Neil Buddy Shah, Chief Operating Officer and Founding Partner

- Worked previously at the World Bank's Governance and Public Sector Reform Unit and at MIT's Jameel Poverty Action Lab.
- Represented IDinsight as an Echoing Green Fellow, a Rainer Arnold Fellow, and one of Forbes's 'top 30 under 30' social entrepreneurs.
- Master of Public Administration/International Development from Harvard Kennedy School.

Ronald Abraham, Asia Director and Partner

- Ronald leads the India office, and provides significant evaluation, policy and management expertise.
- He has prior experience at Pratham and the Centre for Policy Alternatives in New Delhi.
- Master of Public Administration/International Development from Harvard Kennedy School.

Partnerships

Funding Partners: Funding agencies and donors including Bill & Melinda Gates Foundation, World Bank, International Initiative for Impact Evaluation, and Child Investment Fund Foundation (CIFF).

Service Recipients

IDinsight works with a wide range of governments, multilateral agencies, non-profits and social businesses in various sectors including education, agriculture, health, sanitation, nutrition and governance. Its clients include the department of Social Welfare in Bihar, Society for Elimination of Rural Poverty (Andhra Pradesh), Pratham, STIR Education, Bill & Melinda Gates Foundation, and World Bank.

Key Milestones

- Has coordinated evaluations in Africa and Asia, and has active presence in India, United States, Zambia and Kenya.
- Has engaged 44 stakeholders in the past, including 24 non-profits, six multilaterals, eight governments and one funder agency.
- Has conducted 27 impact evaluations, 13 process evaluations and seven M&E advisory projects.

44	**4**	**27**
Stakeholders engaged	**Countries with active presence**	**Impact evaluations conducted**

Reflections

"I have thoroughly enjoyed working with the IDinsight team. I was particularly impressed by their passion and expertise with respect to impact evaluations. I also appreciated the fact that they continued to interact with us even after submission of their report and ensured it was put to good use."

– Rajit Punhani (IAS) | Former Secretary | Department of Social Welfare, Government of Bihar

J-PAL
Abdul Latif Jameel Poverty Action Lab

Executive Director, South Asia: Shobhini Mukerji | **Website:** www.povertyactionlab.org | **Founded:** 2003 | **Location:** Chennai | **Staff Strength:** 110 | **Coverage:** Global

Overview

J-PAL Global was established in 2003 as a research center at the Economics Department of the Massachusetts Institute of Technology. J-PAL South Asia has been based at the Institute for Financial Management and Research (IFMR) Chennai, since 2007. It has worked on randomized evaluations in South Asia for over a decade, with more than 120 ongoing or completed evaluations in the region. Since 2011, J-PAL South Asia has hosted the CLEAR Initiative, a multi-donor effort to improve monitoring and evaluation in the region.

Services Offered

Impact Assessment | Strategize to Scale | **Advocacy and Communication**

Strengthening Monitoring & Evaluation (M&E) systems for strategic clients is a key area of focus. J-PAL intends to build a culture of evidence-based decision-making and strengthens demand among practitioners for high-quality evaluations. A non-profit can work with J-PAL for support around M&E capacity building and policy & advocacy.

- **M&E Capacity Building Training:** J-PAL South Asia works with non-profits to equip practitioners with the expertise to carry out their own rigorous evaluations through training courses and joint research projects, as well as interpret the results of completed evaluations. It employs a two-pronged approach to build demand and supply for high-quality evaluations. J-PAL South Asia has trained over 3,000 members of central and state governments, NGOs, foundations, academic and multi-lateral organizations around monitoring & evaluation. The trainings cover M&E concepts and frameworks, methods, tools, data analysis and management practices. It also conducts custom workshops and training programs based on the context in which an organization works.

- **Policy Outreach and Advocacy:** J-PAL's policy group works with non-profits to disseminate the results of rigorous impact evaluations. It builds partnerships with policymakers to drive policy changes based on evidence. It also organizes knowledge sharing events such as roundtables and policy debates to create awareness and build skills among practitioners and policy makers.

J-PAL South Asia, through the CLEAR initiative, is open to providing M&E capacity building services to international and national non-profits. They can contact J-PAL South Asia to set up an initial needs assessment.

Quality Indicators

Leadership

Shobhini Mukerji, Executive Director, South Asia

- Shobhini provides technical, administrative, financial and strategic oversight into multi-sector research, policy and training engagements across South Asia, including India.
- Before J-PAL, Shobhini worked at Pratham, a pan-India non-profit organization, working towards universal quality primary education.
- Shobhini has extensive research and evaluation experience, ranging from managing large-scale surveys, training and capacity building, data management and analysis, to advising to organizations on evaluation strategy.

Partnerships

Strategic Partners

- J-PAL works with research centers that help administer J-PAL affiliates' evaluations and provide M&E capacity building services.
- J-PAL's South Asia partners include Innovations for Poverty Action, Center for Effective Global Action, IFMR LEAD, Evidence for Policy Design, and Community of Evaluators South Asia.

Service Recipients

- J-PAL has provided services to foundations and donor organizations including USAID, Acumen Fund, Infosys Foundation, Michael and Susan Dell Foundation, and Shiv Nadar Foundation.

- It has engaged with government agencies in states including Haryana, Tamil Nadu, Punjab and Kerala.

- It has worked with NGOs such as Pratham, Education Alliance, Room to Read Asia, Seva Mandir, and Breakthrough.

Key Milestones

- J-PAL has conducted 79 workshops and knowledge sharing events in South Asia.
- It has reached over 3,000 professionals through trainings to build capacity of practitioners in carrying out evaluations across NGOs, government agencies, foundations and others.
- It has provided over 300 days of advisory services in India, Bangladesh, Pakistan, Nepal and Sri Lanka.

79
Workshops and knowledge sharing events conducted

5
Countries of operations in South Asia

3,000
Professionals reached through trainings

300
Days of advisory services provided

PRAXIS

Chief Executive Officer: Tom Thomas | **Website:** www.praxisindia.org | **Founded:** 1997| **Location:** New Delhi | **Staff Strength:** 31| **Coverage:** Global

Overview

Praxis specializes in participatory approaches to sustainable development and has emerged as an independent one-stop center for undertaking evaluation, training and documentation dealing with multiple areas of participatory development.

Resources

Praxis serves as a secretariat (overseeing administrative functions) of networks such as Corporate Responsibility Watch and Social Equity Watch, which enables it to work with members of these networks.

Services Offered

Impact Assessment | Strategize to Scale | **Advocacy and Communication**

Praxis is committed to equity and governance in society and works towards the democratization of development processes through monitoring & evaluation, capacity building and advocacy.

- **Monitoring and Evaluation:** Praxis engages in development and equity audits, participatory monitoring and evaluation, poverty assessments and budgeting for organizations. It also undertakes community-led land mapping, community-owned monitoring mechanisms and other evolved tools to accommodate a wide range of organizational needs.

- **Capacity Building:** Praxis is involved in training and capacity building at various levels of government, NGOs and corporates through its annual international commune on participatory development, monitoring & evaluation and community immersion. These tailor-made trainings help in contextualizing participatory research to a range of sectors to make it relevant for work with vulnerable communities.

- **Advocacy:** Praxis partners with NGOs, self-help and community-based groups to influence policy-making. This is done through various forums and using different audio-visual materials.

- **Communications:** Praxis supports organizations with communication products such as videos and other digital stories. It also works with organizations to develop communication strategies to reach a wider audience.

Praxis is open to all international and national non-profits and social enterprises.

Quality Indicators

Leadership

Tom Thomas, Chief Operating Officer (CEO)
- Joined Praxis in 2000 as CEO.
- Before Praxis, he held senior positions with ActionAid in India, Bangladesh and the UK.

Partnerships

Strategic Partners

Praxis works with vulnerable communities including the urban poor, children, women, indigenous communities, sexual minorities and sewerage workers, who are considered strategic partners. It believes that communities are active agents, not objects of change.

Service Recipients

- Government of India (central, state and panchayat – level) as well as governments of African and South Asian countries.
- Foundations such as Bill and Melinda Gates Foundation, Aga Khan Foundation, American India Foundation, Oak Foundation and Bernard van Leer Foundation.
- NGOs like Oxfam India, Action Aid, CARE, Plan, Child Relief and You, National AIDS Control Organisation and HelpAge.
- Bilateral and multilateral organizations including UNICEF, UN Women, World Bank, Department for International Development and Swedish International Development Cooperation Agency.
- Academic institutions including IDS (Sussex), Jeevika, London Business School, Jamia Milia Islamia, Tata Institute of Social Sciences.

Key Milestones

- Praxis has trained over 2,000 individuals over the last five years from various levels of staff across 45 NGOs and government agencies in the country.
- It has also facilitated annual international communes on participatory development over the past 18 years, reaching out to around 1,600 development professionals, academics and government officials.

2,000	45	11,000
Individuals trained in the last 5 years	NGOs, government agencies engaged in 2014-15	Community members reached in 2014-15

Reflections

"Praxis has been at the forefront of participatory practice for over two decades. It is deeply committed to the ideals of equity and justice. It has aligned itself with those who are poor, marginalised and discriminated against, working with them, and enabling them to gain for themselves respect, rights and a better life. "

– Prof. Robert Chambers | Institute for Development Studies, Sussex

Photo credit: Dimagi

Technology Services

- **Digital Empowerment Foundation**
- **Drishtant**
- **Nasscom Foundation**
- **Vera Solutions**

Digital Empowerment Foundation

Founder: Osama Manzar, Shaifali Chikermane | **Website:** www.defindia.org | **Founded:** 2002 | **Location:** New Delhi | **Staff Strength:** 400 | **Coverage:** Global

Overview

Digital Empowerment Foundation (DEF) believes that marginalized communities living in socio-economic backwardness and information poverty can be empowered to improve their lives almost on their own, by providing them access to information and knowledge using digital tools. It believes access to the internet together with digital literacy can empower people to use information and knowledge to improve their lives in various ways. It promotes more extensive use of Information and Communication Technology (ICT) for development and has created platforms for discovering and honoring Information and Communication Technologies and Development (ICTD) innovators and practitioners. It is also engaged in advocacy and research on all digital areas and such issues as internet rights and Right to Information.

Services Offered

Data Management Tools | **Website Development & Online Branding** | Hardware Support | Software Support

Organizations working across multiple sectors and at various stages of growth can work with DEF to increase their presence online and leverage software tools for effective data management.

- **Web Solutions:** It has worked with several organizations to build websites and other software to enhance their online presence.
- **Social Media:** It helps create and run social media campaigns for a period of around six months. It also conducts workshops for NGOs to build capacity to effectively leverage social media. It initiated the Social Media and Empowerment Award in 2013, to recognize initiatives that use social media technology as a catalyst for communication.
- **e-NGO registration:** Offers ICT enablement and online presence and has enabled more than 5,000 NGOs to have their own websites and go online with the .org domain. In 2015, it began to offer the .ngo domain to all verified NGOs in India. The .ngo domain registration gives organizations enhanced credibility.
- **Data Management:** DEF helps build systems for organizations to manage program and organization data on various levels. The solution also provides access to real-time data through reports for management to take critical decisions.

DEF India is open to all international and national non-profits and social enterprises, which can avail of its services for a fee.

Quality Indicators

Leadership

Osama Manzar, Co-Founder

- Osama is in a leadership position at DEF and sits on several committees across international, national and governments bodies including the Screening Committee of Community Radio at the Ministry of Information & Broadcasting.
- He has authored *NetChakra* and *Internet Economy of India*.

Shaifali Chikermane, Co-Founder

- Shaifali is in a leadership position at DEF and is an information designer, specializing in publishing and designing.
- She has also volunteered for several educational institutions through her work in design and publication.

Partnerships

Strategic Partners: These include Public Interest Registry, Vodafone, Microsoft, American Center, The Internet Society, Association for Progressive Communications, Mint, Tata Trust, Nasscom Foundation and E&H Foundation.

Funding Partners: These include European Union, Internet Society, Association of Progressive Communication, Bill & Melinda Gates Foundation, Ericsson, Mphasis, Capgemini, Tata Trusts, Frederick Neuman Foundation, Indus Towers, Vodafone India.

Service Recipients

DEF has worked with organizations such as Tata Trusts, North East Development Foundation, Yuva Vikas Sansthan, Pyar Trust, YouthNet, Dnet, BNNRC, Open Institute, Brains and Vision Youth Group, Equal Access.

Key Milestones

- Has served over 5,500 organizations through ICT including .org and .ngo registration.
- 76 workshops conducted across nine countries of which 63 workshops conducted in India.

5,500	**1,500**	**9**	**63**
Organizations ICT-enabled	Mobile interventions developed	Countries with operations	Workshops conducted in India

Reflections

"It was a magnificent breakthrough for me to get to know and witness DEF and its active engagement as an IT development initiative across different communities. Technology initiatives taken after engaging with DEF can take rural India one step ahead."

– Murari Mohan Choudary | Executive Director | NEEDS

Drishtant

Fouder: Ruchi Kumar | **Website:** www.drishtant.com | **Founded:** 2013 | **Location:** Mumbai | **Staff Strength:** 6 | **Coverage:** Global

Overview

Drishtant offers software and consultancy solutions to CSR (Corporate Social Responsibility) initiatives and non-profit organizations to enable them to work more efficiently. It believes that social organizations can utilize resources more efficiently by leveraging appropriate technology and thus deliver greater social impact.

Resources

Drishtant's private network, StepONE is used by around 400 non-profit members to connect with donors in various forums including charity events across Asia. This network offers Drishtant with meaningful insights into growing technical demand in the social sector.

Services Offered

Data Management Tools | **Website Development & Online Branding** | Hardware Support | Software Support

- **EasyMIS:** This is a data management solution with which multi-location teams can store project and beneficiary data in a single secure database. It can be used to generate accurate MIS (Management Information System) reports for donors and the board. It offers ease of measuring impact over time with all key metrics housed in one location.

- **DonorCare:** This tool enables fundraising and marketing teams to store contact details, create email campaigns, save funding history, generate reports, track grant proposals etc. and offers critical support in donor management.

- **CiviHR:** The CiviHR tool is useful for HR and admin teams to store employee details, and employment contract details along with a change history. It enables users to delegate tasks and set reminders for smooth management of recruitments, appraisals, contract renewals and exits. It is an open-source software and additional features are currently under development.

- **CSR Dashboard:** Using this, independent directors and board-level CSR committees can conduct periodic review of social impact outcomes and financials. It also allows CSR fund grantees to generate standardized reports for compliance and day-to-day operations.

- **Website development:** Drishtant also builds dynamic websites for event management, sale of products and online learning.

Drishtant is open to all international and national non-profits and social enterprises. It offers web-based technologies to support core functions such as data management and task management for a fee.

Quality Indicators

Leadership

Ruchi Kumar, Founder and Chief Operating Officer

- An alumnus of Tata Institute of Social Sciences Mumbai, she has been part of development projects in Maharashtra, Bihar and Jharkhand.
- Before this, she worked as a software engineer at Infosys and her technical background combined with the experience of working in the social sector enables her to interact comfortably with non-tech clients as well as developers.

Partnerships

Strategic Partners

- Drishtant gets capacity building support from Zone Startups India, an incubator for technology-based start-ups.
- It has also partnered with United Way of Mumbai to bring StepONE to more non-profits in India, to build technical capacity and offer a communication channel with donors.
- It currently works with Zing and Compucorp UK on project management for CiviHR tool.

Service Recipients

Drishtant has served various non-profits and foundations including Magic Bus, PRADAN, SNEHA, Aga Khan Rural Support Program (India), Zing, British Columbia National Democratic Party, and Valley Rescue Mission, USA.

Key Milestones

- Drishtant has provided software solutions to around 25 organizations across different sectors including health, education and livelihood.
- It has delivered 4,300 hours of consulting to its clients on leveraging existing technology solutions to improve efficiency at various functions.
- It has executed projects in India, US, UK and Canada and is expanding to other geographies.
- It currently has 400 organizations registered on the StepONE network through which it connects donors to member organizations.

4,300	400	25	4
Consulting hours delivered	Organizations registered on StepONE	Clients served	Countries of operation

Reflections

"I had the privilege of working with Drishtant to help an NGO adopt an e-commerce strategy. I was particularly impressed with their ability to empathize with the client, truly understand their needs and constraints, and then customize an appropriate technology solution. Their deep domain expertise in the social sector and technology, coupled with the team's diligence, patience and willingness to go the extra mile, positions them as an ideal software partner for the social sector."

- Saumya Lashkari | Head, CSR | Godrej Industries Limited

NASSCOM Foundation

Chief Executive Officer: Shrikant Sinha | **Website:** www.nasscomfoundation.org | **Founded:** 2001 | **Location:** New Delhi | **Staff Strength:** 18 | **Coverage:** Pan-India

Overview

NASSCOM Foundation is a non-profit organization with a vision to leverage Information and Communication Technologies (ICT) to empower and transform the lives of the underserved to create a truly inclusive India. It was started with a commitment by NASSCOM and its member companies to leverage technology for social development. NASSCOM Foundation works with corporate foundations, NGOs and CSR teams to build capacity of their teams around leveraging technology.

Resources

NASSCOM Foundation draws strength from its parent organization, NASSCOM and its over 1,800 member companies working in the ICT space. The foundation also leverages the power of partnerships with other NGOs, foundations, government bodies and people at the grassroots level.

Services Offered

Data Management Tools | Website Development & Online Branding | **Hardware Support** | **Software Support**

- **BigTech Software Donation:** NASSCOM Foundation's popular software donation program makes it possible for NGOs to access and use original licenses of popular software products – Operating Systems, Antivirus packages – from leading brands such as Microsoft, Adobe, Symantec, Quickheal, Google & others at a minimal cost.

- **MyKartavya Volunteer Support:** MyKartavya allows employees from IT companies to offer volunteering services to build capacity of NGOs. NASSCOM Foundation, with its access to the largest potential volunteer pool in India, makes skills-based pro bono services available to NGOs for their IT needs.

- **Technology Capacity Building Workshops:** The foundation, through focused workshops and sessions, has worked towards building capacities of NGOs to use technology and social media. It works on focused interventions including office productivity, communication, collaboration, marketing and outreach using technology.

- **BigBridge Hardware Donation:** Is a hardware donation program that helps NGOs build their IT infrastructure with refurbished computers along with licensed software, donated by IT companies. The program also helps corporate partners manage their e-waste responsibly.

A stringent due diligence process ensures that only credible NGOs receive these donations and opportunities.

Quality Indicators

Leadership

Shrikant Sinha, Chief Operating Officer

- Joined as Chief Operating Officer in 2014 and has over 25 years of experience in the education sector.
- Before NASSCOM Foundation, he was based in Malaysia, as Head, Corporate Learning, Asia-Pacific (APAC) and Middle East and North Africa (MENA), at GlobalNxt University, an online graduate school owned by Manipal Global Education.

Partnerships

Strategic Partners: Corporate partners such as Microsoft, Intel, Google and other organizations such as TechSoup Global, BMGF, Rockefeller Foundation, leading Indian NGOs and state government departments and Department of Electronics and Information Technology (DeITy).

Funding Partners

- NASSCOM Foundation receives support from its parent organization NASSCOM and IT companies such as Cognizant, Genpact, SAP and Mphasis. It also channelizes CSR spends of the Information Technology-Business Process Management (IT BPM) industry for its various programs.
- The foundation also receives support from international NGOs and foundations.

Service Recipients

NASSCOM Foundation has supported organizations such as Moser Baer Trust, NIIT Foundation, Pragatee Foundation, Hope Foundation, Digital Empowerment Foundation, Swadesh Foundation, Cognizant Foundation, Habitat for Humanity, Samarthanam, Tamanna, Srinivasan Service Trust, Literacy India and Pondicherry Multipurpose Social Service Society.

Key Milestones

- NASSCOM Foundation, through its BigTech and BigBridge programs, supports over 4,000 non-profit organizations of various sizes across the country.
- It has provided software donations worth INR 50.8 crore to NGOs across India.
- Through its capacity building workshops, it has reached over 2,000 NGOs across the country.

4,000	**INR 50.8 cr**	**2,000**	**60**
NGOs engaged through BigTech, BigBridge	Organizations registered on StepONE	NGOs engaged through capacity building workshops	Capacity building workshops conducted

Reflections

"Recently I had the pleasure of attending the ConnectIT: Social Media & Cloud workshop organized by NASSCOM Foundation with support from Microsoft. I was truly impressed with the quality and quantity of ideas that were shared with me by so many experts. I am confident that our new Facebook engagement strategy will not only revolutionize the way we connect with our current supporters, but also help us forge connections with new donors."

– Kate Jenkins | Executive Director | The Nanubhai Education Foundation

Vera Solutions

Founders: Zak Kaufman, Taylor Downs, Karti Subramanian | **Website:** www.verasolutions.org | **Founded:** 2010 | **Location:** Mumbai | **Staff Strength:** 42 | **Coverage:** Global

Overview

Vera Solutions partners with social change organizations to amplify their impact with flexible, powerful, and appropriate tools. Vera harnesses cloud and mobile technology to improve data systems, create stronger feedback loops, and facilitate data-based decision making.

Resources

Vera brings together a diverse team with years of experience in public health, conflict resolution, development economics, finance, and technology. In many of its implementations, Vera employs Salesforce, a flexible, powerful, fully cloud-based platform used by more than 100,000 organizations including non-profits across the world.

Services Offered

Data Management Tools | Website Development & Online Branding | Hardware Support | Software Support

- **Impact Evaluation:** Vera's systems help organizations keep track of progress against goals, employing suites of indicators, targets, results, and powerful analytics to compare across regions and projects.

- **Enterprise Organization Management:** Vera's systems help social sector organizations manage timesheets, HR processes and CRM, enabling organizations to scale effectively and analyze organization-wide trends.

- **Clinic Management:** Vera's clinic management systems help clients like Mumbai's Foundation for Mother and Child Health to monitor the flow of patients through a clinic visit in real time. It also helps healthcare professionals with advanced analytics, such as a child's weight and height for age plotted against WHO standards, for each patient.

- **Attendance and Performance Tracking:** Vera works with organizations such as Pratham and Avanti Fellows to build systems that track student and teacher attendance and performance across sessions, schools and regions.

- **Supply Chain Management:** Vera has built supply chain management systems for clients ranging from Pollinate in Bangalore to Population Services International in Mozambique. Components of these systems have included barcode scanning on mobile phones, enabling sales representatives to record sales in real time and providing insight into stock levels in a given warehouse, province or country.

Vera Solutions is open to all international and national non-profits and social enterprises, which can avail of its services for a fee.

Quality Indicators

Leadership

Zak Kaufman, Co-Founder: Zak is co-founder and CEO of Vera Solutions. He has five years of experience working across Southern Africa and Latin America and has been building online and mobile data systems since 2009, for organizations including The Global Fund to Fight AIDS, TB and Malaria, The Gavi Alliance, and The Skoll Foundation for Social Entrepreneurship.

Taylor Downs, Co-Founder: Taylor is a 2014 Rainer Arnhold Fellow, a 2012 Echoing Green Fellow, a 2012 Dasra Social Entrepreneur. Before co-founding Vera, he worked for a major public-health implementer in South Africa.

Karti Subramanian, Co-Founder: Karti has worked on dozens of Salesforce implementations using mobile, SMS, OCR, and other technology for health, agriculture, and development organizations all over the world. He is currently a graduate student at the Kennedy School of Government at Harvard University, while continuing to advise on and support Vera's growth.

Partnerships

Strategic Partners: Dasra Social Impact, Echoing Green, Rainer Arnold Fellowship, Salesforce.com Foundation, Bluhm/Helfand Social Innovation Fellowship, Forbes' 30 Under 30.

Service Recipients

In India, Vera Solutions has worked with non-profits and social enterprises including Dasra, Pratham, Pollinate, Latika Roy Foundation, Coro India, STiR, Atma, Avanti Fellows, Drinkwell Systems, Foundation for Mother and Child Health, UnLtd India, The Abdul Latif Jameel Poverty Action Lab-South Asia, and Krishi Gram Vikas Kendra.

Key Milestones

- Vera has worked with more than 150 non-profits and social enterprises, and over 4,700 users have logged into systems built in the last three months.
- The team of 42 at Vera Solutions has provided over 64,900 hours of consulting services over the last five years.

159	**41**	**4,708**	**64,900**
Clients	Countries	Users	Consulting hours in the last five years

Reflections

"When Pollinate first started, paper forms and all, it felt a bit like viewing the world through frosted glass. With time, we're close to the glass disappearing altogether."

–Ben Merven | Co-Founder| Pollinate

Photo credit: Sabras

Capacity Building Services

- **ARAVALI**
- **StartUp!**
- **The Human & Institutional Development Forum**
- **Toolbox India Foundation**

ARAVALI

Executive Director: Ambuj Kishore | **Website:** www.aravali.org.in | **Founded:** 1994 (began operations in 1997) | **Location:** Jaipur | **Staff Strength:** 15 | **Coverage:** Rajasthan

Overview

Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI) is an initiative of the government of Rajasthan and looks to serve as an interface between the government and voluntary organizations for socio-economic development of the state. It offers capacity building, impact assessment and advocacy services to empower the social sector in the country, particularly in Rajasthan.

Resources

ARAVALI provides capacity building and strategic assistance to non-profits, through its portfolio of highly skilled internal staff, sector specialists, social entrepreneurs, individual consultants and an advisory panel.

Services Offered

Incubation | **Institution Building**

An organization interested in availing ARAVALI's services can reach out via phone or email and fill out a hard copy of an application form. ARAVALI evaluates the organization using a 'Minimum Partnership Requirement Framework'. After this, the organization is on boarded as an 'intensive partner'. Two program officers from ARAVALI visit the organization and develop a support action plan, through a comprehensive assessment of the partner's expertise and needs. It provides the following:

- **Capacity Building:**
   (a) Vision Building: Assists senior management in building a vision and taking ownership for this.
   (b) Governance: Assists organizations with registration, legal compliance and board member involvement, by facilitating meetings, conducting workshops, etc.
   (c) Program Development: Helps small-scale organizations identify challenges and create an actionable plan.
   (d) Systems and Processes: Supports organizations with maintaining books of accounts, audits, etc. with the help of qualified Chartered Accountants.

- **Impact Assessment:** Undertakes monitoring and evaluation activities independently, as well as in partnership with the Ministry of Rural Development.

- **Research and Collaboration:** Publishes newsletters and case studies. Also conducts workshops with sector specialists, targeting both NGOs as well as government.

Engagement with an intensive partner typically lasts for two to three years, but depends on the scope and complexity of the project.

ARAVALI is open to engaging with all NGOs and social enterprises. Capacity building projects are usually donor funded, while workshops and trainings involve the payment of a fee.

Quality Indicators

Leadership

Ambuj Kishore, Executive Director
- Has been at ARAVALI for 10 years
- LEAD (Leadership for Environment and Development) Fellow
- Worked for two years as Project Manager under Council for Advancement of People's Action and Rural Technology
- Worked for two years in the Natural Resource Management unit of Rajiv Gandhi Foundation
- Post Graduate Degree from Xavier Institute of Social Service, Ranchi, Jharkhand
- Completed certificate course in Project Management at HIFAB International AB at Stockholm (Sweden)

Partnerships

Strategic Partners: ARAVALI partners with several organizations in order to disseminate knowledge and implement programs. They include Rajasthan Mahila Kalyan Mandal, Gramin Mahila Vikas Sansthan, Gramin Evam Samajik Vikas Sansthan.

Funding Partners: ARAVALI's funding partners include Aga Khan Foundation, European Union, Sir Ratan Tata Trust, Paul Hamlyn Foundation, Unicef, UNDP, JTT, Department of Agriculture, Rajasthan.

Service Recipients

ARAVALI supports several NGOs across Rajathan, including Sewa Mandir, Aastha, Urmul Trust Bikaner, BAIF, Wasco, Shikshit Rozgar Kendra Prabhandhak Samiti and SURE.

Key Milestones

- ARAVALI provides capacity building, research and impact assessment services to 10-15 NGOs each year.
- In 2014, as part of its research efforts, ARAVALI published a book of 32 case studies detailing best practices of NGOs.
- ARAVALI also conducts workshops and facilitates dialogue between NGOs and the government. It has helped several small scale organizations (INR 10-20 lakh) by supporting their program development.

150	15	25	INR 3 cr
Number of organizations benefitted	**Trainings provided annually**	**Districts impacted**	**Value of projects each year**

Reflections

"We have closely associated with ARAVALI for several years. It does important work in Rajathan, has close ties to the government, and is thus able to affect large-scale, systemic change in the state. ARAVALI's approach is very professional and the organization has a strong team with whom we hope to have a continued relationship."

– Abhay Singh | Chief Functionary | Grameen Avam Samadhik Vikas Sansthan

HIDF
Human and Institutional Development Forum

Executive Director: Haritha Sarma | **Website:** www.hidforum.org | **Founded:** 2002 | **Location:** Bengaluru | **Staff Strength:** 6 | **Coverage:** Pan-India

Overview

HIDF builds individual and organizational competencies in the development sector. The primary aim of HIDF has been to create spaces for individuals and institutions to strengthen Human and Institutional Development (HID) capacities and promote the relevance of HID in development organizations.

Resources

HIDF's program executives have experience in a diverse range of fields including advocacy, program administration, change facilitation, designing and training.

Services Offered

Incubation | **Institution Building**

NGOs that require help in building competencies can approach HIDF through its website. It provides following services:

- Strengthening governance, strategy, vision and values
- Planning, monitoring, evaluation
- Performance assessment, performance appraisal systems
- Leadership building, creating HR and finance policies.
- Managing information systems

These services are provided through the following:

- **Hands-on support through accompaniment:** HIDF provides hands on support to 20-25 NGOs every year in the above mentioned areas. The team engages with an NGO for 6-12 months to complete a project. It involves dialogue, designing interventions, support on implementation and providing feedback towards addressing the needs of the organization.
- **Consulting support:** HIDF provides consulting support to about 20 NGOs per year for three to four months each.
- **Building competencies:** Every year NGO professionals can apply to be part of HIDF's training programs. It conducts two flagship programs apart from various capacity building programs that it conducts throughout the year:
  - **Organizational Change facilitation program:** It runs an year-long program of four modules conducting six-day residential trainings per module for 20 individuals selected by HIDF.
  - **HID fellowship:** It also runs a fellowship program through which it provides theme-based training (leadership, collaboration, etc.) to a group of 20-24 individuals selected every year. It is a four month program with two modules.
- **Research and Knowledge Building:** HIDF also publishes two to three research papers every year on Human and Institutional Development, which is then disseminated to its network NGOs.

HIDF is open to all NGOs and charges a fee for its services.

Quality Indicators

Leadership

Haritha Sarma, Executive Director

- He holds a masters in Geology from the University of Mysore.
- He began as a geologist and was later recognized for his work in gender and mainstreaming. He then worked as an Organizational Development and Institution Building Process Consultant.
- He has co-authored several research papers including *Accompaniment as an approach to OD- some experiences from interventions in community development organisations*, presented at the Global OD Summit and *Gender and Organisational Development: a case study*, presented at the workshop on community of practitioners in OD.

Partnerships

Strategic Partners

- HIDF works with 100+ external independent consultants with corporate and social sector expertise.

- Trust for Development Services (TfDS) is HIDF's sistern concern organisation through which it works on large consulting assignments.

Funding Partners: MISEROR (German Catholic Bishops' Organization for Development Cooperation) , The Swallows (a Swedish NGO)

Service Recipients

HIDF supports NGOs includng Ekalavya (Bhopal), Innovative Change Collaborative, Center for Social Justice (Ahmedabad), People's Watch, STEPS, Unicef, CiNi (Jharkhand), Timbaktu Collective (Andhra Pradesh), APRLP-IKP, Construction workers, Agriculture Labourers Union, Sangama, Textile sector workers, Azim Premji University, Azim Premji Foundation, Kerala Agriculture University, RDT, Tata Trusts.

Key Milestones

- It has strengthened over 100 organizations across India in the areas of vision, strategy, leadership, systems and culture .
- It has conducted five Organisational Change Facilitation programs so far.
- It has trained and certified close to 50 organizational change facilitators.
- It has organised six Group Relation Conferences & numerous workshops.
- It has published over 10 papers & manuals ranging from studies on Dalits to leadership transition and dialogue for CSOs.
- HIDF conducts about five workshops every year.

Reflections

"We have been fortunate that HIDF agreed to anchor this entire process. We are quite hopeful that over the next year, we as an organisation can grow to a position where we are much surer of facing changing external scenarios and handling transitions within Eklavya."

– Arvind Krishnaswami | Director | Eklavya

StartUp

Founder: Manisha Gupta | **Website:** www.startup-india.org | **Founded:** 2007 | **Location:** New Delhi | **Staff Strength:** 6 | **Coverage:** Pan-India

Overview

Start Up is an angel investor, incubator and consultant to social entrepreneurs. It offers incubation, impact acceleration and management consulting services to social ventures at different stages in their lifecycle – early, growth and mature.

Resources

It has an in-house team of six full time resources, with cumulative professional experience of 55 years. For less than 10% of projects , it leverages the consulting skills of sector specialists, functional experts and mentorship from leading social entrepreneurs.

Services Offered

Incubation | **Institution Building**

Start Up incubates models of early-stage social entrepreneurs who have been working on their ideas for six months to one year. It also offers affordable and customized strategic management and leadership training to the incubatees' teams and thus strengthens their impact quotient. Start Up conducts executive checks on social enterprises through field visit. After the check, it offers:

- **Consulting:** Start Up works in the field with mature-stage social ventures to provide hands-on consulting in the following areas:

  - **Scaling up:** It helps an organization map creative routes to scale its model, develop business and strategic plans, and build robust operations and people resources.

  - **Research and Knowledge Generation:** It helps an NGO research for new products and services and also offers impact assessment support.

  - **Training and Facilitation:** It builds capacity of organizations by organizing and facilitating team building and strategic planning trainings including curating and facilitating retreats and networking events.

  - **Due Diligence for Fellowships and Awards:** It also provides end-to-end solutions around conducting due diligence for awards, managing stakeholders and ensuring ongoing media relations.

A consulting project typically takes six to eight months to complete.

- **Capacity building:** It offers impact acceleration services to startup-stage and growth-stage social ventures through strategy, operations and business planning support. Start Up's team works with the investee for 12-24 months to build out the investee's model, refining its governance and business processes while also actively raising funds for it.

A non-profit or for-profit social venture in its early stage, growth stage or mature stage can approach Start Up to avail of its services for a customized fee.

Quality Indicators

Leadership

Manisha Gupta, Founder and Director

- Manisha has 21 years of experience in the social sector.
- She joined Ashoka: Innovators for the Public, in 1994, where she served for nine years in key leadership positions, including India Country Representative and International Director for Ashoka's youth programs.
- She also launched Ashoka India's marketing, communication and brand building programs.
- She has consulted with international funders and co-authored two books: *1098 - Childline Calling*, and *Opening Doors – Ten Years of Ford Foundation's International Fellowships Program in India*.

Partnerships

Strategic Partners

- Clarus Law Associates helps Start Up with legal documentation, project financing and corporate transactions.
- Studio Eksaat is its branding and communication partner.
- Flair Capital is an investment bank that helps Start Up serve early- and growth-stage organizations through support in fund raising, corporate financial advisory, business modelling, and in training and mentoring of entrepreneurs.

Service Recipients

Startup provides assistance to social ventures including Aajeevika Bureau, Anjali - Mental Health Initiative, Ashoka: Innovators for the Public, Azad Foundation, UnLtd India, British Council - India Arts Program, Swayam Shikshan Prayog, PRADAN, Healing Fields Foundation, Jan Sahas, AIACA, Katha Childline India Foundation, Itihaas, Khoj International Artists' Association.

It also serves foundations and research organisations including International Center for Research on Women, Ford Foundation, National Skills Development Corporation, Study Hall Education Foundation, and Tata Trust.

Key Milestones

- So far, 18 social ventures have been incubated and scaled; 35 mature-stage social entrepreneurs have been consulted.
- It has trained 100+ early stage social entrepreneurs and published six research and impact assessment reports.
- It has also been managing India Social Entrepreneurship of the Year award for six years now.
- It has published six impact assessment and research reports.

Reflections

"Start Up is consistent to its core! The Start Up team brings the highest level of professionalism, grounded pragmatism and attention to the incubation of our fresh initiatives. Start Up provides excellent background research, analysis and planning to detail out all possible scenarios for making our model a success. In many ways, Start Up is charting a new course in collaborative planning and scaling out of RSSA's operations."

- Rajiv Khandelwal | Founder | Aajeevika Bureau & RSSA

Toolbox India Foundation

Founder: Sandeep Naik and Charles Antoine Janssen | **Website:** www.tbxi.org | **Founded:** 2007 | **Location:** Mumbai | **Staff Strength:** 6 | **Coverage:** Pan-India

Overview

Toolbox India Foundation was established in 2007 as an overseas extension of its Belgian counterpart, Toolbox Belgium. Its goal is to partner with NGOs to help them benefit from management and communication techniques prevalent in the private sector.

Resources

It provides strategic assistance to non-profit, growth-stage organizations through its portfolio of highly skilled corporate volunteers who work on a pro bono basis. Toolbox volunteers have at least five years of experience in disciplines such as general management, strategy, finance, human resources, communication & marketing, IT and legal. Till date, it has worked with over 100 volunteers. These volunteers dedicate 8-10 hours per month and attend a minimum of three group meetings with the Toolbox team.

Services Offered

Incubation | **Institution Building**

An organization interested in availing of its services can email the team or fill out its online request form. Toolbox evaluates the organization to determine the nature of partnership and matches expert volunteers to its non-profit partners through a comprehensive assessment of both parties' expertise and needs. It seeks NGOs driven by a strong leadership team, open to change and provides the following services:

- **Strategy:** Toolbox helps in integrating a set of actions to differentiate the organization's value to society.
- **Business Planning:** It constructs a one-year, detailed business plan based on targeted goals and impact assessment metrics.
- **HR Management:** It assists in developing strategy to attract qualified staff and volunteers and evaluate their performance.
- **Finance:** Toolbox provides help in managing cash flow, fundraising and revenue generation at the organization.
- **Communication & Marketing:** It helps in reaching key stakeholders with effective internal and external communication.
- **Governance:** It also defines roles and board strategy.

Toolbox sets project timelines and follow-up meetings each fortnight, through physical meetings at the Toolbox office on Saturdays or over conference calls with the team and the project lead volunteer. Its staff conducts thorough assessments, scopes the project, provides contextual background information, data access to volunteers and sets up site visits and interactions with the NGO teams. Volunteers leverages their skills and the Toolbox team's support to provide assistance to NGOs through online , phone and one-on-one interactions and also through workshops for a period of 6-18 months.

It is open to all NGOs - they can avail of its services for free.

Quality Indicators

Leadership

Sandeep Naik, Co Founder
- He holds an MBA from The Wharton School.
- He is also a Partner at General Atlantic and co-founder of the Apax Partners India office.

Charles Antoine Janssen, Co Founder
- He is currently Managing Partner at KOIS Invest, an impact investment firm based in Belgium and serves as a board member of UCB Pharma .
- He also served as Vice President of the European Equities Research and Strategic Solutions Group at Merrill Lynch.

Partnerships

Strategic Partners
- Toolbox India has partnered with EdelGive Foundation to engage Edelweiss's employees to offer pro-bono, skills-based services to Toolbox's non-profit partners. This effort has streamlined Toolbox's process in sourcing for both its volunteers and non-profit partners.
- It partners with Project Management Institute's Mumbai chapter to bring in new expertise and volunteers into Toolbox's pool.
- It partners with Bharucha and Partners for assistance in compliance, governance and statutory requirements.

Funding Partners: Edelgive Foundation

Service Recipients

Toolbox has coached more than 35 NGOs including Antarang, Apnalaya, 321 Schools, Impact India Foundation, Toybank, Nirmaya Foundation, Seva Sadan Society, India, WISE India, Sneha, Barefoot Acupuncturists, Arpan and Swayam Shiksha Prayog.

Key Milestones
- Toolbox India has executed more than 50 projects in health, education and women's empowerment, building capacity of over 35 non-profit organizations in India.
- So far,

9,500 Consulting hours have been dedicated

100 High-skilled professional volunteers have been recruited

35 Non-Profits have been assisted

50 Social sector projects completed

Reflections

"ToolBox has been one of those organizations that Toybank would hope to have forever. ToolBox is an amazing concept and non-profit organizations like us really value the support and inputs we receive from them."

– Shweta Gopalachari | Founder and CEO |Toybank

Photo credit: CORP

Other Intermediaries

During the diligence process for this guide, Dasra also came across certain intermediaries that are doing impactful work but are either nascent or offer niche services or cater to non-profits in specific sectors. They have been briefly profiled in this section:

- iVolunteer
- OpenFn
- Sambodhi
- Sattva
- Third Sector Partners (TSP)
- UnLtd India
- Villgro

iVolunteer

Location: New Delhi | **Coverage:** Pan-India | **Founded:** 2000

iVolunteer is a social enterprise that promotes volunteering with the aim of bringing volunteers and organizations together to share time, skills and passion to promote India's social development.

Leadership

iVoluteer was co-founded by Rahul Nainwal and Shalabh Sahai, both alumni of the Rural Management programme at Institute of Rural Management, Anand. They have also co-founded JobsForGood, which offers HR Advisory services to social enterprises, and India Fellow, a social leadership program for young professionals.

Services offered

- **Volunteer recruitment:** iVolunteer helps non-profits get the most suitable volunteers for professional roles, routine long-term roles or for one-time short-term event management roles.

- **Trainings and Workshops:** It offers capacity-building workshops for professionals in the social sector. Trainings are custom designed to the needs of each participant. Experts from the corporate sector volunteer to facilitate the trainings.

- **International Volunteers:** It helps international volunteers find suitable volunteering projects in India and prepare to live and work in India.

- **Overseas Volunteering:** It offers opportunities for Indian professionals to share skills and work by volunteering on projects in developing countries across Africa, Asia and South America .

- **Whiteboard:** It provides NGOs with access to senior leaders from the corporate sector for strategic advice in critical organization development domains such as marketing, HR, finance, planning, governance, fundraising and communication.

Service recipients

iVolunteer undertakes volunteer projects with partner NGOs across India including C.R.Y, Under The Mango Tree, Angel Foundation, Educate Girls, Deepalaya and Udayan care.

OpenFn

Location: Mumbai | **Coverage:** Pan-India | **Founded:** 2014

OpenFn leverages technology to simplify data collection from multiple sources. The organization assists non-profits with data integration across multiple platforms and believes that by making integration easier, more focused, powerful and user-friendly 'apps' can be built to serve the social sector.

Leadership

Taylor Downs (founder) received the first annual Harvard SECON Social Impact Award, was named to the Forbes' 30 under 30 list, is a 2012 Echoing Green Fellow, a 2014 Rainer Arnhold Fellow, and a 2015 PopTech Fellow. He co-founded and served as CEO of Vera Solutions for four years. Before Vera, he lived in Southern Africa, working for a major public-health implementer and consulting on intervention design and training with more than a dozen NGOs around the world.

Services offered

- **OpenIntegrations** enables organizations to fetch data from multiple sources, process data for specific requirements and send it to the right stakeholders.

- **OpenMarketplace** is an 'AppStore' for social-impact technologies. Users are guided to the technologies they need so they can access real usage statistics, reviews, ratings, and in-depth case studies on best practices for implementation of these technologies.

Service recipients

PSI, Population Council, myAGRO, Drinkwell, Building Tomorrow, Livelyhoods, Abalobi.

Sambodhi

Location: Noida | **Coverage:** Pan India | **Founded:** 2005

Sambodhi Research and Communications is committed to creating knowledge and catalyzing accountability in the public domain through robust research, measurement and field building. The organization has evaluated large-scale developmental interventions over the last decade to offer evidence-based support to implementers, government and donors.

Leadership

Kultar Singh is the founder and CEO of Sambodhi group. He is actively involved in promoting quality research and evaluation in South Asia. He has also authored several books including ones on social research methods and basic and advanced data analytics.

Services offered

- **Monitoring, Evaluation and Learning:** Works with organizations to develop and integrate systems for learning and measurement into program architecture, which includes a program monitoring mechanism that complements implementation activities and provides real-time feedback.

- **Impact Evaluation:** Employs innovative qualitative techniques in addition to quantitative methods to substantiate impact. It has executed several cross-sectoral impact evaluations and helped clients understand the many nuances of the change process.

- **Capacity Building & Training:** Provides both customized and syndicated trainings towards developing the capacity of various stakeholders in the social change process. The training areas include monitoring and evaluation, research methods, research design, evaluation approaches and methods.

Service recipients & Partners

World Bank Group, USAID, Oxfam, WaterAid, WorldVision, CARE, Save the Children.

Sattva

Location: Bangalore | **Coverage:** Pan-India | **Founded:** 2009

Sattva Consulting is focused on strengthening the emerging eco-system of social enterprises and organizations. It assists non-profits in realizing their vision in a resource-efficient and effective manner through strategic, operational and financial consulting as well as program management services.

Leadership

Rathish Balakrishnan (co-founder) started his career with Centre for Advanced Learning Technologies, France, and has over 10 years of experience across Engineering, Product Management, Solution Management and Corporate Strategy. Rathish is a graduate of BITS, Pilani.

Services offered

Sattva helps define a sustainability roadmap in line with the core philosophy of the organization. It subsequently works with organizations as a partner in building capacity, streamlining internal processes, building new products and solutions, nurturing the support ecosystem and strengthening the organization's network towards further growth.

- It provides hands-on support in defining and implementing new products and solutions.

- It conducts actionable impact assessment as a steering model for organizational leadership.

Service recipients

Gram Vaani, Arghyam, Saahas, Udyogini, Labournet, Sneha Care Home, EnableIndia.

Third Sector Partners (TSP)

Location: Mumbai & New Delhi | **Coverage:** Pan-India | **Founded:** 2005

As India's first not-for-profit executive search firm for the social impact sector, TSP provides retained and specialized executive search services for top and senior management positions to national and international NGOs, development foundations, social enterprises, schools and private organizations aimed at creating social and economic impact.

Leadership

Anamika Rathaur (Partner) began her career in the sector with Prayas Institute of Juvenile Justice. She is a post-graduate in Social Work from Tata Institute of Social Sciences and holds a post-graduate diploma from Symbiosis Institute of Management Studies.

Poulomee Ghosh (Partner) began her career with Vasundhara Foundation as a Research Associate and Analyst. She is a gold medallist in her masters in Environment Science from Vidyasagar University.

Services offered

- **Recruitment Services:** TSP provides end-to-end recruitment solutions to non-profit organizations for senior management and executive positions.

- **Organizational Assessment and Salary Benchmarking Studies:** It conducts assessments to evolve need-based organizational structures, job roles, reviews of present human resource structures, roles, responsibilities, evaluation metrics and policies, besides conducting compensation benchmark studies.

- **Partnership Recommendations:** Through its wide network of relationships within the development and corporate sectors, TSP recommends strategic partnerships to organizations.

Service recipients

Engender Heath, GAIN, Dr Reddy's Foundation, Wadhwani Institute of Sustainable Healthcare, Aga Khan Foundation, Population Services International, ABT Associates, ActionAid, Azim Premji Philanthropic Initiatives, among others.

UnLtd India

Location: Mumbai | **Coverage:** Pan-India | **Founded:** 2007

UnLtd India is an incubator for early-stage social entrepreneurs that helps them develop as leaders, accelerate their impact and prepare their organizations for scaling and further funding. It has supported 130+ social entrepreneurs who have impacted 2.5 million+ lives, created 390,000+ jobs and raised INR 98 for every rupee given to them. 25% of UnLtd India's Fellows work at scale and 60% work at a city/state level. UnLtd India supports non-profits, social enterprises and hybrid models.

Leadership

Pooja Warier Hamilton is the co-founder and CEO of UnLtd India, a pioneering organisation that finds, funds and supports early stage social entrepreneurs in India. Pooja is also the co-founder of Bombay Connect, India's first co-working space for social entrepreneurs and Journeys for Change that brings global leaders to learn from social entrepreneurs in India. Pooja was nominated as a TED India Fellow in 2009, a Young Global Leader by the World Economic Forum in 2013 and the member of Aspen Global Leadership Network in 2016.

Services offered

Its incubation program offers the following support:

- It provides hands-on coaching and training on business and financial planning, fundraising, legal structures, governance, marketing and HR management.

- It provides high-value connections with mentors, peers, experts and funders.

- It supports social entrepreneurs through seed funding, enabling them to pay for critical early start-up costs.

Service recipients

Toybank, Arpan, Oscar foundation, Avanti Fellows, Milaap.org, Masoom, Krishi Star.

Villgro

Location: Chennai | **Coverage:** Pan-India | **Founded:** 2001

Villgro funds and incubates early-stage, innovation-based, for-profit social enterprises in India.

Leadership

Paul Basil is the founder and CEO of Villgro. He also co-founded the Lemelson Recognition and Mentoring Programme for Innovators in collaboration with India's leading technology institution, the Indian Institute of Technology, Madras. He is also a member of the governing board of the Indian Business Incubators Association. He was awarded the Ashoka Fellowship in 2002.

Services offered

- **Funding support:** Villgro offers a range of funding support to enterprises to address the most significant needs of the business. It invests in enterprises, from the prototyping and product development phases to a stage of early growth in the business. It works with enterprises until the business has stabilized and exits once the business has been made investable and is scalable.

- **Mentoring:** Villgro offers four to eight high-touch hours of mentorship support per month to entrepreneurs through a structured, intensive process on all aspects of the business.

- **Talent acquisition:** It seeks to bridge the talent gap in startups through the Villgro Fellowship. Villgro Fellows are selected and placed with enterprises for one year to help contribute to areas that are critical for the enterprise, including product design, business development, operations and customer acquisition.

- **Network building:** Through Villgro's local events and speaker series, entrepreneurs have the opportunity to meet and network with ecosystem stakeholders who can benefit the enterprise.

Service recipients

Azadi, Aroghyam, iTeach, Ujjeewan Healthcare, Ecozen.

Appendix

Dasra would like to thank all those people who have made invaluable contributions to this guide, in particular:

Names	Organization
Ambuj Kishore	ARAVALI
Meher Gandevia-Billimoria, Noshir Dadrawala	Centre for Advancement of Philanthropy
Anita Ramachandran, Varda Pendse	Cerebrus Consultants
Cherag Chatwal	Credibility Alliance
Osama Manzar	Digital Empowerment Foundation
Ruchi Kumar	Drishtant
Sritika Singh	Financial Management Service Foundation
Julia Manke	Fingertips
Vikas Puthran	GiveIndia
Aarti Madhusudhan	Governance Counts
Pushpa Aman Singh	Guidestar India
Venkatesh Prasad	Human and Institutional Development Forum
Deeptha Umapathy, Ronald Abraham	IDinsight
Priyanka Dahiya	iProbono
Rinaldo Lobo	iVolunteer
Sanyukta Singh	JobsforGood
Iman Sen, Urmy Shukla	J-PAL
Rumi Mallick	NASSCOM
Taylor Downs	OpenFn
Pradeep Narayanan, Urvashi Mitra	Praxis
Manisha Gupta	StartUp
Poulomee Ghosh	Third Sector Partners
Urvashi Devidayal	TrustLaw
Vijaya Balaji	Toolbox India Foundation
Tori Elliot	Unltd India
Althea Josephson	Vera Solutions

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