



V. KASTURI RANGAN  
TANYA BIJLANI

# Dasra: From Strategic Philanthropy to Field Building

*Organizations working in the philanthropic space often become obsolete because they are wedded to a particular ideology, whereas our approach is to adapt to the opportunities at hand with a single-minded goal of transforming India's philanthropy.*

Deval Sanghavi, Co-founder, Dasra

## Introduction

Early in November 2020, Neera Nundy (MBA 2002) and Deval Sanghavi, the wife and husband team, were among the first to log into the Zoom conference as hosts of the meeting. One by one, a small team of senior managers at Dasra (meaning 'enlightened giving' in Sanskrit) joined the waiting room at Zoom, and were admitted by their hosts. Normally this executive team of a dozen managers would review activities from the previous week and plan for the coming week, but today would be different. Neera Nundy had convened this strategy meeting to take stock of Dasra's trajectory in the fast-changing Indian philanthropy space and brainstorm what role the organization should play going forward. [Exhibit 1: An Overview of Philanthropy in India]. Just over six months ago in the face of rising Covid-19 infections, on March 21st, 2020, the country's Prime Minister had announced a lock down. The work of philanthropy had taken a jolt with severe disruption in funding for the nonprofit sector, with most resources going to address the immediate health crisis, and those institutions directly engaged in providing food for the needy. As the country started returning to an eerie normalcy six months later, Nundy and Sanghavi thought, it would be a welcome departure, from the day-to-day crisis management, to discuss a strategic question with colleagues, which until now had stayed as an informal debate at the home dinner table.

Dasra had started out in 1999 as a million-dollar Mumbai-based venture philanthropy fund seeded by US-based high net worth individuals (HNIs) who invested in promising early-stage Indian non-

---

Professor V. Kasturi Rangan and Research Associate Tanya Bijlani prepared this case. It was reviewed and approved before publication by a company designate. Funding for the development of this case was provided by Harvard Business School and not by the company. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

Copyright © 2021 President and Fellows of Harvard College. To order copies or request permission to reproduce materials, call 1-800-545-7685, write Harvard Business School Publishing, Boston, MA 02163, or go to [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu). This publication may not be digitized, photocopied, or otherwise reproduced, posted, or transmitted, without the permission of Harvard Business School.

profit organizations (NPOs).<sup>ab</sup> Acting as an intermediary, Dasra helped the chosen NPOs grow by providing them access to funds and building their management capacities. After the slow start in the first decade, in 2010, Dasra began its first chapter, raising investments from India's own rapidly-growing base of HNIs and putting together Dasra Giving Circles of ten donors each to provide unrestricted funding to one promising mid-sized organization, per circle, over a three-year period. As the market for Indian philanthropy grew, Dasra evolved by offering advisory services for individual philanthropists and their families willing to invest larger sums of money in a strategically-driven, portfolio-style approach, offering them research services, monitoring their portfolios, and helping build capacities of the organizations they invested in.<sup>c</sup> (In March 2020, when the COVID-19 pandemic struck India, resulting in a nation-wide lockdown and loss of livelihood amongst informal-sector workers, Dasra found itself well-positioned to form a network of philanthropists, corporations and NPOs to address the urgent needs of severely disrupted and needy populations.)

In 2012, Dasra continued to evolve by adding a new chapter to its practice, 'field building' in the area of adolescent girls' development by forming the Dasra Girl Alliance which evolved into the Dasra Adolescents Collaborative. Shortly thereafter, Dasra added another field, 'urban sanitation,' by supporting the Bill and Melinda Gates Foundation to form the National Fecal Sludge and Septage Management Alliance (NFSSM Alliance). Through these collaborations Dasra pooled funds from institutional donors to invest in promising NPOs to develop their capacities to achieve common outcomes. This often involved creating shared monitoring and evaluation systems, creating communities of NPOs to share learnings, and advocating with governments and media at various levels. With the COVID-19 pandemic-related lockdown, the Dasra Adolescents Collaborative shifted its focus to helping government implement its own initiatives using the reach and networks its NPO partners had built within their respective local communities.

Dasra's core service offering had undergone a major evolution from catalyzing philanthropy for high net worth Indian donors and their families to playing the role of a field builder for selected social challenges on behalf of large institutional donors. The work of Chapter 2 was qualitatively different from that of Chapter 1. On this November day, with hopes that the COVID crisis might abate, Nundy decided to take a step back to reflect on Dasra's strategic evolution. It would be a good change of pace from the weekly firefighting to debate the larger strategic question. Were they moving in the right direction? Did the strategic shift to collaborative or issue-based philanthropy make sense? The crisis had given them a pause, even an appreciation for what they had done (and were continuing to do) in the philanthropy space. But since then the organization had added a more cutting-edge to its practice. How would the recent socio-economic crisis brought on by the COVID-19 pandemic affect this shift?

## Dasra's Organization

By October 2020, Dasra had grown to over 114 staff members, dividing its work into two business units. [See organization chart in **Exhibit 2.**] Its Strategic Philanthropy business unit ran the organization's giving circles for individual philanthropists, as well as donor advisory and support services for those who wished to make a larger commitment of capital and time. Meanwhile, Dasra's

---

<sup>a</sup> Non-profit institutions in India were often referred to as NPOs or NGOs. These terms will be used interchangeably throughout the text.

<sup>b</sup> An early-stage organization was defined by Dasra as having a budget of less than \$143,000 (INR 10 million).

<sup>c</sup> An organization's program referred to its activities that interfaced directly with its recipients in the field.

Field Building business unit ran the organization's collaboratives in the areas of adolescents' development and urban sanitation, funded largely by institutional donors from overseas.

The organization's two business units: Strategic Philanthropy and Field Building, were each supported by three functional teams: Knowledge Creation and Dissemination, Capacity Building, and Internal Program Support. Dasra's Strategic Philanthropy business unit, headed by Sanghavi, advised its Giving Circle and independent donors on funding opportunities, monitored and managed their portfolios, and consulted those that wanted to implement their own programs. Dasra's Field Building business unit, headed by Nundy, consisted of its two core teams of Adolescents and Sanitation that facilitated their respective collaborative platforms and managed their key donors.

The Knowledge team, meanwhile, prepared research reports, white papers and other intellectual capital, provided detailed reports on non-profit organizations, and disseminated knowledge to media and other stakeholders, for both business units. Similarly, Dasra's Capacity Building team helped the NPOs in its various Giving Circles and donor advisory portfolios, as well as its Field Building portfolio organizations. Finally, Dasra's Internal Program Support team looked after internal processes such as finance, human resources, administration, IT and governance.

Dasra's budget for the financial year ending in March 2020 was approximately \$4.4 million, of which 18% was allocated to Strategic Philanthropy, 28% to Field Building, and the remainder to its functional and support teams. [Exhibit 3: Dasra's Budget Over the Last Five Years]. Dasra's functional teams spent approximately half their time supporting the organization's Strategic Philanthropy efforts and half on its Field Building efforts.

## Dasra: The Early Years

Sanghavi, an American of Indian origin, recalled his childhood growing up in Houston, "Although as a family, we did regular community service in the United States, despite visiting India often, and seeing the extreme poverty there, we didn't seem to do enough for the country we came from, so I graduated a semester early from college [at the University of Texas, Austin], and volunteered with a street-children program in Mumbai." Meanwhile, Nundy, a Canadian of Indian origin, had lived in India at an early age. She recalled, "I grew up in Canada, but my parents wanted me to understand where I came from, and sent me to boarding school in Bangalore when I was ten, where I lived until the age of thirteen." In 1997, just out of University of Western Ontario, Nundy joined Morgan Stanley in New York, where she and Sanghavi met and where they came up with the idea to start Dasra. Sanghavi recalled:

I had just gone from working with Indian street children who, despite living the most difficult lives, seemed happy and content every day, to Morgan Stanley, where I was making more money straight out of college than my father ever had, and had managers who were making millions of dollars annually, but many were unhappy and complaining. Venture Capital investing was at its peak at the time, and Neera and I started talking about how interesting it would be to use the same processes to invest millions in non-profits.

In 1999, Sanghavi moved to Mumbai with a fund of \$1 million and started an organization called Impact Partners, with a four to five-person team, that invested \$30,000 to \$150,000 in eight early-stage non-profits with the goal of helping them grow. By 2002, Sanghavi's funding dried up as a result of the economic downturn in the U.S. Meanwhile in 2003, Nundy moved to India after graduating with an MBA from Harvard Business School, and the husband and wife team renamed the organization Dasra, and moved into a more stable operating model of managing grants and providing services for

international donors and foundations in India. However, in 2009 as India quickly recovered from the global financial crisis, the Sanghavi-Nundy founding team decided to pivot to the organization's original venture philanthropy model, this time with an emphasis on local donors and mid-sized organizations. Nundy elaborated:

Most of the organizations we worked with were receiving very program-specific<sup>d</sup> funding and didn't have the money to implement institutional-level recommendations in areas like talent development, systems, and infrastructure building. We realized that that we would need to help them raise unrestricted funding if we really wanted them to grow their impact. India's economic growth was fueling wealth creation in the country and infusing an emerging philanthropy movement, and we decided to return to the venture philanthropy model and engage with local philanthropists. Instead of working with startups, we decided to focus on mid-stage organizations with a budget of \$145,000 to \$1 million (INR 10 million to 80 million) that had started to demonstrate evidence of impact on the ground. We believed that at this stage, Dasra's support would be catalytic for these non-profits.

## Chapter 1: The Giving Circle

In 2010, with eight to ten employees, the Dasra team launched the India Philanthropy Forum as a learning platform for philanthropists committed to causes in India. Sanghavi recalled, "We managed to get a few well-respected Indian philanthropists and leaders of nonprofit organizations we had worked with, to speak to the audience of high-net worth individuals, who were blown away by the work these organizations were doing." The Dasra team began using the interest generated from its Philanthropy Forum to seed giving circles<sup>e</sup> in different sectors. A senior executive at Dasra explained, "We would offer to prepare a research report that covered an underserved sector that a potential funder was keen to support, at an initial cost of \$70,000 (INR 5 million). We would use the research to bring together a giving circle of ten donors who would collectively invest \$430,000 (INR 30 million) in a promising mid-sized<sup>f</sup> organization highlighted in the report, thereby resulting in a six-fold multiplier on the initial research grant. All ten donors would have to agree to support that organization after due diligence and meeting with its key leaders."

To prepare a report, Dasra's Knowledge Creation and Dissemination (KCD) team researched the sector, talked to industry experts to understand sector challenges, and did the due diligence to understand the work of the organizations on the ground. They started off with a list of 100 to 350 organizations with a significant focus in the sector, narrowed it down to around 50 that they contacted to learn more, and further narrowed the list down to around 20 organizations. The team conducted site visits of the shortlisted organizations, based on which they narrowed the selection to 10 to 12 organizations that they highlighted in their report. Finally, the team selected up to four organizations to make a pitch to the giving circle for funding. A Dasra executive explained, "While our reports

---

<sup>d</sup> An organization's program referred to its activities that interfaced directly with its recipients in the field.

<sup>e</sup> A giving circle was a form of participatory philanthropy in which groups of individuals donated their time or money to a pooled fund and collectively gave them to a charitable cause or community project.

<sup>f</sup> Dasra defined mid-sized organizations as those with an annual budget of \$143,000 to \$1.1 million (INR 10 million to INR 80 million).

profiled a range of organizations, for the giving circles, we focused on mid-sized organizations with the strong leadership capabilities needed to accelerate impact at scale and that had the capacity to absorb the \$430,000 in funding.”

Simultaneously with the research development, Dasra’s funding team began recruiting members for its giving circle. A Dasra executive recalled, “Our early philanthropists would host a dinner at their home, a hotel or a club to which they would invite peers from their personal networks, and Neera and Deval would invite their own contacts, including expatriates living and working in India. We would share the findings of the report with the group of 20 to 40 potential donors present, and discuss the kind of impact their funding could have.” The team followed up the events with individual meetings with potential funders until they had filled the giving circle with ten donors, each of whom committed to fund approximately \$14,000 (INR 1 million) a year, or \$43,000 (INR 3 million) over the three-year period. In the meanwhile, Dasra’s KCD team helped each non-profit shortlisted for the giving circle prepare a business plan that explained how it would utilize the funds if selected. Organizations pitched their plans to donors over a half-day event, after which donors discussed the presentations among themselves. Each donor cast their vote for one organization, and agreed to fund the one with the maximum votes. Sanghavi reflected, “Most of the funders we recruited understood venture capital investing, and we were applying the same principles of research and due diligence to the non-profit sector, which brought credibility to the process. The giving circle was also about keeping people engaged and invested, and although many people in the room had given that amount of money before, they had never had to work so hard at it, thoroughly enjoying the rigorous process.”

Once an organization was selected for a giving circle, Dasra’s capacity building (CB) team helped it create a full-fledged business plan that became the basis for its work over the following three years. Approximately 40% of giving circle funds were allocated towards program-related expenses, another 40% to people, and the remaining 20% to systems and processes. A Dasra executive explained, “We encouraged organizations to put in place the necessary hires, systems and processes, so that when we were ready to phase out funding three years later, they would be able to independently manage the high-growth path that they had been carefully channeled to.” Dasra’s CB team helped the selected NPO execute its plan by providing 80 to 100 days of annual support to each organization in areas such as fundraising, financial management and talent over the three-year period. Dasra also prepared in-depth reports every six months that monitored the organization’s progress, and presented them back to the giving circle. A Dasra executive explained, “What attracted donors was our commitment to work closely with the organization to ensure that it effectively absorbed and used the capital for growth.” Dasra retained approximately 15% of the funds it raised to cover its own costs of monitoring and capacity building.

By October 2020, Dasra’s Strategic Philanthropy business unit, which oversaw its giving circle and donor advisory functions, had held 13 giving circles and raised \$5.7 million in giving circle funding [Exhibit 4: Dasra’s Giving Circles to Date].

## Extending to Strategic Philanthropy

As Dasra’s network of donors and non-profits grew, the organization discovered that some of its funders had the potential to independently give \$145,000 (INR 10 million) or more annually, in a portfolio-style approach to specific sectors that they were passionate about. Sanghavi elaborated:

A few of our donors who had started out by funding one giving circle soon began funding multiple circles, and we began to see individuals willing to donate even larger sums of money.

With the introduction of the Companies Act of 2013,<sup>g</sup> business leaders became keen to leverage our expertise to help them channel their personal and corporate philanthropic investments more effectively. Larger institutional grant-makers such as the Azim Premji Philanthropic Initiatives (APPI) also began approaching us for recommendations of organizations in sectors that we had covered in our reports. We realized that we would have to go beyond the Dasra Giving Circle and start engaging more closely with funders who had a larger giving capacity in order to increase the amount of philanthropic capital available and help direct it in a more strategic manner.

Dasra leveraged its base of research and intellectual capital to educate its larger philanthropists about their various sectors of interest and also began providing them customized research for a fee, thereby helping them select a portfolio of non-profit organizations to fund. The Dasra team also facilitated its larger philanthropists' learning journeys by having funders meet sector experts and visit the organizations that they shortlisted. Once the funds had been disbursed, Dasra offered grant-monitoring services for its donors and capacity-building services for their portfolio organizations. Dasra assigned each of its larger donors a key account manager who briefed the donor at regular intervals. Nundy described the journey of one such philanthropist:

We were introduced to him in early 2016 by a fellow Harvard Business School alum. He was keen to support the healthcare sector where he had already funded a few mid-sized organizations, but in an unstructured manner. We facilitated a number of conversations with healthcare experts to help broaden his understanding of the sector. We introduced him to ten healthcare organizations that we had covered in our research reports. He ended up funding two of them, becoming a key member of the steering committee at one. He set up a 'Strategic Support Group' to bring together functional experts to support the capacity building of NPOs, including his own portfolio organizations. Then in 2018, he made a \$15 million 'Giving While Living' commitment<sup>h</sup> and engaged Dasra to help channel his investments.

In addition to helping its donors fund and manage portfolios of NPOs, the Dasra team also began providing support to individuals and families who had started to set up foundations to run programs of their own. Sanghavi explained, "Over the last three years, Dasra has seen philanthropists take a turn from contributing capital and offering support to their sectors of interest, to those that aspire to 'own-and-operate' their own initiatives, an approach that has, until recently, been reserved for the larger institutional donors in India." For example, a US-based venture capitalist and entrepreneur Dasra worked with operated a foundation that ran programs in the areas of skilling, agriculture, micro-entrepreneurship and start-ups, in the state of Karnataka in India. He met Sanghavi in 2019 when they served as co-panelists at a talk, and engaged Dasra to help scale his foundation and its programs. Dasra's capacity building team helped the Foundation flesh out its vision, build an overarching rural transformation strategy for its four programs, and develop a results-oriented framework that was tied to the overall strategy. Next, the Foundation engaged Dasra to help build its fundraising capabilities, for which Dasra's donor advisory team was in the process of developing a strategy. In the final phase

---

<sup>g</sup> The Companies Act of 2013 required qualifying companies to set aside 2% of their average three-year net profits for Corporate Social Responsibility (CSR) purposes, making India the first country in the world to make such spending mandatory. Qualifying companies consisted of those having a net worth of USD \$70 million (INR 5 billion) or more, or a turnover of \$140 million (INR 10 billion) or more, or a net profit of \$714,000 (INR 50 million) or more.

<sup>h</sup> 'Giving While Living' was an entrepreneurial approach to philanthropy initiated by American philanthropist Chuck Feeney through which donors actively devoted their time, money and skills during their lifetime.

of its engagement, Dasra would help the Foundation implement the strategic and operational plans it had developed to scale its programs.

The Dasra team also began helping philanthropists conceptualize and incubate new programs. For instance, in early 2019, a philanthropist whose family owned a healthcare business reached out to Dasra to help her explore how she could create an impact in the nascent sector of mental health. Nundy recalled, “We had developed a report in 2016 that laid out the key challenges and needs in the mental health space in India and leveraged the relationships we had established with experts and non-profit leaders in the process to help her learn more about the sector, understand the gaps in available services, and come up with the idea of developing a helpline program for underserved sections of society affected by depression and anxiety.” Once the offering was conceptualized, the philanthropist engaged Dasra as an anchor partner to help set up the initiative under the umbrella of her family’s foundation. Nundy explained, “We helped her with the entire process from hiring a team of her own to designing and branding the program, developing an implementation strategy, and bringing on board technical partners.” The program was launched in October 2020 to provide free-of-cost, confidential, emotional and psychological consultation to the public at large.

In March 2020, the Indian government declared a nationwide lockdown to stem the spread of the rapidly-growing COVID-19 pandemic, as a result of which, approximately 151 million workers in the unorganized sector faced a loss of livelihood along with challenges accessing food, drinking water, shelter, and other essential goods and services.<sup>1</sup> Dasra hosted a series of webinars with its donors in India and overseas to highlight the need for urgent action to address the crisis. In response, a group of Indian philanthropists who had engaged with Dasra over several years, and whose family-owned corporations employed large numbers of informal-sector workers, collectively engaged Dasra to help them improve the wellbeing of the migrant workers. After a series of consultations, Dasra facilitated on their behalf the formation of a network called ‘Social Compact’ under which participating corporations would map their informal worker practices and develop a remedial action plan against a set of minimum standards, thereby improving the workers’ access to reasonable working hours, occupational safety, social security, and other such facilities. While the philanthropists signed up their respective family businesses to participate in the initiative, Dasra brought in a group of NPOs to help implement it. Dasra also facilitated partnerships with industry networks to get more corporations on board and with service providers to help companies implement their remedial action plans. By October 2020, Dasra had secured commitments of \$95,000 (INR 6.5 million) towards the initiative and had begun implementing its pilot phase with 15 corporations on board. Nundy observed, “While our previous engagements under Strategic Philanthropy had focused on advising donors and helping build organizational capabilities, with Social Compact, we began to play the role of facilitator between philanthropists, corporations, and civil society.”

By October 2020, Dasra’s Strategic Philanthropy team had worked with 248 independent donors and channeled \$186 million in independently-directed funding since the organization’s inception. While Dasra had already facilitated the disbursement of approximately \$58 million of this amount to various NPOs (including to its philanthropists’ own initiatives), the remaining \$128 million comprised future philanthropic commitments. Sanghavi elaborated, “The remaining \$128 million consists of funding that Dasra has influenced its philanthropists to confidentially commit to giving in their lifetime, but that has not been channelized to the sector as yet. Although these philanthropists might have previously given smaller amounts in an ad-hoc manner, the strategic clarity they gained after engaging with us has resulted in their committing significantly larger amounts.”

Nearly 80% of the \$186 million that Dasra’s donors had committed to philanthropy came from individual and family philanthropists, and over 60% came from donors based within India. [Exhibit 5:

An Overview of Dasra's Independently-Directed Funding]. Dasra's 25 largest donors contributed approximately 72% of the \$58 million in funding disbursed, or an average of \$1.7 million each, while its 25 largest grantee organizations received approximately 64% of the disbursed amount, or an average of \$1.5 million each. Meanwhile, through its various capacity building and leadership development efforts, Dasra had served nearly 1,500 non-profits, a number of which had gone to scale such as Magic Bus, Educate Girls, Armman, Villgro, Aangan, SNEHA, and Akshaya Patra. Dasra had also taken approximately 650 leaders of 460 organizations through its leadership programs.

Despite Dasra's achievements in driving the strategic philanthropy in India, considerable scope remained for increasing individual and family giving in the country. The number of Ultra High Net Worth Individual (UHNI) households<sup>i</sup> had grown 12% between 2014 and 2019 and was expected to double in both volume and wealth, from 160,000 households with approximately \$22 billion (INR 1.5 trillion) in combined net worth in 2017, to 330,000 households with \$50 billion (INR 3.5 trillion) in combined net worth in 2022.<sup>2</sup> However, despite the growth of this demographic, philanthropic contributions by UHNIs in India (of over \$1.4 million or INR 100 million) had seen a 4% decrease between 2014 and 2018, barring philanthropist Azim Premji's donations to his philanthropic organization, APPI. Meanwhile, a mere 39 of the 831 individuals on the Hurun India Rich list of individuals were part of the Hurun India Philanthropy List in 2018.<sup>j</sup> A study by consulting firm Bain & Company that benchmarked Indian philanthropists' giving levels with those of philanthropists in the United States suggested an additional giving potential by Indian UHNIs of 2.5 to 3.5 times their estimated philanthropic contributions of \$3.5 billion (INR 230 billion) in FY 2018.<sup>4</sup>

## Chapter 2: The Foray into the Cause of Adolescent Girls

Dasra's foray into chapter 2 emerged as a natural extension of its work in the earlier phase. In 2010, the Dasra team had prepared its fourth giving circle report titled 'Girl Power: Transforming India through Educating Girls.' Dasra was successful in closing the giving circle and easily attracted the necessary funds. In 2011, Dasra obtained a grant from the Kiawah Trust, a UK-based family foundation, to extend the research with a report titled "Owning her Future: Empowering Adolescent Girls in India." The report shed light on the state of India's 115 million adolescent girls. Large Indian states including Bihar, Rajasthan, Jharkhand and Uttar Pradesh faced high rates of child marriage, adolescent pregnancy and physical or sexual violence, along with low levels of educational attainment.

Following the report, Kiawah Trust committed a further \$2 million from 2013 to 2017 to support the cause of adolescent girls in India. In 2013, USAID, which was focused on supporting reproductive, maternal, newborn and child health in India, joined the partnership to align with the national government's recent inclusion of the 'adolescent girls' demographic as part of its health strategy. With USAID's participation, the Adolescent Girls project changed its name to Dasra Girl Alliance (DGA). USAID contributed \$4.5 million to DGA from 2013 to 2018. In 2013, the India-based PIRAMAL Foundation came on board as the third anchor partner of DGA with funding of \$3 million. With the funding in place, the Field Building chapter in Dasra's practice was born. Nundy explained: "It was immensely satisfying to finally become the market maker from being the match maker. We saw the issue, researched it and got the attention of funders to make a serious commitment."

---

<sup>i</sup> UHNIs were defined as individuals with a net worth of more than \$3.6 million (INR 250 million).

<sup>j</sup> The Hurun India Rich List consisted of a list of individuals each of who had a wealth of over \$143 million in 2018 while the Hurun India Philanthropy List consisted of those who had donated a minimum of \$714,000.

The Dasra team prepared a joint annual work plan that formed the basis of DGA's work for each year after considering the priorities of each anchor partner. The work plan consisted of three key buckets. The first bucket, 'Knowledge Hub,' included Dasra's research work, and specified targets such as the number of research reports and white papers it would develop, the number of organizations it would map, and any special knowledge projects it would undertake. The second bucket was 'Impact Accelerator,' and included the institutional targets that DGA's sub-grantee organizations would meet in areas such as talent acquisition and financial management, as well as programmatic targets such as the number of individuals they would reach through their programs on the ground. The third bucket was 'Ecosystem Building,' and included activities such as the number of philanthropists and other stakeholders Dasra would engage with, the amount of funding it would raise for portfolio and non-portfolio organizations,<sup>k</sup> and the number of media articles it would generate.

Between 2013 and 2017, Dasra published 21 research reports and whitepapers on topics such as trafficking, malnutrition, secondary education, menstrual health, and early marriage under the umbrella of DGA. The team used the research to engage with philanthropists through various platforms such as the Dasra Philanthropy Week and to direct \$32.5 million (including the \$9.5 million contributed by DGA's three anchor partners) from 145 donors, including corporations such as Bank of America, Johnson & Johnson, and Azim Premji Philanthropic Initiatives. Dasra also sought to educate the lay public and potential donors by helping author and publish approximately 240 articles in leading Indian and international publications. Through these efforts, Dasra's executives estimated that they were able to successfully touch the lives of over 3.5 million children, adolescents, girls and mothers.

## From Adolescent Girls to all Adolescents (DAC)

In 2016, with strategic advice from the Bridgespan Group, a global nonprofit consultancy, Dasra decided to sharpen its alignment with the four key outcomes of the UN Sustainable Development Goals: increasing the number of girls in secondary education, increasing the age of marriage, increasing the age of first pregnancy, and increasing their agency.<sup>1</sup> The collaborative would concentrate its efforts in the state of Jharkhand as proof-of-concept, whose development indicators for adolescents were extremely poor, and whose government had demonstrated commitment to improving the state of affairs. The collaborative would invest in scalable non-profits in the state to implement their programs on the ground, with an emphasis on multi-sectoral programming that addressed various aspects of a girl's life.

Meanwhile recognizing that education was a huge barrier for adolescent boys who were being drawn into child labor, Dasra renamed its new collaborative '10to19 Dasra Adolescents Collaborative (DAC)' to reflect the age group that it addressed, as well as its inclusion of adolescent boys. Dasra launched DAC in March 2017 during the Dasra Philanthropy Week with the goal of raising \$50 million, reaching five million adolescents, and moving the needle on its four selected outcomes over a five-year period. Kiawah Trust and USAID served as DAC's anchor funders, while the Piramal Foundation dropped out of the Alliance.

Between 2017 and 2020, Dasra was able to bring on five additional 'strategic funders' including CIFF (Children's Investment Fund), Tata Trusts, Bank of America, Packard Foundation, and Fondation

---

<sup>k</sup> Portfolio organizations were NPOs that Dasra provided capacity-building services for.

<sup>1</sup> Agency referred to self-efficacy and self-esteem.

Chanel, as well as another 19 additional funders to DAC. With all this Dasra had raised \$15.74 million for DAC by early 2020.

### *How DAC worked with Implementing Organizations*

The process of selecting organizations to implement the work of DAC necessitated several months of rigorous diligence in the field. It started with a master list of over 1,000 potential organizations across India. This master list was pruned to include only organizations above a particular size and those that had duly fulfilled all regulatory requirements. The approximately 100 organizations that qualified were then further screened for whether they had a strong-enough focus on adolescents, had a strong board and management team, and were able to engage with partners such as governments, intermediaries and other non-profits. From the resulting short list of seven organizations, Dasra held discussions with their leaders, conducted site visits, made reference calls to their donors, board members and auditors, and finally selected four organizations as its implementing partners in the state of Jharkhand.

Each of the four implementing organizations received approximately \$1.5 million over the committed three-year period. Dasra suggested that 70% of the funds be used by the grantee organization towards implementing its interventions in a carefully chosen set of geographical blocks, while the remaining 30% could be used to build organizational capacity. Each implementing organization developed a three-year strategic plan for its selected districts in consultation with Dasra's capacity building team based on which it developed an annual work plan that consisted of institutional and programmatic targets for its selected districts. Once its work was underway, each implementing organization submitted quarterly progress reports to Dasra.

To assess the effectiveness of its implementing partners' respective programs and interventions, DAC hired an evaluation expert that conducted a comprehensive baseline survey of 16,000 adolescents in the organizations' six focus districts, as well as in the state's 18 remaining districts. Dasra's evaluation experts also developed a set of intermediate outcomes in DAC's implementation districts that they planned to measure in 2021. Shailja Mehta, head of the Adolescents team at Dasra, explained, "Because a shift across the four DAC indicators will require a long time to materialize, we developed a set of intermediate results for change in the lives of adolescents to help us quickly assess if our interventions are leading to the desired effects."

In March 2019, Dasra formed a Community of Practice (CoP) of approximately 80 NPOs in the state of Jharkhand to serve as a learning and support network for member organizations, create a collective voice to advocate with government, and address sector-wide issues through narrative change.

### *Impact*

In spite of the COVID lockdown between March and June, by October 2020, DAC's implementing partners had reached approximately 400,000 adolescents in their target districts over the preceding 12 months, where movement towards the four key outcomes had started to show progress. A Dasra executive commented, "If you look at the number of girls in school or the average age of marriage, the intermediary outcomes that fall under those metrics are already starting to show movement in the right direction in our selected districts in Jharkhand." DAC's CoP narrative change campaign, "Ab Meri Baari (Now is My Turn)" had touched approximately 25 million individuals, and Dasra had developed and published 24 knowledge products to influence giving to the Adolescents sector and codify learnings and best practices. During the COVID lockdown, the state government chose to get services to the adolescent community through DAC's 40 CoP community partners rather than its own network because it saw them as more effectively organized to do so. By October 2020, DAC had harnessed

commitments of nearly \$50 million to the sector and its four selected outcomes (to be disbursed by 2023) through 34 donors, including the funding of its anchor, strategic and individual donors.

Dasra's next Field Building initiative came through an external request rather than an internal drive. Dasra had been working in the field of urban sanitation, having prepared a report on the sector in 2011. The push to build further, however, came from the Bill and Melinda Gates Foundation (BMGF). See **Exhibit 6** for an overview of Dasra's Adolescents Collaborative in comparison to its collaborative on Urban Sanitation.

## Extending to a New Collaborative: Urban Sanitation

India was a rapidly-urbanizing country, with approximately 8,000 statutory and semi-urban towns<sup>m</sup> as per the 2011 census, of which a vast majority lacked access to safe sanitation systems. A Dasra executive explained, "Because India lacked a planning framework on sanitation for a long time, city sewerage systems never kept pace with the population growth, and once a city has grown, it is uneconomical to dig it up to lay pipes." As a result, although approximately 90% of urban Indian households had access to a toilet in 2012, only 30% of the human waste generated in urban areas was processed through a sewage disposal system. Nearly 38 million Indians were severely affected by water-borne diseases annually, and 6.4% of the country's GDP was lost due to inadequate sanitation every year.<sup>567</sup> Fecal Sludge and Septage Management (FSM), a system of transportation and treatment of human waste at Fecal Sludge Treatment Plants (FSTPs), was a decentralized and economical alternative to building sewerage systems in densely populated areas in the developing world. However, Indian government agencies had traditionally been lukewarm to the benefits of FSM, which had resulted in little public investment in the area.

In 2014, although India's prime minister Modi launched the 'Swachh Bharat' or 'Clean India' Mission, with an emphasis on increasing access to toilets, eliminating open defecation, and facilitating behavior change of communities, the campaign, once again, lacked a focus on the treatment of waste. A Dasra executive elaborated, "Under Swachh Bharat, the government was running one of the largest open-defecation-free (ODF) programs in the world and putting money into building toilets. But the waste that collected in septic tanks<sup>n</sup> was being dumped untreated into nearby rivers, open fields and water bodies, leading to adverse health and environmental impacts."

### *Dasra's Agreement with BMGF*

Since 2012, the Bill and Melinda Gates Foundation (BMGF) had invested in approximately 40-50 organizations working in the area of Water, Sanitation and Hygiene (WSH) in India. A few of these organizations served as Technical Support Units (TSUs) to Indian state urban development and planning departments, and provided them with technical assistance and expertise on state sanitation strategies, investment planning, city sanitation planning, technical and managerial solutions for FSM, and behavior change strategies to advance the FSM agenda. Other organizations served as 'lead implementers' that helped BMGF accelerate the implementation of sanitation solutions through

---

<sup>m</sup> A statutory town had a minimum population of 5,000 and 75% of the male working population engaged in non-agricultural pursuits while a semi-urban town had a population of between 10,000 and 100,000 individuals.

<sup>n</sup> A septic tank was a tank, usually underground, in which sewage was collected and allowed to decompose before being drained out

various interventions in their respective geographies. Still others worked in areas such as sanitation-related research, and evidence generation, communications, and behavior change.

In 2014, the Indian Prime Minister announced the Swachh Bharat Mission, making sanitation a priority area. A Dasra executive recalled, “The government’s focus on sanitation gave a lot of impetus to the sector. It also amplified the need for a much larger engagement by civil society, private players and other stakeholders; technical assistance to governments; and system strengthening in the space of urban sanitation. At around the same time, BMGF also realized that the organizations in its portfolio were trying to solve similar problems across the sanitation value chain in different geographies, but were working in silos. This meant limited reach and impact compared to the magnitude of the problem that needed to be addressed.”

In September 2015, BMGF knowing of Dasra’s work, approached it with a carrot of \$3.5 million over 3.5 years to help it improve collaboration amongst its grantee organizations. A Dasra executive explained:

While the Swachh Bharat Mission focused on the first step of the sanitation value chain, or access to toilets, which was a massive task in itself, the country needed to focus on the rest of the chain as well to ensure that the waste generated from the toilets was treated. Since BMGF’s focus was on the entire sanitation value chain from containment to transportation, treatment and safe disposal of fecal sludge, they wanted their partners working in India to come together and bring the issue of FSM to the fore and support governments in solving this challenge. They came to us because they had heard of our work with NPOs.

With input from BMGF, Dasra outlined the strategy for the new collaborative that would have three major objectives. The first was for Dasra to develop a Community of Practice (CoP) to bring together BMGF’s WSH/urban sanitation grantees in India. The aim was to create a common platform to facilitate cross-learning and help reduce redundant efforts, including multiple partners trying to solve similar issues. The second objective of the grant was for Dasra to help amplify the work of the grantees. Dasra would work with a subset of organizations from within the cohort to codify their knowledge and facilitate the development of FSM-related knowledge products such as videos, case studies, toolkits, process documents and policy briefs. The CoP would then use this codified knowledge and tools to build awareness about FSM with center, state and city governments, and disseminate it with practitioners, donors, and other organizations. Dasra’s final mandate was to offer capacity-building services to a subset of BMGF’s grantee organizations through workshops for its managers in areas such as strategic planning, fundraising, and communications, as well as opportunities for them to attend advanced leadership programs, with the aim to strengthen the institutional capacities of these organizations and develop a strong base of leaders to take the sanitation agenda forward in India.

A dedicated team of four to five members, housed within Dasra, functioned as a central secretariat for the Urban Sanitation Collaborative and drove its work. The team developed a results tracker with detailed sub-goals and annual milestones for each of its three core objectives.

### *Communities of Practice*

In November 2015, BMGF provided Dasra with a master list of 40 to 50 grantee organizations to begin its work. The Dasra team conducted secondary research on the organizations from publicly available sources, categorized them based on their type of work, and developed profiles on each of them. With inputs from BMGF, the team then narrowed the list down to around 15 organizations that it would focus the collaborative’s efforts on. The majority were TSUs, lead implementers, or organizations playing both roles, and operated in the states of Odisha, Andhra Pradesh, Karnataka,

Maharashtra, Telangana, Tamil Nadu, Uttar Pradesh and Uttarakhand. A couple of organizations, such as KPMG and the WASH Institute (WASHi) served as Program Management Units (PMUs) to support the central government on urban sanitation and provide technical assistance akin to the manner in which the TSUs operated at a state level. The remaining three to four organizations were specialists in thematic areas such as behavior change, community engagement, capacity building, financing, and sanitation technology.

Next, Dasra deepened its engagement with four key partners from the group of 15 that had played a critical role in advancing the discourse around urban sanitation, three of which served as TSUs or lead implementers, and one that specialized in specific community engagement interventions. Dasra's Knowledge team worked with the four organizations to design storylines for video-based knowledge products that showcased their respective capabilities. One such knowledge product, for instance, showed how one of the organizations, the Administrative Staff College of India (ASCI), had helped convert the city of Warangal in the state of Telangana into a model sanitation city through FSM solutions. A Dasra executive explained, "Developing such videos with some of the heavy hitters in the sector enabled Dasra to deeply understand their programmatic interventions and helped showcase their work amongst government partners and donors."

In April 2016, WASHi and Dasra jointly became the secretariat of the new collaborative at BMGF's request. Dasra, BMGF, and WASHi jointly contributed approximately \$340,000 to a pooled fund for the secretariat's functioning. In May 2016, they formed the National Fecal Sludge and Septage Management Alliance (NFSSM Alliance) along with the 15 core member organizations of BMGF's portfolio, with a goal of increasing the adoption of FSM across the country [Exhibit 7: Members of the NFSSM Alliance].

### *Influencing National and Local Government*

As a first step towards its goal, Dasra along with WASHi and KPMG, helped the NFSSM Alliance co-host an event with the Ministry of Housing and Urban Affairs in August 2016. A Dasra executive recalled:

The conference was a first of its kind to discuss FSM as the central agenda. We had 102 city officials from across India attend the conference, several of whom our Alliance members had been trying to work with for a long time. The Alliance's members had helped draft a declaration for India to move forward on FSM, which was signed by representatives of all cities, as well as by 25 Alliance members across the 15 organizations, and by the national government's Joint Secretary. The forum rapidly gave the Alliance's members a collective voice and visibility with a much larger network of decision makers than they would have been able to manage individually.

The Alliance's members formed a sub-committee in November 2016 to initiate the drafting of India's first policy on Fecal Sludge and Septage Management for urban areas. The final policy was subsequently launched by the Minister of Housing and Urban Affairs on February 28, 2017. Its key objective was to set the direction to facilitate the implementation of FSM services in all urban local bodies across the country.

Once the national FSM policy had been passed, the NFSSM Alliance began to focus its efforts at a state and city level. A Dasra executive explained, "While the national policy provided an impetus to the sector, the actual budget and implementation commitments had to come from the states. Although the TSU partners were already working with state and city governments to drive the implementation

of FSM on the ground, the FSM policy provided further momentum to scale operations across these states.” A Dasra executive provided an example:

Ernst & Young helped the government of Odisha set up eleven FSTPs in the state in 2018 and organized an event to launch them. At the event, the Chief Minister of the state promised an expansion of FSTPs across 114 Odisha cities and urged the officials present from 17 states across the country to think of similar initiatives for their respective states.

Meanwhile, in February 2017, Dasra formed four taskforces in the areas of FSM-related technology, communication, inclusivity, and urban local body strengthening. Dasra allocated funds from its BMGF grant to each taskforce, identified an anchor partner from within the Alliance to drive its agenda, and worked with the partner to identify five to seven organizations from within and outside the Alliance to provide it with expertise, whilst serving as its secretariat. As awareness of FSM amongst state governments began to increase, each taskforce, assisted by Dasra, began to drive the development and delivery of sector-wide knowledge in its thematic area for Alliance members and the various government agencies they worked with. Pleased with Dasra’s work, In July 2019, BMGF made a second grant to Dasra of \$4.8 million dollars to continue the work over the next three and a half years.

### *Impact*

By May 2020, the NFSSM Alliance had grown to 27-members, headed by a seven-member steering committee, that defined its strategy and vision, and managed by a Secretariat that tracked its progress and deliverables [**Exhibit 8: Structure of the NFSSM Alliance**]. The Alliance and four taskforces had jointly developed over 16 knowledge products to drive thought leadership in FSM across the country. Apart from helping draft and pass the national FSM policy, Dasra’s executives estimated that the Alliance’s collective efforts had led to 19 Indian states passing individual FSM policies, at least five states allocating budgets to FSM, and various state and city governments committing funding for over 400 FSTPs over the following two to three years. Meanwhile, as part of its capacity-building efforts, the Dasra team enrolled the leaders of over 20 key BMGF portfolio organizations in various leadership programs such as the Dasra Social Impact Leadership program and the Strategic Perspectives in Non-Profit Management at the Harvard Business School.

## **Looking Ahead: Up for Debate**

New opportunities for field building came from both external and internal sources. Godrej Properties Limited and the Europe-based Bosch Foundation had expressed interest in investing in the Social Compact initiative incubated by the Strategic Philanthropy team, which gave it the potential of transforming into a Field Building initiative. Nundy elaborated, “Rapid urbanization combined with the COVID-19 pandemic and other natural disasters have severely impacted the most vulnerable urban populations, particularly women, children and migrant workers. Dasra’s Urban Sanitation collaborative and the Social Compact initiative are two disparate efforts that we could converge into an emerging field of urban equity and urban rights.” Not only was Nundy in favor of Dasra adding to its existing field building portfolio from the opportunities at hand, but she also advocated for a focused effort by the organization on leading and influencing its issues of choice. She offered the following rationale:

There is an increasing acknowledgement that bringing about larger, systemic change requires facilitating a diverse group of stakeholders to come together and align towards a common goal. Philanthropists are increasingly seeing Dasra as an organization that can serve this role. The goodwill that Dasra has acquired over the years allows it to bring in stakeholders who might not

otherwise be willing to sit at a table together, to engage with each other to accelerate impact in civil society. While there are other collaboratives across the world, most are started by foundations, and our Adolescents collaborative is one of the few globally to be started by us, an intermediary. This has given us a neutral voice that has allowed us to bring together a wide array of activities such as pooled funding, joint outcome setting, communities of practice, government engagement, and a number of other pieces that would not be easy for a collaborative that is anchored by a donor to do. Moreover, our learnings in field building are replicable, and if we were to double down on our resources, we would easily be able to add additional fields using the capabilities we have developed and make a real dent in the issues we pick.

Sanghavi, on the other hand, felt that given the increasing willingness of Indian philanthropists to undertake new initiatives, Dasra would gain more impact by helping them lead change. He explained:

Indian field building is supported largely by foreign donors, and it's only a matter of time before they cut back their investments in the country and overseas funding dries out. We will need to focus on influencing and supporting Indian philanthropists to build their impact. Our origins and legacy are in strategic philanthropy, where we have strong networks and deep relationships with some of the philanthropists of the future, and it would not make sense to let go of that and double down on something that's relatively new to Dasra. Moreover, field building isn't a one-size-fits all solution and requires a number of new capabilities each time you invest in a new field, and we will have to do a significant amount of internal capability building to own and operate additional fields of our own. The philanthropists we nurture through our donor advisory efforts, on the other hand, are passionate about the causes they commit to and are increasingly willing to respond in uncluttered and nimble ways to address them.

Recent developments in the Indian philanthropic ecosystem were raising questions about the future of corporate and overseas philanthropy in the country. Despite the recent boost to corporate philanthropy from the Companies Act of 2013, a report by Sattva Consulting forecast that corporate donors in India were directing 52% their Corporate Social Responsibility (CSR) funds to COVID-19 relief efforts,<sup>8</sup> including 35% to the government's PM CARES Fund, leading to concerns that these efforts were diverting large amounts of capital away from Indian NPOs.<sup>9</sup> In addition, a recent amendment to the Foreign Contribution Regulatory Act (FCRA Act) that governed overseas funding in India, prevented grantee organizations from spending more than 20% of their overseas funding on administrative expenses, including staff salaries (a reduction from the 50% permitted prior to the Amendment), and prohibited intermediary organizations such as Dasra from sub-granting their overseas funding to other NPOs. Some felt that these recent developments, along with earlier restrictions on corporate and overseas philanthropy in India, would restrict the amount and quality of corporate and overseas philanthropic capital available in the country.

Sanghavi felt that these shifts in India's philanthropic ecosystem underscored the importance of developing domestic HNI and family-led philanthropy, an area that Dasra was uniquely positioned to grow. He elaborated, "These shifts have created an urgent need to continue to grow and support the unlocking of individual and family giving in India, the segment that is able to deploy philanthropic funding in the most flexible manner. A number of non-profit and for-profit players have emerged since we started Dasra 20 years ago, that focus on knowledge creation, donor advisory, grant management, capacity building of NPOs, and other similar services. [Exhibit 9: Key Strategic Philanthropy Service Providers in India]. But these intermediaries tend to be more focused on corporate and CSR donors, along with a few larger, established foundations. Dasra, on the other hand, supports Indian families on their philanthropic journeys far more proactively and in a far more focused manner than any other player in the sector. Our mission is to build the philanthropic sector in India."

### Exhibit 1 An Overview of Philanthropy in India

India was the seventh-largest economy in the world in 2018, with a GDP of \$2.7 trillion.<sup>10</sup> The country's real GDP had grown at an average of 6.6% between 1990 and 2017, making it the fastest-growing economy in the G20.<sup>11</sup> During this period, poverty rates in India had dropped and GDP per capita and other key social indicators had steadily improved.<sup>12</sup> However, the World Poverty Clock, a Vienna-based think tank, reported that approximately 5% of the country's population, or 70.6 million individuals, continued to live in extreme poverty, and below the international poverty line of \$1.90 a day in 2018.<sup>13</sup> Moreover, India lagged behind its peers on key social development indexes, ranking 129<sup>th</sup> amongst 189 countries in 2019 on the Human Development Index, a composite statistic of life expectancy, education and per-capita income indicators, the lowest amongst BRIC nations.

The Indian government had launched a variety of programs and schemes to spur social development over the years, and according to a report by consulting firm Bain & Company, the central government's expenditure on the top ten social programs in India, which accounted for the majority of its funding to the social sector, totaled \$30 billion (INR 2.1 trillion) in FY 2018, while state funds for the social sector had historically been about four times those of central funds.<sup>14</sup> Despite these investments, the country faced an annual financing gap of \$565 billion in meeting its Sustainable Development Goals,<sup>o</sup> according to some estimates.<sup>15</sup>

Although the Ministry of Statistics and Programme Implementation reported approximately 3.3 million registered social sector or non-profit organizations (NPOs) in India, only 200,000 of them had filed tax returns and were believed to be operational.<sup>16</sup> Some of these organizations were exclusively funders, others focused on implementing programs, and still others played a hybrid role of providing funding to other NPOs while carrying out their own programs.<sup>17</sup> Unlike countries such as the United States that had fairly robust and standardized systems of financial reporting, NPOs in India were registered under three different legal types: trusts, societies and section 8 companies, each of which was subject to varying regulations and reporting requirements. As a result, India lacked comprehensive and standardized data about philanthropic fund flows including the total amount of philanthropic capital available and key sectors and geographies areas to which funds were being routed, as well as the ultimate impacts of these expenditures.<sup>18</sup>

According to estimates by consulting firm Bain & Company, Indian philanthropic funding from private sources amounted to \$10 billion in 2018.<sup>19</sup> A study by the OECD development center, meanwhile, estimated that a majority, or 55% of domestic philanthropy in India went towards educational and healthcare initiatives, while other development sectors and multi-sectoral initiatives received the remaining 45% of philanthropic funding.<sup>20</sup> Philanthropy in India came from a combination of High Net Worth Individual (HNI) and Ultra High Net Worth Individual (UHNI) donors, everyday givers, corporate philanthropists and overseas philanthropists.

**HNI and UHNI Donors** According to Bain & Company, approximately 34% or \$3.4 billion of private philanthropic funding in India was shouldered by a few high-net-worth donors, each of who contributed more than \$1.4 million in 2018.<sup>21</sup> While HNIs usually managed and oversaw their donations to recipient organizations directly, some UHNIs, including leading industrialists and technology entrepreneurs in the country, had hired professionals and established private foundations in recent years to manage their giving. However, despite the potential of this donor segment, a mere

---

<sup>o</sup> The Sustainable Development Goals were a set of 17 interlinked global goals adopted by all United Nations member states in 2015 as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

39 of the 831 individuals on the Hurun India Rich list of individuals<sup>P</sup> were part of the Hurun India Philanthropy List in 2018. This was partly because the country lacked inheritance-based giving incentives similar to those in countries such as the United States. Moreover, those who did give tended to engage in 'safe' grants to service delivery NPOs that worked to fill gaps in welfare and improve the lives of citizens in a manner that complemented government priorities, while shying away from grants to organizations involved in rights and advocacy work that often questioned or challenged government policies and practices.<sup>22</sup>

**Everyday Givers** India had the world's largest donor base with approximately 191 million Indians donating money in 2018.<sup>23</sup> Although Bain & Company estimated the market for donations below \$1.4 million at approximately \$2.8 billion (or 28% of private philanthropy) in 2018, a report by Sattva Consulting estimated that everyday givers<sup>in</sup> India contributed \$5.1 billion to various causes in 2017.<sup>24,25</sup> However, according to Sattva, 90% of India's everyday giving market, or \$4.6 billion, was informal and largely in cash, of which approximately \$3.2 billion went to community members such as domestic helpers and the homeless, and another \$1.3 billion to religious or spiritual institutions.<sup>26</sup> Despite their potential, formal everyday givers in India lacked reliable means of discovering credible NPOs and remained dependent on traditional giving channels such as face-to-face giving and donation boxes, which routed 80% of funds in the country, while online channels that accounted for the remaining 20%, were still nascent.<sup>27</sup> Finally, tax incentives for personal giving allowed for only 50% deductions on the amount donated with the exception of certain public funds, which some felt was not enough to encourage personal philanthropy.<sup>28</sup>

**Corporate Philanthropy** India had a long tradition of corporate philanthropy, with the Tata Group, the country's largest conglomerate, being owned by a variety of philanthropic trusts set up by the founders that dated back to 1919. Approximately 19% of private philanthropic funding in India, or \$1.9 billion, came from corporations in FY 2018, of which 91% consisted of Corporate Social Responsibility (CSR) budget outlays, while the remaining 9% went to corporate charitable trusts.<sup>29</sup> The corporate philanthropy segment had grown 12% between FY 2014 and 2018, which some believed was largely driven by the Companies Act of 2013 that required qualifying companies<sup>Q</sup> to set aside 2% of their average three-year net profits for CSR purposes, making India the first country in the world to make such spending mandatory.<sup>30</sup> However, CSR spending in India was highly regulated, with the government restricting the types of activities that could count towards mandatory CSR donations; and institutional grants that helped build organizational talent, systems and processes, restricted to only 5% of a company's total CSR corpus, which, in turn, encouraged corporations to prioritize short-term, project-oriented grants. As Indian corporations were still working through a CSR strategy and a process for allocating funds, up to 15% of allocated CSR budgets in India remained unutilized in 2018.<sup>31</sup>

**Overseas Philanthropy** Another 19% of private philanthropic funding in India, or \$1.9 billion, came from overseas donors in FY 2018.<sup>32</sup> Overseas donors included several large international foundations and government agencies that worked in a variety of sectors ranging from agriculture to sanitation.<sup>33</sup> Foreign donors had also traditionally been at the forefront of funding Rights and Advocacy work in India, including universities, think tanks and NPOs working on human rights, social justice, democratic reforms, and governance issues.<sup>34</sup> Foreign funding to the Indian social sector was

---

<sup>P</sup> The Hurun India Rich List consisted of a list of individuals each of who had a wealth of over \$143 million in 2018.

<sup>Q</sup> Qualifying companies consisted of those having a net worth of USD \$71 million (INR 5 billion) or more, or a turnover of \$14.3 million (INR 1 billion), or more or a net profit of \$714,000 (INR 50 million) or more.

governed by the Foreign Contribution Regulatory Act (FCRA Act) that required every Indian NPO to obtain a registration to receive overseas funding, which could take up to a year to obtain, as well as to renew its license every five years. Overseas philanthropy in India declined 40% between FY 2015 and 2018 amid a government crackdown on NPOs for alleged violations of the FCRA Act, with 13,000 NPO licenses cancelled during the period.<sup>35</sup> A report by Ashoka University's Center for Social Impact and Philanthropy (CSIP) concluded that between 200 to 1,000 organizations whose licenses had been cancelled between 2011 and 2017 had been impacted because they had questioned government in some way.<sup>36</sup> Under the FCRA Act, the Ministry of Home Affairs (MHA) also prohibited overseas donors from funding activities that it felt were likely to affect public interest, and maintained a list of donors whose funding grantees could only access after obtaining prior permission from it. Moreover, an amendment to the FCRA Act in September 2020 reduced the percentage of overseas funding that NPOs could spend on administrative expenses from 50% to 20% (including staff salaries) and barred recipient NPOs from re-granting their foreign funds to smaller organizations, a practice common among intermediaries that helped overseas donors identify grassroots NPOs to fund. This led to concerns that foreign funding to the sector could further reduce.<sup>37</sup>

**The Impact of COVID-19** In March 2020, the Indian government declared a nationwide lockdown to stem the spread of the rapidly-growing COVID-19 virus pandemic, as a result of which most Indian NPOs were forced to halt their regular programs and activities. A survey by CSIP estimated that three fourths of Indian NPOs became engaged in pandemic-related work that ranged from delivering dry rations to vulnerable populations to managing health care centers.<sup>38</sup> While most of these organizations received additional funding from their donors for their COVID-19 relief efforts, a third of them were using existing program funding towards these activities.<sup>39</sup> Meanwhile, the Indian government set up the Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM CARES Fund), for response, relief and rehabilitation efforts related to the pandemic and other similar future events. In a departure from previous practice, the government allowed CSR contributions to PM CARES, any excess of which corporations could offset against their CSR obligations in subsequent years. PM CARES also accepted foreign contributions even though it did not meet the prerequisite of being audited by the Comptroller Auditor General of India. In less than two months of its launch, donations to PM CARES were reported to have reached \$1.4 billion (INR 106 billion).<sup>40</sup> A report by Sattva Consulting forecasted that corporate donors in India were directing 52% their CSR funds to COVID-19 relief efforts, including 35% to PM CARES.<sup>41</sup> This, along with shrinking corporate profits as a result of a forecasted economic slowdown, led to concerns that little CSR funding would be available for other projects, and that the Fund was reducing the overall share of philanthropic capital available to Indian NPOs.

### Demographic Overview of India

Population	1.3 billion	July 2020 est.
Population growth rate	1.1%	2020 est.
Urban Population	34.9%	2020
Median age	28.7 years	2020 est.
Life expectancy at birth	69.7 years	2020 est.
Fertility rate	2.35/woman	2020 est.
Physician density	0.78/1000 population	2017
Literacy	74.4%	2018
School life expectancy	12 years	2016
Youth unemployment (ages 15-24)	22.5%	2018

### Economic Overview of India

GDP	\$2.6 trillion	2017 est.
GDP real growth rate	6.7%	2017 est.
GDP per capita (PPP)	\$7,200	2017 est.
Population below poverty line	21.9%	2017 est.
Labor force	521.9 million	2017 est.
Unemployment rate	8.5%	2017 est.
Household income or consumption of lowest 10%	3.6%	2011
Household income or consumption of highest 10%	29.8%	2011

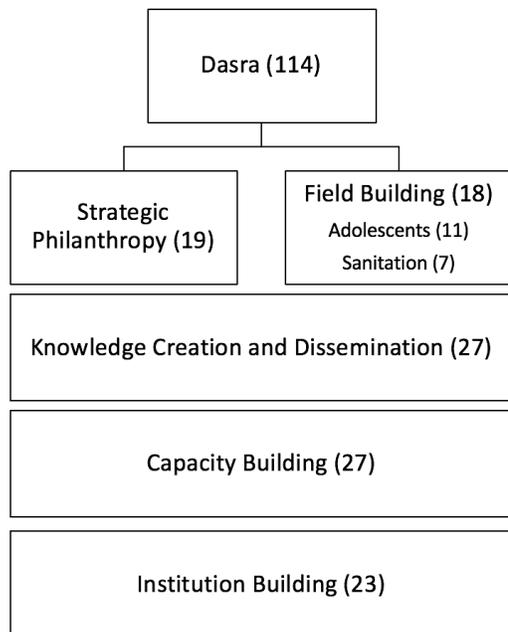
### India's Philanthropic Funding by Donor Segment

	2011	2018
	<i>USD (billions)</i>	<i>USD (billions)</i>
Government Spending	\$18.7	\$30.0
Private Individuals	\$0.9	\$6.1
Foreign Sources	\$1.5	\$1.86
Domestic Corporations	\$1.0	\$1.86
<b>Total</b>	<b>\$22.2</b>	<b>\$39.8</b>

### Domestic Philanthropy and CSR in India by Sector (2013-2017)

Sector	Percentage
Education	33%
Health	22%
Multisector	13%
Environmental Protection	7%
Water and Sanitation	7%
Other	18%
<b>Total</b>	<b>100%</b>

Source: Adapted from CIA World Factbook, Bain & Company, ONGC Development Center

**Exhibit 2** Dasra's Organizational Chart

Source: Dasra

**Exhibit 3** Dasra's Budget Over the Last Five Years**INR (millions)**

<b>Business Unit/Functional Team</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Adolescents	58.5	50.9	47.0	52.3	45.7
Sanitation	5.5	29.9	41.9	42.3	41.4
Democracy & Governance	1.6	1.7	6.0	8.0	0.6
Strategic Philanthropy	23.1	44.0	49.9	74.4	57.0
Knowledge Creation and Dissemination	12.1	14.0	43.4	38.8	45.0
Capacity Building	33.5	45.4	57.5	60.2	62.4
Internal Program Support	29.5	38.0	61.4	60.6	59.1
<b>Total expenses</b>	<b>163.8</b>	<b>223.9</b>	<b>307.1</b>	<b>336.6</b>	<b>311.2</b>

**USD (millions)**

<b>Business Unit/Functional Team</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Adolescents	0.84	0.73	0.67	0.75	0.65
Sanitation	0.08	0.43	0.60	0.60	0.59
Democracy & Governance	0.02	0.02	0.09	0.11	0.01
Strategic Philanthropy	0.33	0.63	0.71	1.06	0.81
Knowledge Creation and Dissemination	0.17	0.20	0.62	0.55	0.64
Capacity Building	0.48	0.65	0.82	0.86	0.89
Internal Program Support	0.42	0.54	0.88	0.87	0.84
<b>Total expenses</b>	<b>2.34</b>	<b>3.20</b>	<b>4.39</b>	<b>4.81</b>	<b>4.45</b>

Source: Dasra annual estimates are based on business unit allocations and will differ from audited statements

Notes: Converted using an exchange rate of INR 70 to one US dollar

(In 2015, the Dasra team began working on a new collaborative called Democracy and Governance<sup>r</sup> to empower citizens and advance access to social justice. Under the collaborative, the team raised \$2.6 million (INR 170 million) from a group of 14 Indian philanthropists to make an initial investment in a portfolio of 13 organizations that worked to empower women, migrant workers and other excluded communities using tools such as policy advocacy, legal support, transparent journalism, and promotion of human rights. However, the Dasra team soon decided not to continue with the collaborative as it had the potential to be misconstrued as political interference.)

<sup>r</sup> Democracy and Governance

**Exhibit 4** Dasra's Giving Circles to Date

<b>Dasra Giving Circles Held to Date</b>	<b>INR (millions)</b>	<b>USD (thousands)</b>
DGC I: Girl Power	27.1	387
DGC II: Urban Education	30.0	429
DGC III: Malnutrition in Urban Slums	30.6	437
DGC IV: Empowering Adolescent Girls	32.6	466
DGC V: Toilets and Sanitation in Urban India	36.1	516
DGC VI: Empowering Girls Through Sport	22.3	319
DGC VII: Anti Sex Trafficking	33.2	474
DGC VIII: Domestic Violence	29.9	427
DGC IX: Child Marriage	31.3	447
DGC X: Keeping girls in school	33.0	471
DGC XI: Nutrition through Food	32.9	470
DGC XII: Sanitation for Adolescent Girls	26.8	383
DGC XIII: Technology for Health	30.8	440
<b>Total</b>	<b>396.7</b>	<b>5,667</b>

Source: Dasra

**Exhibit 5** An Overview of Dasra's Independently-Directed Funding**Funding by Stakeholder Type**

<b>Funder Type</b>	<b>% of Funding</b>	<b>Number of Funders</b>
Family Philanthropy (UNHI / HNI funders)	78%	130
Corporate	14%	60
Foundation	8%	39
Others	1%	19
<b>Total</b>	<b>100%</b>	<b>248</b>

**Funding by Country**

<b>Country</b>	<b>% of Funding</b>	<b>Number of Funders</b>
India	63%	133
United States	24%	63
United Kingdom	11%	18
Others	3%	34
<b>Total</b>	<b>100%</b>	<b>248</b>

**Funding by Sector**

<b>Sector</b>	<b>% of Funding</b>
Education	19%
Livelihoods & Employability	18%
Women & Girl Empowerment	15%
Health & Nutrition	13%
Disaster Relief	9%
Governance	7%
Sanitation	5%
Other Sectors	13%
<b>Total</b>	<b>100%</b>

Source: Dasra

Notes: Funding by Sector includes Dasra-facilitated funding of \$58 million already disbursed to NPOs.

Other Sectors include sectors such as but not limited to Technology for Good, Environment, Child Protection, Animal Welfare, etc.

**Exhibit 6** An Overview of Dasra's Adolescents and Sanitation Collaboratives

		Adolescents		Urban Sanitation	
		Dasra Girl Alliance	Dasra Adolescents Collaborative	NFSSM Alliance: Phase One	NFSSM Alliance: Phase Two
Funding	Key Donors	Kiawah Trust, USAID, Piramal Foundation	Kiawah Trust, USAID, CIFF, Packard Foundation, Bank of America, Tata Trusts	BMGF	BMGF
	Core Funding Raised to Date	\$9.5 million (including subgrants of key donors)	\$15.74 million	\$3.5 million	\$4.8 million
	Dasra Reporting to Donors	Quarterly	Monthly, quarterly or annually, depending on donor preferences	Monthly	Monthly
Strategy	Goals	(1)Develop research reports & build media awareness on adolescents (2)Direct additional funding to sector (3)Fund more NGOs in RMNCH+A sector	(1)Improve 4 selected adolescent-focused outcomes in 6 districts through support to 4 selected implementing orgs (2)Develop evidence for which models work (3)Amplification through govt. engagement/adoption & CoPs of NGOs (4)Direct \$50 million to Adolescents Sector	(1)Establish CoPs among BMGF sanitation grantees to reduce duplication of efforts, develop FSM-related knowledge products & share learnings with each other (2)Amplify knowledge developed with govt, media & potential donors to increase FSM adoption (3)Capacity building services to BMGF sanitation grantees	(1)Select & capacity build 5-7 Alliance members into CoEs that, in turn, will increase the treatment of Fecal Sludge in five focus states from 30% to 50% (2)Strengthen the CoP to increase treatment of fecal sludge at a national level (3)Make implementing orgs/CoEs & CoP sustainable by diversifying funding by 30-50% to reduce MGF dependence
	Geography	Pan-India	Pan-India with a focus on Jharkhand	Urban areas across India	Urban areas across India with a focus on Orissa, Tamil Nadu, Uttar Pradesh, Maharashtra & Andhra Pradesh/Telangana
	Timeframe	4 years	5 years, with individual timeframes for each donor varying from 1-5 years	3.5 years	3.5 years
Structure & Governance	Strategic Direction	Dasra with inputs from key donors + Piramal Foundation	Dasra with inputs from anchor donors	BMGF, assisted by Dasra	To transition strategy from BMGF / Dasra to Steering Committee
	Steering Committee/Secretariat	Steering Committee of Dasra, Kiawah Trust, USAID, Piramal Foundation	None	(1)Steering Committee of 5 civil society orgs + Dasra + BMGF (2)Secretariat consisting of Dasra & Wash-i	(1)Steering Committee of 5 civil society orgs + Dasra + BMGF (2)Secretariat consisting of Dasra & Wash-i
Implementing Organizations/ Centers of Excellence	Organizations Selected	None	4 adolescents-focused orgs that work in areas such as child protection, education, health & career development in Jharkhand	None	7 including 6 TSUs/ lead implementers assisting state governments on FSM or funding pilots & other projects on the ground. One specialist in technology & environment.
	Role	n/a	Improve selected outcomes in their focus districts	n/a	Increase treatment of fecal sludge in their focus states from 30% to 50%
	Reporting to	n/a	Dasra	n/a	Dasra

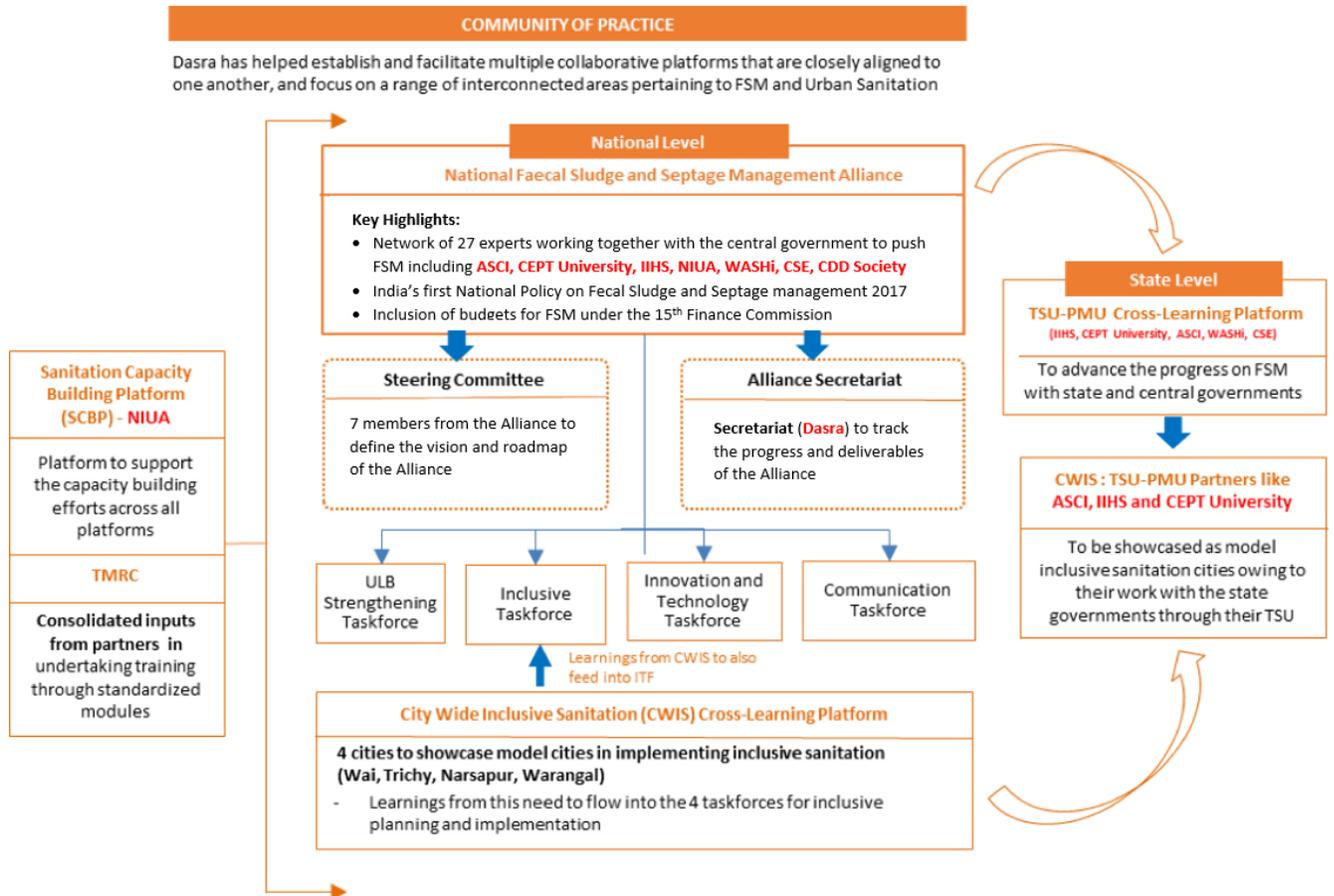
Source: Dasra

**Exhibit 7** Members of the NFSSM Alliance

	<b>Name</b>	<b>Focus within Alliance</b>	<b>Geography</b>
1	Administrative Staff College of India	Lead Implementer	Telangana, Andhra Pradesh
2	Athena Infonomics	Data-Drive consulting working on MLE in the portfolio	
3	BBC Media Action	Specialist in Behavior Change Communications	
4	Bill and Melinda Gates Foundation	Donor	
5	BORDA	Technical Advisory	
6	Consortium for DEWATS Dissemination Society	Lead Implementer	Karnataka
7	Centre of Advocacy and Research	Implementer working on Community Engagement	
8	Centre for Policy Research	Policy Think Tank	
9	Centre for Science and Environment	Specialist in Technology and Environment	Uttar Pradesh
10	CWAS (CEPT University)	Technical Support Unit	Maharashtra
11	Dasra	Intermediary	National
12	Ernst & Young	Project Management Unit + Implementer	Odisha
13	GIZ	Development Agency implementing in India	
14	Indian Institute of Human Settlements	Technical Support Unit + Lead Implementer	Tamil Nadu
15	India Sanitation Coalition	Coalition house under FICCI	
16	IWMI	Research and Academic Institution	
17	KPMG	Project Management Unit	National
18	National Institute of Urban Affairs	Specialist in Capacity Building	
19	Population SI	Implementing Organization	Bihar
20	RTI	Research Organization	
21	Tide Technocrats	Private Technical Partner	
22	UNICEF	United Nations Agency	
23	Urban Management Centre	Implementer working on Community Engagement	
24	USAID	Bi-lateral Organization	
25	WASHi	Project Management Unit	Tamil Nadu/Pan-India
26	Water Aid India	International NGO	
27	World Bank	Multi-lateral Organization	

Source: Dasra

Exhibit 8 Structure of The NFSSM Alliance



Source: Dasra

**Exhibit 9** Key Strategic Philanthropy Service Providers in India

<p><b>Samhita / Collective Good Foundation</b></p> <p>Collective Good Foundation (CGF), a registered charitable organization, provides comprehensive project implementation solutions for the development sector. It works closely with corporations, NPOs and foundations to address some of the most challenging issues in healthcare, education, Water, Sanitation &amp; Hygiene (WASH), and women’s empowerment. Its Project Management Unit helps companies manage their CSR programs, including program ideas, partner selection, due diligence and monitoring, and evaluation and impact assessment. CGF also builds the capacity of NPOs and social enterprises, assesses the on-ground impact of social initiatives, and conducts sector research. It works with its strategic partner, Samhita Social Ventures, a for-profit entity, to engage multiple stakeholders to address critical social issues. Together, CGF and Samhita collaborate with companies, foundations, aid agencies, individuals, social organizations, the media, government and sector experts to create impact at scale.</p>	<p><b>Bridgespan India</b></p> <p>The Bridgespan Group is a non-profit organization that supports philanthropy and NPOs with consulting services. It collaborates with foundations, trusts, individuals, impact investors, and corporations (CSR) to start, expand, or reorient their philanthropy. The organization support donors and investors seeking to increase the impact and scale of their giving and make their philanthropy more strategic and effective. Bridgespan also serves philanthropic collaboratives at the conception, design, and implementation stages. Bridgespan India also collaborates with social change leaders, focusing on improving the results of social sector organizations by helping them to define, grow, and scale their impact; designing organizations for effectiveness; and building strong leadership capabilities. Its primary areas of focus include education, health and nutrition, livelihoods, and urban financing and management.</p>
<p><b>Edelgive Foundation</b></p> <p>EdelGive Foundation is the philanthropic arm of the Edelweiss Group. Through the last decade, EdelGive, has primarily been a grant making organization, supporting small and mid-sized NPOs across the country. Over time, it also serves as a connecting platform between grant makers/donors and credible NPOs across the country. It functions as liaison and link between the different entities in the philanthropic ecosystem, partnering with corporations, foundations and HNIs to fund and build the capacities of credible NPOs, helping them grow strong as they create social impact.</p>	<p><b>Sattva Consulting</b></p> <p>Sattva works closely with NPOs, social enterprises, international foundations, multilateral agencies and government to design and execute inclusive models that are innovative, economically viable and add equitable value to all the different stakeholders involved in the chain. It collaborates with multiple stakeholders to co-create inclusive impact models that help each organization achieve scalable impact. Its four key verticals include donor advisory services, research services, execution and incubation of ideas and solutions, and assessments of program impact, as well as data platforms and products.</p>

Source: Adapted from Multiple Sources

## Endnotes

- 1 Venkatachalam, Pritha et. al., "Philanthropy and the COVID-19 Response in India," May 18, 2020, The Bridgespan Group, p. 7-8
- 2 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 12
- 3 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 11.
- 4 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 11-12.
- 5 Samarth Bansal, "What numbers tell us about Open Defecation in India," The Hindu, October 2, 2016, <https://www.thehindu.com/data/What-numbers-tell-us-about-Open-Defecation-in-India/article15422326.ece>, accessed November 2019.
- 6 Aarti Kelkar Khambete, "When Water Kills," India Water Portal, September 1, 2019, <https://www.indiawaterportal.org/articles/when-water-kills>, accessed November 2019
- 7 The World Bank (2010, December 20) Inadequate sanitation costs India the equivalent of 6.4 percent of GDP [Press Release] Retrieved from <https://www.worldbank.org/en/news/press-release/2010/12/20/inadequate-sanitation-costs-india-the-equivalent-of-64-per-cent-of-gdp>
- 8 "CSR COVID Response and Outlook for 20-21," India Data Insights, A Sattva Initiative, p. 4.
- 9 The Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM CARES Fund) was set up by the Indian government in March 2020 for response, relief and rehabilitation efforts related to the pandemic and other similar future events.
- 10 "India behind UK, France as 7th largest economy in the world in 2018," Business Today, August 2, 2019, <https://www.businesstoday.in/current/economy-politics/india-behind-uk-france-as-7th-largest-economy-in-the-world-in-2018-world-bank/story/369943.html>, accessed May 4, 2020.
- 11 OECD 2019, "India's Private Giving: Unpacking Domestic Philanthropy and Corporate Social Responsibility," OECD Development Center, Paris, p. 10.
- 12 OECD 2019, "India's Private Giving: Unpacking Domestic Philanthropy and Corporate Social Responsibility," OECD Development Center, Paris, p. 10.
- 13 Joanna Slater, "India is no longer home to the largest number of poor people in the world. Nigeria is," Washington Post, July 11, 2018, <https://www.washingtonpost.com/news/worldviews/wp/2018/07/10/india-is-no-longer-home-to-the-largest-number-of-poor-people-in-the-world-nigeria-is/>, accessed May 4, 2020.
- 14 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 4
- 15 Ravi, Shamika et al. "The Promise of Impact Investing in India," July 2019, Brookings India, p. 9
- 16 "About Us," Guidestar India, <https://guidestarindia.org/About.aspx>, accessed September 4, 2020.
- 17 OECD 2019, "India's Private Giving: Unpacking Domestic Philanthropy and Corporate Social Responsibility," OECD Development Center, Paris, p. 12.
- 18 "Estimating Philanthropic Capital in India: Approaches and Challenges," 2019, Center for Social Impact and Philanthropy, Ashoka University, p. 17
- 19 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 5
- 20 OECD 2019, "India's Private Giving: Unpacking Domestic Philanthropy and Corporate Social Responsibility," OECD Development Center, Paris, p. 17.
- 21 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 6
- 22 "Advocacy, Rights and Civil Society: The Opportunity for Indian Philanthropy," Center for Social Impact and Philanthropy, Ashoka University, p. 30
- 23 "Everyday Giving in India Report: Key Findings," April 2019, Sattva, p. 10.
- 24 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 6

- 25 "Everyday Giving in India Report: Key Findings," April 2019, Sattva, p. 12
- 26 "Everyday Giving in India Report: Key Findings," April 2019, Sattva, p. 13
- 27 "Everyday Giving in India Report: Key Findings," April 2019, Sattva, p. 15, 25
- 28 Sheth, Arpan, "An Overview of Philanthropy in India," March 19, 2010, Bain & Company, p. 7, [http://www.bain.com/Images/India\\_Sheth\\_Speech.pdf](http://www.bain.com/Images/India_Sheth_Speech.pdf), accessed May 4, 2020.
- 29 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 6
- 30 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 5-6
- 31 John Sarkar, "15% CSR budget not spent in 2018: Bain & Co," The Times of India, March 10, 2019, <https://timesofindia.indiatimes.com/business/india-business/15-csr-budget-not-spent-in-2018-bain-co/articleshow/68342857.cms>, accessed September 3, 2020.
- 32 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 6
- 33 Sheth, Arpan, et al. "India Philanthropy Report 2015," March 15, 2015, Bain & Company, p. 8
- 34 "Advocacy, Rights and Civil Society: The Opportunity for Indian Philanthropy," Center for Social Impact and Philanthropy, Ashoka University, p. 9,10
- 35 Bhagwati, Anant et al. "India Philanthropy Report 2019," March 7, 2019, Bain & Company, p. 4,5
- 36 "Advocacy, Rights and Civil Society: The Opportunity for Indian Philanthropy," Center for Social Impact and Philanthropy, Ashoka University, p. 15.
- 37 Himanshi Dhawan, "FCRA law could dry up money for less popular causes, shut small NPOs down, says Ingrid Srinath," The Times of India, October 4, 2020, <https://timesofindia.indiatimes.com/home/sunday-times/all-that-matters/fcra-law-could-dry-up-money-for-less-popular-causes-shut-small-NPOs-down-says-ingrid-srinath/articleshow/78467325.cms>, accessed October 2020.
- 38 "The Impact of COVID-19 on India's Nonprofit Organizations," June 2020, Center for Social Impact and Philanthropy, Ashoka University, p. 6.
- 39 "The Impact of COVID-19 on India's Nonprofit Organizations," June 2020, Center for Social Impact and Philanthropy, Ashoka University, p. 6.
- 40 Rachel Chitra, "PM-CARES corpus crosses \$1 billion," The Times of India, May 19, 2020, <https://timesofindia.indiatimes.com/india/pm-cares-corpus-crosses-1-billion/articleshow/75830605.cms>, accessed October 2020.
- 41 "CSR COVID Response and Outlook for 20-21," India Data Insights, A Sattva Initiative, p. 4.