

10to19: Strategic Review and Future Strategy Exercise

Looking Back to Look Forward

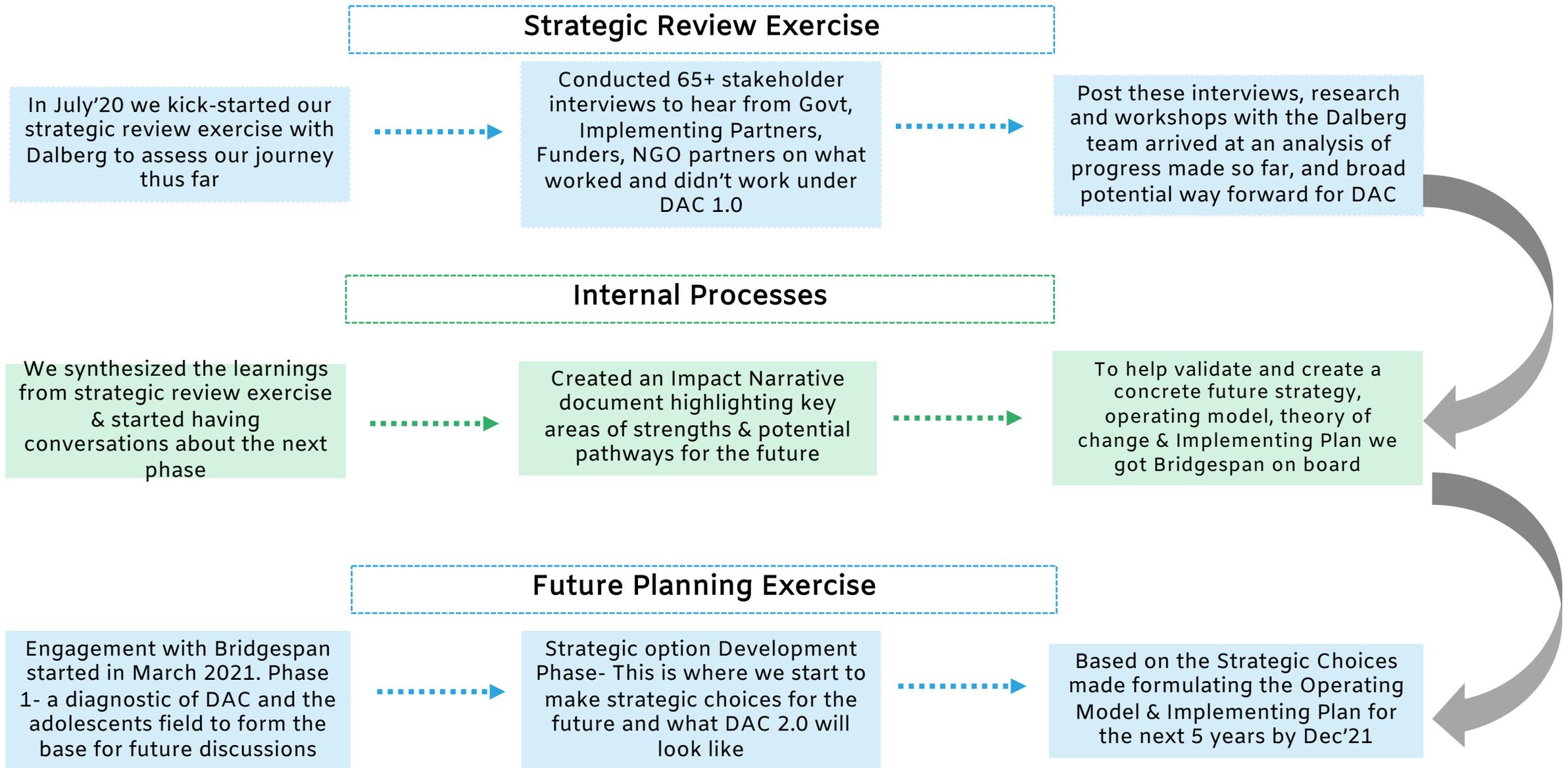
Recognizing the untapped potential of adolescents in India, Dasra launched the 10to19: Dasra Adolescents Collaborative (10to19) in 2017 to address critical issues around adolescent health and well-being. 10to19 aims to improve systems designers to support adolescents and promote long-lasting norm change to support India's 356 million adolescents and youth in India in successful transition to adulthood. It does so by bringing together funders, experts, government and nonprofits to address the urgency and magnitude of the problem. Overall, we aspire to four outcomes - delayed age of marriage, delayed age of first pregnancy, completion of secondary school, and increased agency.

It has been 4 years since we launched, as we move into developing the strategy for the next 5 years with a long-term view of continuing till 2030, we want to take this opportunity to share insights that are integral to shaping our path ahead.

Acknowledging our learnings and failures as well as sharing these with you transparently is important for us to continue building in a participatory manner with different stakeholders and especially, with and for young people themselves.

In this document, we lay out the following:

- Timeline of our strategy exercise
- Key Insights from the Mid-point Strategy Review Exercise
- Impact Narrative: Key Insights
- Future Planning Exercise



Key Insights from the Strategic Review

Summary of the Mid-Point Review Exercise

We began the strategic midpoint review engagement with Dalberg in July 2020 with the goal to evaluate and review DAC's Impact so far and bring in an objective third party view to validate the progress of DAC, what we haven't done well and triangulate this with a sector scan, funder and government priorities to help us determine focus areas for the future.

Over the course of 5 months, the following activities were undertaken by Dalberg:

- Document review: Review of documentation, literature on collaboratives and field-building in order to build a cohesive narrative on DAC's progress
- Secondary research: Ecosystem scan to explore high-level trends in adolescent programming and funder priorities
- Interviews: Dalberg conducted 65+ stakeholder interview, including interviews with various stakeholders from each of our Implementing Partner Organisation
- Workshops: A series of workshops with the Dasra team to reflect on achievements, lessons learned, and trends, and co-create a path forward

Dalberg synthesized all of this to systematically review progress so far, discuss reasons for success and learnings and brainstorm options for the future. The following slides present some top level finding from this exercise.

Results of the Strategy Review: What is effective and working well?



10to19's cross-cutting outcomes and agile funding mechanisms helped diversify and increase flexible, demographic-focused funding towards adolescents in India.



10to19 has had a strong start in bringing funding and visibility to adolescent programming. The collaborative consolidated ~USD 48M in funding for adolescents in India. We not only brought in 13 new funders to focus on its four key outcomes for adolescents, but also influenced funders' broader portfolios to focus more specifically on adolescents as a demographic



Having 10to19 build a collective impact narrative, and also take on the responsibility of communication, fundraising, grant monitoring and learnings collation, helped elevate implementation, visibility, and overall innovation appetite among implementing partners



The Ab Meri Baari initiative highlighted the value of amplifying the adolescent voice to attract the attention of key decision makers, especially in the government



Having a convener like 10to19 at the helm was effective not only in organizing an earlier-scattered sector under a common priority, but also in constructively facilitating interface between all key stakeholders - civil society, experts, govt, youth and funders.



Results of the Strategy Review: What are pending gaps and emerging needs?

The strategic review was also eye-opening towards areas where **10to19** can play a more significant role -



Despite progress, the adolescent health and well being field remains nascent and requires a stronger demographic lens. There is a need for a greater volume of demographic-specific data and evaluation to help articulate impact and fuel public mobilization and sector coordination.



There is a need to include youth voice as a key stakeholder in their own development. 10to19 can play a role in amplifying the youth voices to the key audiences. There is a need to ride on current momentum and build the capacities of NGOs in training youth to be active participants and facilitating youth-focused forums.



Focus efforts on a narrower set of activities to avoid diluting potential impact



Drive greater synergies and learnings across initiatives and partners to truly live up to the ambition of collaborative action



Currently, the metrics are geared towards those of a direct delivery model, making it difficult to track progress and success of 10to19's platform level initiatives; going forward, 10to19 can articulate platform-level indicators that are directly linked to its activities and track systems-level change

We heard from our partners that to further increase 10to19's impact potential, there is opportunity to better leverage the collaborative...

Drive greater synergies and learnings across initiatives and partners to truly live up to the ambition of collaborative action

- Parallel programs with different funders disallowed cohesive action and NGO leaders are seeking opportunities to more meaningfully engage with each other through the 10to19 platform
- Beyond facilitating conversations, the collaborative requires more push, incentives, and strategic guidance to foster meaningful partnerships

Clearly articulate the unique value proposition and way in which the collaborative functions

- Help stakeholders clearly distinguish between what Dasra brings to the table vs how the collaborative adds value, separating the issue from the anchor actor
- Aim to demonstrate the value that engaging in a collaborative, taking on the associated transaction cost, has over and above other ways of working

Focus efforts on a narrower set of activities to avoid diluting potential impact

- Early in its journey, the collaborative undertook several initiatives in order to tackle various gaps and opportunities in the ecosystem
- To avoid dilution of impact, 10to19 will benefit from narrowing and distilling its focus to achieve its stated goals and outcomes
- Need to reconsider the comprehensive programming approach, recognizing no geographic overlap with current four implementing partners and limited value add for 10to19 to engage in end-to-end implementation

"There wasn't enough learning across partners. All partners have been doing their own stuff, even during COVID"

- Implementing Partner

"Each partner had a vision for advocacy, but we didn't work on that together"

- Implementing Partner

"Implementing organizations don't work closely and we don't have a strong relationship with each other. At the senior level, synergies have been minimal"

- Implementing Partner

"No clear decision-making roles defined for implementation partners - there were opportunities for implementation partners to speak in forums but somehow we were not sure what was happening in the collaborative as a whole"

- Implementing Partner

"There wasn't enough learning across implementation partners, field level teams have been interacting with each other, however, there hasn't been much collaboration at the leadership level"

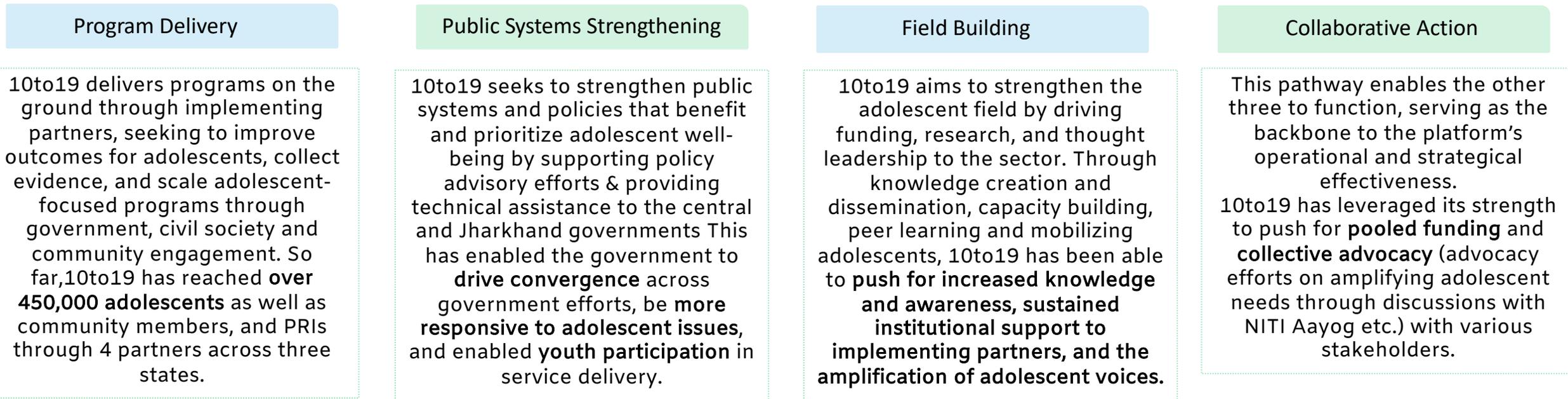
- Implementing Partner

Impact Narrative: Top Level View

Creating an Impact Narrative of the journey so far...

In December 2020 we documented some of these learnings, challenges, best practices and impact over the Collaborative 3 years of implementation. Along with your support this material was shared with key partners in the Government of Jharkhand, the Central Government and the Ministry of Health and Family Welfare.

The Collaborative achieved impact through four interconnected impact pathways: Program Delivery, Public Systems Strengthening, Field Building, and Collaborative Action. These enable the broader mission of centering youth voices and building the field for adolescent health and well-being. Through each pathway, DAC aims to influence diverse levers:



As the Collaborative looks forward, we look to grow from strength to strength. Leveraging the groundwork already laid, the Collaborative will focus on scaling the impact achieved so far to reach more adolescents. You can read the entire impact narrative [here](#).

Building the future strategy for DAC 2.0:

Analysis of the state of the field of adolescents in India

Over these months we documented and assessed 10to19's progress over the last 3 years and validated our impact and understood what we did well and areas of improvement and focus. Moving forward, we are now beginning to put in place plans – for the next 5 years.

As part of this endeavor, we have brought on board an external partner - The Bridgespan Group - to help articulate the strategic priorities and develop a responsive operating and implementation model for 10to19. We have recently kick-started this engagement in March 2021 and will pan out over the next 3-4 month.

DAC 2.0 strategy will be informed by various inputs, including: observations about the adolescent's field, lessons from DAC 1.0, learnings from other collaborative/ field-building/narrative change initiatives, and aspirations of stakeholders. In our Phase 1 of this engagement, we bring to you, observations about the adolescent's field & lessons for the future from DAC 1.0 as well as aspirations of our various stakeholders.

These elements will form the base for some of our strategic choices for DAC 2.0, which we are now starting to build. At this mid juncture of having collated these learnings & aspirations through various stakeholder interviews, assessments & research we wanted to share back these consolidated findings & hear your thoughts on the same. The following slides lay out the needs, lessons and aspirations.

Mapping the adolescent field to the progression framework and field traits can help understand progress and future opportunities

NEEDS OF THE FIELD

/ ILLUSTRATIVE

Illustrative adolescent field assessment

	1 The Emerging Phase	2 The Forming Phase	3 The Evolving and Sustaining Phase
1. Knowledge base	<ul style="list-style-type: none"> Narrow research on issue-based needs of adolescents; limited understanding of what works to affect change 	<ul style="list-style-type: none"> Growing evidence on holistic needs of adolescents and codification of best practices 	<ul style="list-style-type: none"> Dynamic and evolving based on changing needs of adolescents with clear set of evidence-based best practices
2. Actors	<ul style="list-style-type: none"> Small set of mostly uncoordinated actors working to address disparate issues affecting adolescents 	<ul style="list-style-type: none"> Larger set of actors across multiple sectors align on a shared vision; includes substantive participation of adolescents 	<ul style="list-style-type: none"> Broad set of heterogeneous and complementary actors across all relevant sectors actively engaged and committed working on a shared vision
3. Field-level agenda	<ul style="list-style-type: none"> Focus on disparate issues impacting adolescents in select/ limited geographies 	<ul style="list-style-type: none"> Increasingly aligned understanding of what is needed to drive large scale change 	<ul style="list-style-type: none"> A clear and shared understanding of needed field-level work that guides actors and their efforts
4. Infrastructure	<ul style="list-style-type: none"> Informal mechanisms are used to share learnings and insights among actors 	<ul style="list-style-type: none"> Formal platforms help strengthen collaboration and coordination 	<ul style="list-style-type: none"> Strong formal and informal connections and mechanisms exist among field actors; intermediaries help build field capacity
5. Resources	<ul style="list-style-type: none"> Little formal or long-term commitment of resources for adolescents as a demographic 	<ul style="list-style-type: none"> Greater resources are directed to adolescents as a demographic 	<ul style="list-style-type: none"> A committed set of funders continue to invest long-term in the adolescents field
6. Public systems and policy	<ul style="list-style-type: none"> Public systems and supportive policy are weak and do not meet the needs of adolescents 	<ul style="list-style-type: none"> Supportive policy exists and public systems are implementing with some success; inter-department/ ministry convergence increases 	<ul style="list-style-type: none"> Government policies consistently recognize adolescents as a valued demographic; public systems deliver high-quality, relevant, and integrated services

Source: Adapted for the adolescents field in India from Bridgespan's [Field Diagnostic Tool](#)

The adolescents field in India has been developing and appears to have momentum towards the forming stage

NEEDS OF THE FIELD

	Emerging	Forming	Evolving and sustaining	Select progress	Select opportunities
1. Knowledge base				<ul style="list-style-type: none"> Multiple knowledge reports have been published on issues facing adolescents; few on best practices and what is needed for change (e.g., policy briefs published by C3; research from project UDAYA by Population Council) 	<ul style="list-style-type: none"> Measurement and tracking of dynamic data on adolescent outcomes is still nascent and not uniform across India Limited documentation and codification of models that work at scale
2. Actors				<ul style="list-style-type: none"> Some state governments (DAC states) and a few funders have started recognizing importance of this demographic; limited examples of adolescent voices being included in decision making (e.g., social audits as part of Ab Meri Baari campaign) 	<ul style="list-style-type: none"> Few funders focus explicitly on adolescents Only subset of organizations have capacity to scale models Participation of youth in designing solutions not yet institutionalized
3. Field-level agenda				<ul style="list-style-type: none"> In a few states, implementation organizations, funders and government, have started becoming somewhat aligned to a shared agenda for adolescent health and well-being 	<ul style="list-style-type: none"> A strong national level field-owned field-level agenda for equitable progress on adolescent outcomes is not in place Limited convergence and collaboration on creating a comprehensive plan for adolescent development
4. Infrastructure				<ul style="list-style-type: none"> Select platforms have been created for actors to convene and collaborate, largely by Dasra/ DAC (DAC Community of Practice (CoP), Dasra Philanthropy Week) 	<ul style="list-style-type: none"> The full potential of existing platforms such as CoP has not yet been realized More platforms that also include government and private sector likely need to be created
5. Resources				<ul style="list-style-type: none"> New philanthropic funders have entered into the space and directed funds to organizations in the field (DAC raised US\$34 million since 2017 from 15+ funders) 	<ul style="list-style-type: none"> Unrestricted and long-term funding for the adolescent demographic is limited; not a strong focus area for CSR Government budgets on adolescent focused schemes (RKSK) remain underutilized; overall allocations are falling
6. Public systems and policy				<ul style="list-style-type: none"> Few departments/ policies have focused on adolescents e.g., RMNCH+A and RKSK in the health department A few states are piloting/ implementing innovations to improve implementation of key adolescent focused programs e.g., Adolescent Friendly Health Clinics, Adolescent Health Days, School Health Program) 	<ul style="list-style-type: none"> No comprehensive program/ scheme exists to address the needs of adolescents holistically Limited/ no convergence across departments impacting adolescent needs (e.g., education, health) Full potential of existing youth facing platforms/ programs has not been realized

Key areas of effort and traction received as
part of DAC's first 3 years

DAC 1.0 has worked across several impact “pathways” to strengthen the adolescents field in India

LESSONS FROM DAC 1.0

DAC’s impact pathways to date have been diverse...

Pathway	Policy advisory	Strengthen a field	Alter attitudes, behaviors & norms (narrative change)	Train organizations	Scale programs for impact	Government system strengthening
Description	Change government policies and regulations by leveraging knowledge / expertise on adolescent issues (for e.g., baseline study on adolescent issues in Jharkhand, backlash study etc.)	Increase and strengthen organizations working on adolescent well-being including funders (Kiawah Trust etc.), NGOs (e.g., QA, CINI, etc.) to deliver impact in the adolescent field. Established CoP as a learning platform to discuss sector needs, exchange cross-state learnings etc.	Convince adolescents, communities and government to alter beliefs and attitudes with respect to adolescent rights and well-being (e.g., Ab Meri Baari , Stigma and Discrimination campaign etc.) to create durable, multi-generational social change at scale	Create a strong talent pool by providing tools and resources (best practices, institutional capacity building solutions etc.) to DAC implementation partners/ NGOs	Partner with established NGOs as implementation partners (CINI, C3, QA, AT) to support their on-ground work and identify program components for scaling. <i>*Note:</i> This indicates the value add of the 10to19 Collaborative to the NGO programs, bringing implementing partners together to collaborate and scale programs	Provide implementation support focused on improving existing government programs (e.g., RKSK, SHP) to better serve and center adolescents
Efforts* (2019-2021)	Low	High	Low	Low	High	Medium
Traction received^	Medium	High	Medium	Low	Low*	High

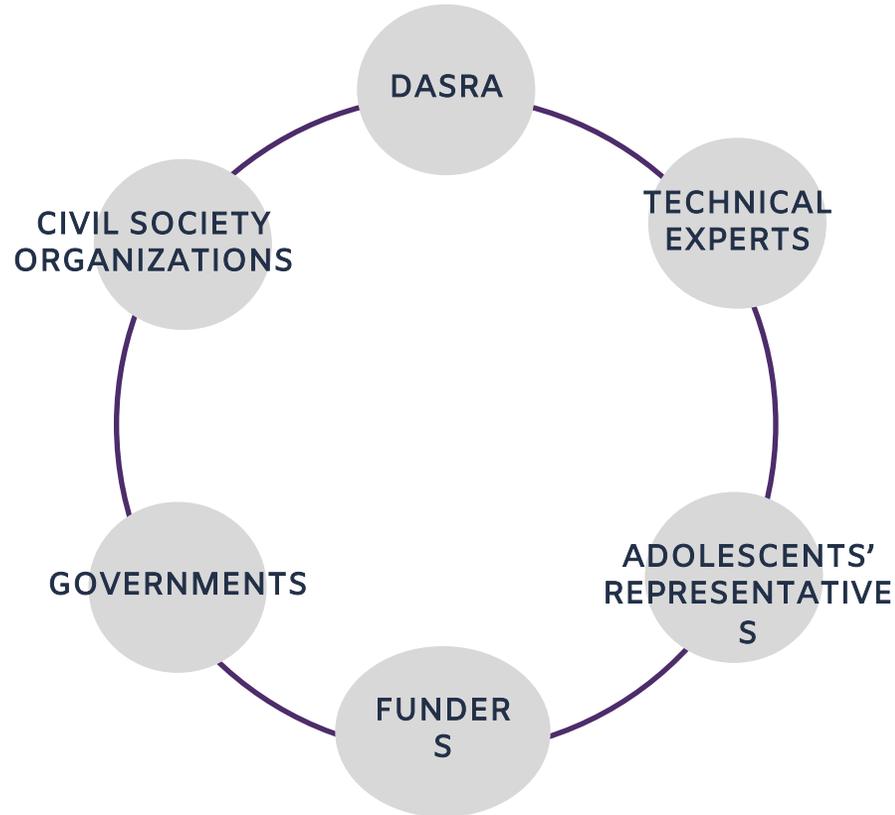
Note: * Directional efforts in terms of time and resources (monetary as well as non-monetary); ^Stakeholder feedback (including funders, sector experts, CoP members, implementation partners, DAC team) on traction received for each of the impact pathways
 Pathways reflect upstream to downstream activities; Adapted from the ‘[9 pathways to scale](#)’; QA – Quest Alliance, CINI – Child in Need Institute, C3 – Centre for Catalyzing Change, AT – Aangan Trust; RKSK – Rashtriya Kishor Swasthya Karyakram under RMNCH+A focuses on holistic development of adolescent population with themes pertaining to health and violence, SHP – School health program targets both education and health aspects

DAC's aspiration of a collaborative model has given way to a hub-spoke reality

LESSONS FROM DAC 1.0

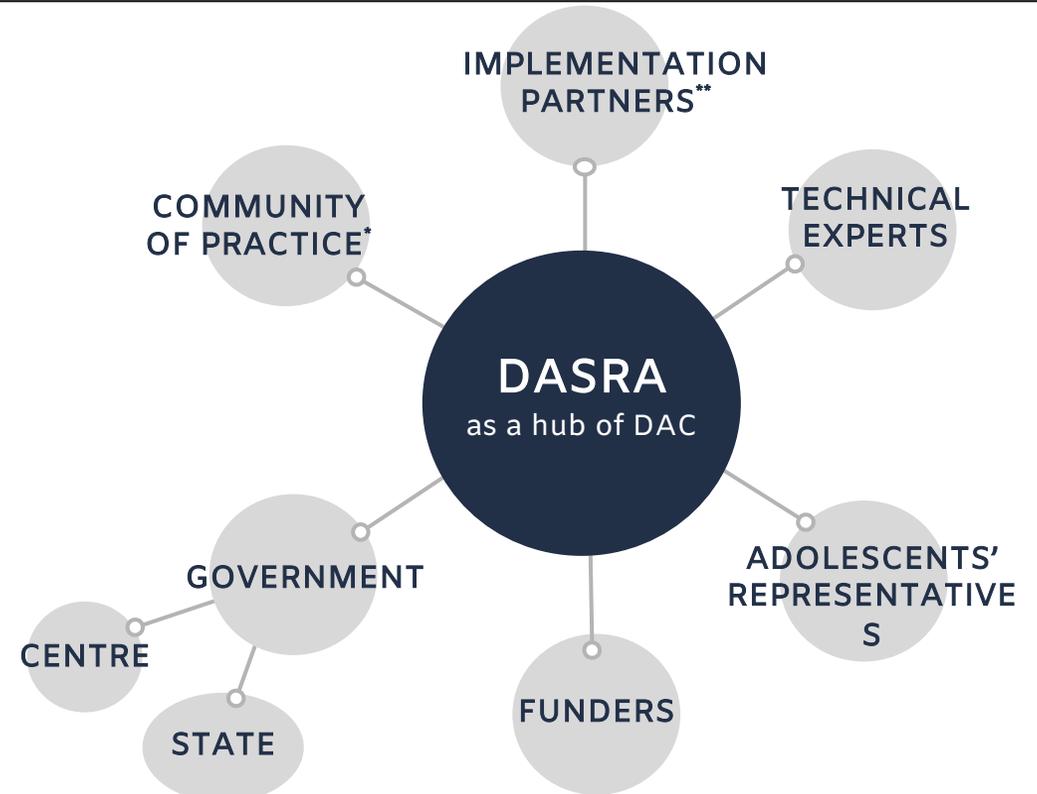
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DAC set out to be a collaborative structure..



“There hasn't been a clear plan or strategy for how collaborative action would work among different stakeholders” – DAC team member

..but is operating as a hub and spoke model



“In our mind it was “DAC”...but the government didn't understand the collaborative as different from Dasra” – DAC team member

“Given the state of the field, the collaborative needed more control; funders wanted to be defined in how they played in the field” – DAC team member

Note: *Community of practice (CoP) includes 250+ organizations in the national CoP and 220+ organizations in the Jharkhand CoP and is engaged on advocacy and knowledge creation; **Implementation partners include Aangan Trust, Center for Catalyzing Change (C3), Child in Need Institute (CINI), and Quest Alliance

Aspirations for the Future

ASPIRATIONS

/ NOT EXHAUSTIVE

Aspiration

Details

What we heard..

Prioritize adolescents as a key demographic for stakeholders

Recognize the demographic as worthy of differentiated attention

Adolescent field has already started **gaining some traction** among different stakeholders with DAC making efforts to build the **field-level agenda** on adolescent health and well-being. Going forward, adolescents need to be adopted as a **separate 'focus population'** among funders, government, NGOs etc. It will also be essential to identify ways to elevate **adolescent participation** in **decision making** platforms and processes.

*"Adolescents considered as a **key demographic** is all development spheres [is a key outcome to be achieved]." – DAC team member*

*"There is a need for **engaging youth meaningfully** i.e. build sustainable platforms where they can be engaged, voice needs and share demands." – NGO*

Focus on narrative change efforts

Create an environment to amplify voices on adolescents' needs

DAC has **launched well-received narrative change campaigns** such as Ab Meri Baari in order to change beliefs and attitudes to create **multi-generational change** at scale. These campaigns need to be further strengthened and championed by the government (both centre and state) for wider and sustainable reach

*"Need to have **narrative change campaigns with girls at centre** and as champions." – DAC team member*

*"Who 'owns' the campaign is important...**success would be if the government says it is their campaign.**" – Funder*

ASPIRATIONS

/ NOT EXHAUSTIVE

Aspiration

Details

What we heard..

Identify and support scale up of specific components of programs

DAC has started to effectively leverage knowledge/ expertise on adolescent issues to advise the Jharkhand government on specific programmatic improvements and programmatic components that can be scaled in RKSK, SHP etc. These interventions need to be augmented and sustained (e.g., formal incorporation of best practices under AHDs by Central government under RKSK programme)

*“Large scale implementation takes a lot of bandwidth - **small pockets of innovation and impact** can have a demonstration effect needed to scale” – Funder*

Strengthen public systems by scaling program components

Highlight progress through developing intermediate outcomes

For momentum with funders and other stakeholders, DAC needs to demonstrate success metrics in the **short- and medium-term** given current outcomes are long-term in nature

*“The four outcomes are very **long-term**, the **intermediate outcomes** are needed to track where we are going” – Funder*

Demonstrate and quantify progress and impact

ASPIRATIONS

/ NOT EXHAUSTIVE

Aspiration

Details

What we heard..

Enhance functioning of DAC

Strengthen running of DAC, including governance, decision-making etc.

DAC has several partners on-board. However, there is **lack of clarity** on expected roles, decision-making rights, governance mechanisms etc., which needs to be addressed in the next phase

*"No clear **decision making roles defined** for implementation partners - there were opportunities for implementation partners to speak in forums but somehow we were **not sure what was happening in the collaborative as a whole**" – NGO*

*"In a confederation structure, **entities come together** and build a **governance structure** - **one of the group members** is not **representing the whole**. There can be dangers and challenges in that" – Funder*

Focus on building partnerships among stakeholders

Enable partners to work cohesively on various initiatives

DAC needs to move beyond primarily facilitating convenings to building **deeper partnerships** across stakeholders that drive common agendas and leverage synergies

*"We haven't spent much **time and effort** in driving cross **stakeholder collaboration**" – DAC team member*

*"There wasn't **enough learning across implementation partners**, field level teams have been interacting with each other, however, their hasn't been much collaboration at the leadership level" – NGO*

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