

10to19

DASRA ADOLESCENTS COLLABORATIVE

Draft diagnostic assessment

A G E N D A

Executive Summary

Workplan

Interviews with stakeholders

Overview of DAC 1.0

Elements informing DAC 2.0 strategy

Executive summary – Diagnostic Assessment for DAC 1.0 (1/2)

DAC 2.0 strategy will be informed by various inputs, including: observations about the adolescents field, lessons from DAC 1.0, learnings from other collaboratives/field-building/narrative change initiatives, and aspirations of stakeholders.

State of the field & needs of adolescents

Bridgespan's broader research suggests that a field's progression can be framed in three distinct phases – emerging, forming, and evolving & sustaining. The **adolescents field in India** is still emerging and has some momentum towards the **forming stage**

Skill development and employability are **important adolescent needs** that merit attention in addition to DAC 1.0's existing work around health (sexual and reproductive health), education (school education), safety and agency (protection from gender based and sexual violence, and changing social norms around agency of adolescents)

Lessons from DAC 1.0

- DAC has made progress on several fronts (each with some challenges), notably:
 - **Strengthening a field:** DAC has **improved** the **overall attention** of various actors to the adolescent **demographic**. It was able to **leverage ~US\$ 35 million** for the field (2017-till date). However, interventions and geographies were majorly **funder/government-driven** vis-à-vis driven by needs of the adolescents
 - **Altering attitudes, behaviors & norms:** DAC launched **narrative change campaigns** (e.g., Ab Meri Baari, Stigma & Discrimination etc.) to improve knowledge, motivation, and behavior of youth. However, there was **absence of clear goals and metrics** to measure success/impact of these campaigns
 - **Scaling programs for impact:** DAC pivoted to identifying **program components to scale** with Jharkhand government, after attempts to launch comprehensive programming were less successful
- DAC's progress on outcomes is hard to assess as its performance measurement framework lacks both field-building metrics and clear intermediate outcomes credibly linked to targeted long-term outcomes
- Though DAC 1.0 was intended to be a collaborative, it has instead been **operating with a hub-and-spoke organizational model** resulting in both **challenges** (e.g., funder misalignment, lack of synergy between partners etc.) and **opportunities** (expressing collective voice to the government, etc.)

Executive summary – Diagnostic Assessment for DAC 1.0 (2/2)

Learning from collaboratives/ other initiatives

Experiences of collaboratives/field catalysts and narrative change initiatives offer several insights for DAC:

- **Strategy:** High-performing collaboratives seek **strong alignment** between their **outcomes and their theories of change**. Some field catalysts are striking a creative **balance of field-building and scaling impact** by doing both in ways that are tightly complementary
- **Activities-narrative change:** Sophisticated **narrative change** efforts address an **interconnected system of institutions, values, beliefs, norms, and behaviors** while targeting key stakeholders (e.g., constituents, their community, government etc.)
- **Activities-government engagement:** Some collaboratives/ initiatives **align activities to existing government priorities** in order to build trust, enable greater buy-in for the overall strategy as well as get government support for building momentum on the ground
- **Voice of constituents:** Inclusion of **constituent voices to inform or share in decision-making** has strong momentum as a practice and is being broadly embraced

Aspirations of stakeholders

Key aspirations for DAC's future work highlighted by stakeholders touch on a wide range of topics including:

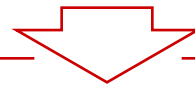
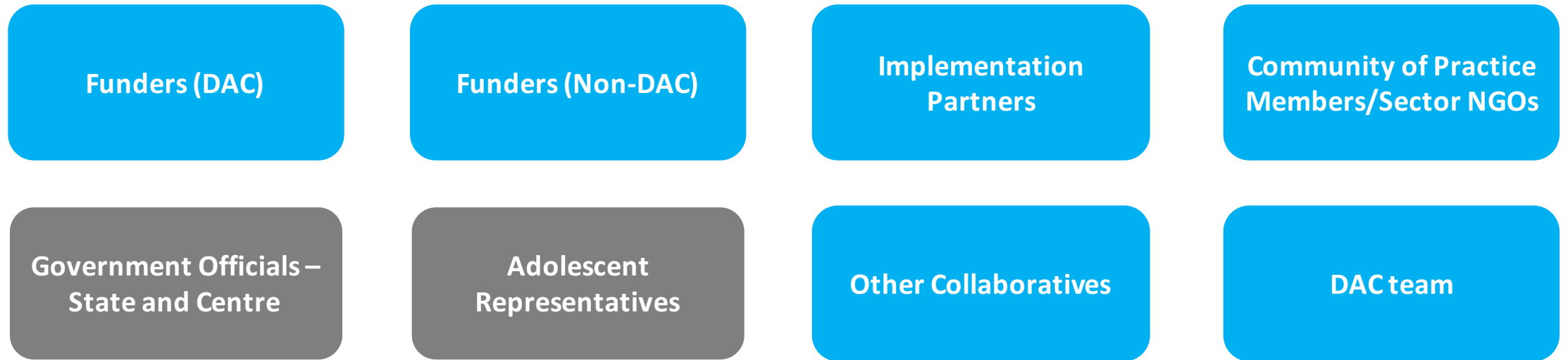
- **Prioritize adolescents** as a **key demographic** with stakeholders (e.g., government actors)
- Focus on **narrative change efforts** to amplify voices around the demographic needs
- **Strengthen public systems** by identifying and supporting scale of specific, effective program components
- **Demonstrate and quantify progress and impact** to highlight progress through developing **intermediate outcomes**
- **Strengthen collaboration** involving **governance, decision-making etc.** for better functioning of the initiative
- **Build partnerships** to drive common agendas and leverage **synergies**

Next phase of work will focus on **clearly articulating DAC 2.0's intended impact, theory of change and strategic priorities** to embrace for next five years

We will be engaging with a gamut of stakeholders as we progress through the various phases of work



Key categories of stakeholders for DAC 2.0 strategy development



We will be taking into account diverse perspectives of various stakeholders as we embark forward on DAC 2.0 strategy development

Discussions

Initiated



Yet to be initiated*



*Note: Due to COVID-19, certain stakeholders are currently unavailable

Overview of DAC 1.0

The Dasra Adolescents Collaborative (DAC) was set up in 2017 to address adolescent issues at scale and to build the field in India



INTRODUCTION

VISION

A transformed India where millions of adolescents thrive with dignity and equity

MISSION

Drive collaborative action towards scalable impact to ensure that adolescents are educated, healthy and empowered to make positive life choices

OUTCOMES

DAC's four key outcomes:

- Delay age of marriage
- Delay age of first pregnancy
- Completion of secondary school
- Increase agency

DAC has brought together a diverse set of mission-aligned partners in service of adolescents

INTRODUCTION



Funders*

Provide **funding**, and **strategic advice** and **direction** to the collaborative

Raised ~US\$ 50 mn from mix of 15+ funders, focused on:

- Implementation partners: ~US\$ 16mn
- Other organizations in the sector: ~US\$ 34 mn



Dasra

Chief facilitator of the collaborative, **managing funder engagement** and **fund raising**, providing **capacity building support**, **leading field-building initiatives** etc.



Implementation Partners

Implement program interventions and **demonstrate best practices** for state and national governments to **adopt/ scale up**

- **Partners:** CINI, C3, Quest Alliance, Aangan Trust
- **States (# districts):** Jharkhand (6), Assam (2), Chhattisgarh (2)



Government**

Identify areas for civil society support in research, evidence, design and implementation, and gathering inputs from adolescents. Use **collaborative knowledge** to **enhance scheme delivery**

- **Policy Advisory:** MoHFW, NITI Aayog, State Government (Jharkhand, Rajasthan)
- **Technical Assistance:** Jharkhand, Chhattisgarh, Assam



Community of Practice (CoP)

Highlight key issue areas that require **research and advisory attention**, share **best practices** and **key learnings**

- **National CoP:** 270+ NGO members
- **Jharkhand CoP:** 220+ NGO members



Technical Experts

Provide **expert guidance** on issue areas, research, evidence and program design

- **Advisory committee of eight eminent experts** including Ms. Shireen Jejeebhoy, Ms. K G Santhya, Dr. Rajib Acharya



DAC has reached 450K adolescents through direct interventions in three states, and indirectly impacted 10 million adolescents and stakeholders through field-building efforts

Note: *Various categories of funders include: Anchor, Strategic, Corporate and Individual. **Government is not formally a part of the collaborative; MoHFW – Ministry of Health and Family Welfare; C3- Centre for Catalyzing Change
Source: Funder snapshot; The 10to19 Community of Practice – updates from April and May 2020; Overview & Progress of 10to19: DAC – July 2020; DAC Impact Narrative developed by Bridgespan - February 2021

Elements informing DAC 2.0 strategy

KEY ELEMENTS



Adolescents field

Assess state of adolescents field in India and needs of this demographic

This is assessed through internal and external interviews including sector experts, DAC members, and Bridgespan's internal experts. Parameters for assessing state of the field include knowledge base, actors, field-level agenda, infrastructure, resources, and public systems and policy



Lessons from DAC 1.0

Consider DAC's successes and challenges

This is assessed by evaluating performance across various pathways to achieve impact for the field

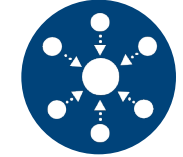
Evaluate role of Dasra – the chief facilitator of the collaborative



Learnings from other collaboratives/ field catalysts/ narrative change initiatives

Integrate observations and lessons from other initiatives

This is assessed through interviews and secondary research on a set of collaboratives, field catalysts and narrative change efforts, which were identified using criteria on their impact goals (building the field/ scaling impact), narrative change, engagement with government, demographic focus, and the state of their fields



Aspirations of stakeholders

Understand aspirations of key stakeholders

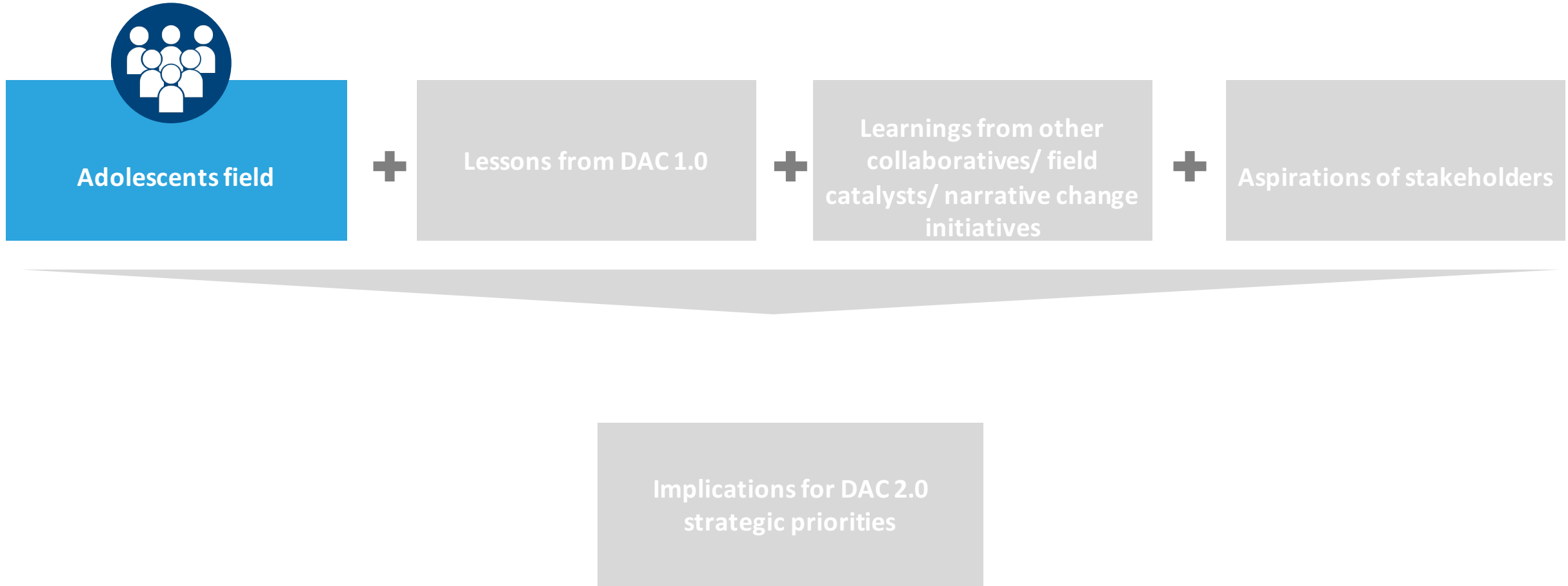
This is assessed through interviews with DAC team members as well as other stakeholders including funders, sector experts etc.

Diagnosis of DAC 1.0

Implications for DAC 2.0 strategic priorities

Elements intending to inform strategic priorities of DAC 2.0

KEY ELEMENTS



Our research suggests that a field's progression can be characterized by three distinct phases and that fields are defined by six traits

Phases of a field's progression



- The **evolution of a field is a slow process**; it can take decades to move from one phase to another
- It is important to **recognize the stage** of the field and **devise an appropriate strategy**
- Certain **observable traits** of the field **serve as a guide to diagnose the phase** it is in

Observable traits of a healthy field

- 1. Knowledge base**
A credible, robust, and evolving knowledge base that informs the field's strategy and acts as a credible reference point
- 2. Actors**
Diverse but complementary actors that share a common vision and are authentically engaged with the most impacted communities
- 3. Field-level agenda**
Alignment around a clear and dynamic field-level agenda that guides the work of a diverse set of stakeholders
- 4. Infrastructure**
Adaptive infrastructure that acts as "connective tissue" to make the field more connected, coordinated and effective
- 5. Resources**
Sustainable, sufficient and equitably distributed resources (financial and non-financial) critical to supporting the field's actors
- 6. Public systems and policy**
Robust and well functioning public systems and policies that create an enabling environment for actors in the field to advance change

...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

/DRAFT

	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

Source: Interviews and secondary research; C3 – Centre for Catalyzing Change, CSR – Corporate Social Responsibility, RKSK - Rashtriya Kishor Swasthya Karyakram; RMNCH+A - Reproductive, Maternal, Newborn, Child, and Adolescent Health

1. Knowledge base

*"I have **seen a shift in the knowledge base** – there's more reliance on data to inform the way we are working. Many donors are also separately investing in monitoring and evaluation" – Sector NGO*

*"There are **data gaps**...UDAYA did a big study (in Bihar, UP) but need **representation from other states** as well" – Sector NGO*

2. Actors

*"**Sustainable mechanisms** need to be created to **engage youth**, involving them in decision making that impacts them" – DAC implementation partner*

*"Grassroots organizations play an important role in the field and are in **need of capacity building**; don't have the same access to funds" – Sector NGO*

3. Field-level agenda

*"There's a **lot more focus on adolescents in general** and adolescent girls specifically...gender generally has become an important focus area" – DAC implementation partners*

*"Different departments have different agendas when it comes to adolescents; **convergence efforts need to be strengthened to create a comprehensive plan for adolescent development**" – DAC implementation partner*

4. Infrastructure

*"The **CoP is a very important strategy to be nurtured**, so far there has been no clear strategy on it" – Funder*

*"It would be good to have a **platform to collaborate with the government**" – Sector NGO*

5. Resources

*"Adolescent focus has **become an agenda for funders, especially in health**... however there is a **huge gap in CSR funding**; even **government budget** allocations to sectors such as health and education have been falling" – Sector NGO*

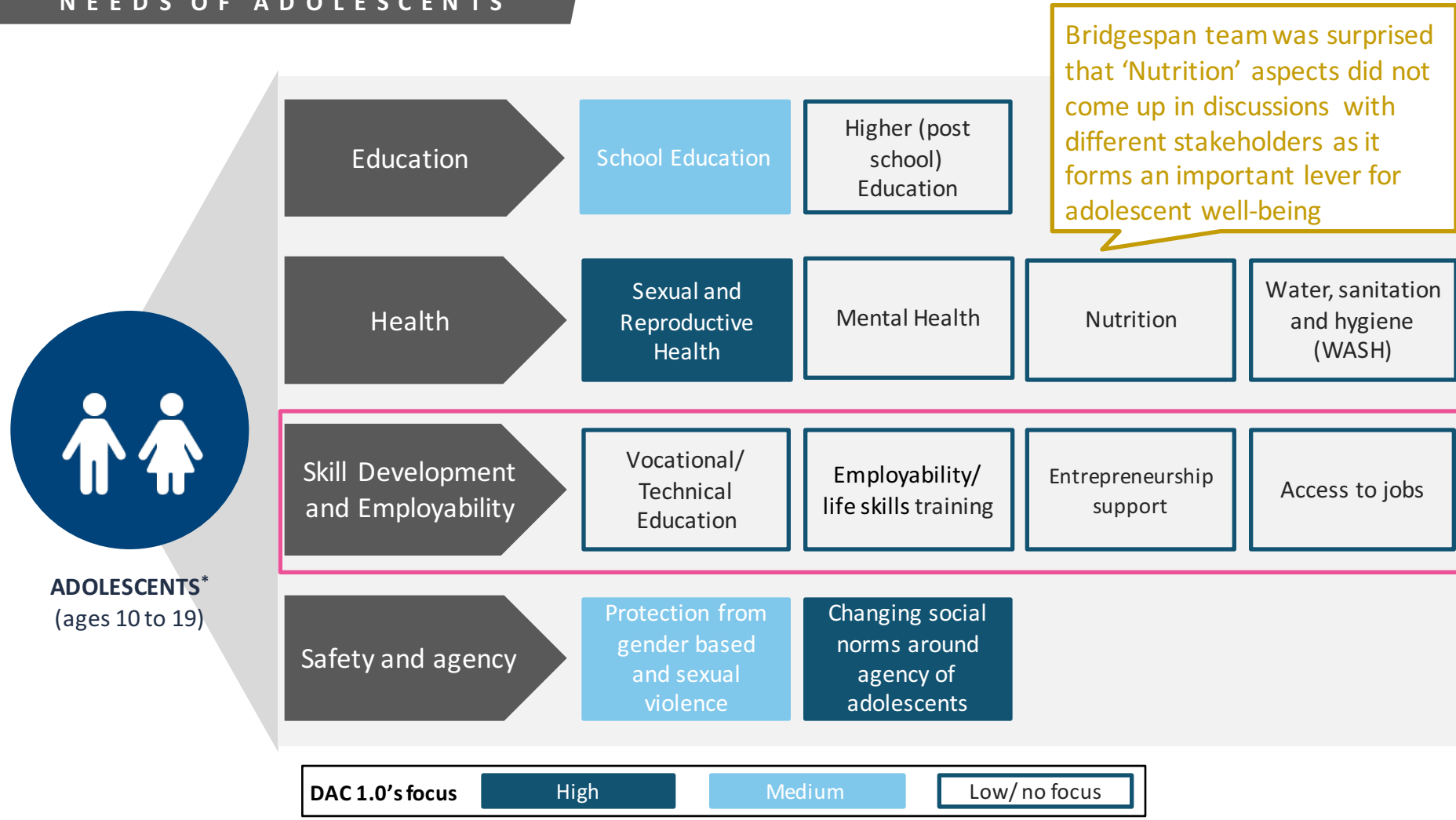
6. Public systems and policy

*"**Adolescents as a demographic don't feature in government priorities and policies**... different departments look at different components e.g., completion of secondary education for education department, SRHR for health department, while some like in the case of livelihoods are taking an overall approach" – DAC implementation partner*

Also, key stakeholders believe that DAC can expand its focal outcomes to include skills and employability

NEEDS OF ADOLESCENTS

/ NOT EXHAUSTIVE



Bridgespan team was surprised that 'Nutrition' aspects did not come up in discussions with different stakeholders as it forms an important lever for adolescent well-being

Multiple stakeholders have highlighted **skilling and livelihoods** as an important area of focus that DAC is currently not addressing

"If we don't address that (skilling) piece, we are leaving the work midway" – NGO

"Given COVID, all issues we talk about are exacerbated – health, gendered violence, education, skilling" – NGO

"There needs to be a fifth outcome on transition from school to work to address that vulnerable stage between education and marriage/child birth" – Funder

"The fourth outcome around agency needs work – there's a missing piece on life skills, skilling and employment" – DAC Team



ADOLESCENTS* (ages 10 to 19)

DAC 1.0's focus: High (dark blue), Medium (light blue), Low/no focus (white)

Note: *Needs of adolescents will vary by age, gender, special abilities, sexual orientation etc.; The needs noted here are over and above basic survival needs of food, water, shelter, basic healthcare etc. and cover other primary vectors of needs. Secondary vectors such as climate change have not been included
 Source: Interviews and secondary research

Elements intending to inform strategic priorities of DAC 2.0

KEY ELEMENTS



Adolescents field



Lessons from DAC 1.0



Learnings from other collaboratives/ field catalysts/ narrative change initiatives



Aspirations of stakeholders



Implications for DAC 2.0 strategic priorities

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

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 implementation partners (CINI, C3, QA, AT) on existing on-ground programs and identify program components for scaling	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

Impact Pathways

What has gone well

What has worked less well

Policy advisory

- **State Government:** Improved **evidence creation** (e.g., baseline studies) to **generate awareness** and build **credibility** with Jharkhand government officials
- **Central Government:** Emphasized the **importance of including youth voices** in various central government discussions (MoHFW, Niti Aayog) around COVID-19
- **State & Central Government: Provided adolescent-specific guidance**, with the goal of ensuring **prioritization of adolescents** across all levels of the **government machinery** (block, district, state) and public health system (e.g., Dasra being appointed as official partner to integrate adolescent and youth voices into systems by government of India and Jharkhand)

- **State Government:** Ineffective leverage of implementation partners for **collective advisory** with Jharkhand government officials

Strengthen a field

- **Improved attention to the adolescent demographic** across various stakeholders including funders, government (centre and state), NGOs etc.
- **Built national and Jharkhand-level Community of Practice with 200+ members to increase awareness in the field** by facilitating peer learning and knowledge sharing sessions
- **Leveraged*** ~US\$35mn for the adolescent field (2017-20)

- **Interventions and geographies** majorly **funder/government driven** vis-à-vis needs of the adolescents
- Lack of **clear goal-alignment, mandate** and plan of action for Community of Practice

Note: *Leveraged funding refers to funding that Dasra/DAC has influenced in the sector towards the cause of adolescent empowerment; MoHFW – Ministry of Health and Family Welfare

Source: Dalberg Mid point review, DAC strategic review: Executive Summary | September 2020; Funder snapshot; Overview of Advocacy Activities; Overview of Advocacy Activities – For Bridgespan; Strengthening Youth Participation in Health Programmes; Government Engagement 2018-2020, Interviews, DAC Impact Narrative developed by Bridgespan - February 2021, Philanthropic Collaboratives in India: The Power of Many by The Bridgespan Group

Impact Pathways

Alter attitudes, behaviors & norms

What has gone well

- Strengthened **youth engagement efforts** through **narrative change campaigns** to improve knowledge, motivation, and behavior of youth
 - Launched three adolescent-driven campaigns: Ab Meri Baari; Stigma & Discrimination Campaign; and Ending Teenage Pregnancy + Prioritizing SRHR, **mobilizing ~800 youth champions and volunteers** to undertake social audits and advocate for their rights
 - **Received commitments** from several government officials (Jharkhand and Rajasthan) to address issues raised through social audits

What has worked less well

- Absence of **clear goals and metrics** to measure success of narrative change campaigns

Train organizations (implementation partners and other organizations in the field)

- Addressed some **capacity building needs** of organizations in the field (including implementation partners) to enable them to scale programs (e.g., institutional capacity trainings, baseline questionnaire, Praxis social audit tool etc.)

- Limited value add to implementation partners due to lack of technical expertise in **on-ground programming** (e.g., data monitoring, technical research etc.)

Scale programs for impact

- Pioneered the **component-based approach*** to strengthen adolescent programs in Jharkhand (e.g. AHD component under RKSK was selected to analyze gaps and devise best practices to strengthen youth participation)

- Lack of effectiveness of **comprehensive programming approach** at district/block level to scale solutions – inadequate program clarity among implementation partners and funders; absence of end-line to measure impact etc.

Note: *Identify key components of RKSK, SHP and education programs for scaling at district/state level.; SRHR – Sexual and Reproductive Health and Rights, AHD – Adolescent Health Days, RKSK – Rashtriya Kishor Swasthya Karyakram

Source: Dalberg Mid point review, DAC strategic review: Executive Summary | September 2020; Funder snapshot; Overview of Advocacy Activities; Overview of Advocacy Activities – For Bridgespan; Strengthening Youth Participation in Health Programmes; Government Engagement 2018-2020, Interviews, DAC Impact Narrative developed by Bridgespan - February 2021, Philanthropic Collaboratives in India: The Power of Many by The Bridgespan Group

Impact Pathways

Government systems strengthening

What has gone well

- **State Government:** Augmented **Jharkhand government's attention and commitment** for frontline service delivery for adolescents (e.g., increased government directives on service delivery)
- **Central Government:** Received **buy-in** from the **Central Government** to scale up **adolescent participation within health systems** (i.e. RKSK and SHP)

What has worked less well

- **State and Central Government:** Lack of **strong relationships** with major adolescent focused departments/ministries such as **Education and Women & Child Development (WCD)** etc. in **Jharkhand** as well as at **central government** level

Overall

Impact

What has gone well

- **Alignment on four outcomes** between key actors (funders, implementation partners, civil society organizations etc.) basis needs of the field

What has worked less well

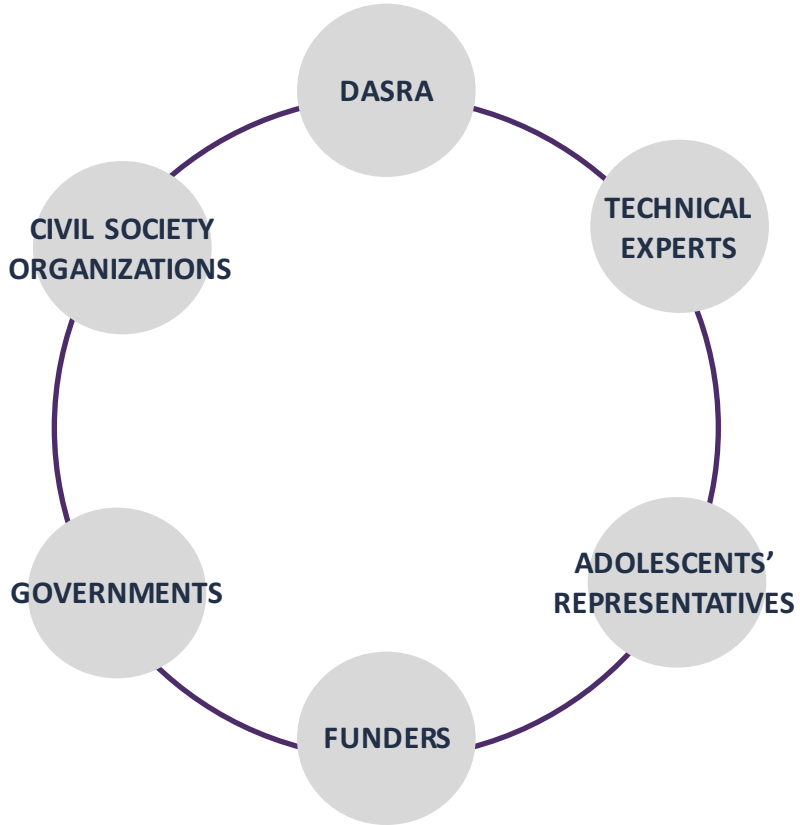
- Overall **outcomes beneficiary focused**, not assessing **progress across government processes/systems and field-building initiatives**
- Lack of **effective linkage/tracking of intermediate outcomes** to determine mid-term success (e.g., lack of tangible outcomes to assess impact of DAC's government engagement such as no. of key committees for adolescent related policy making that DAC sits on)
- **Lack of funder energy around a collective approach** with several funders funding different DAC initiatives on a **piecemeal** basis

Note: RKSK – Rashtriya Kishor Swasthya Karyakram , SHP – School Health Program

Source: Dalberg Mid point review, DAC strategic review: Executive Summary | September 2020; Funder snapshot; Overview of Advocacy Activities; Overview of Advocacy Activities – For Bridgespan; Strengthening Youth Participation in Health Programmes; Government Engagement 2018-2020, Interviews, DAC Impact Narrative developed by Bridgespan - February 2021, Philanthropic Collaboratives in India: The Power of Many by The Bridgespan Group

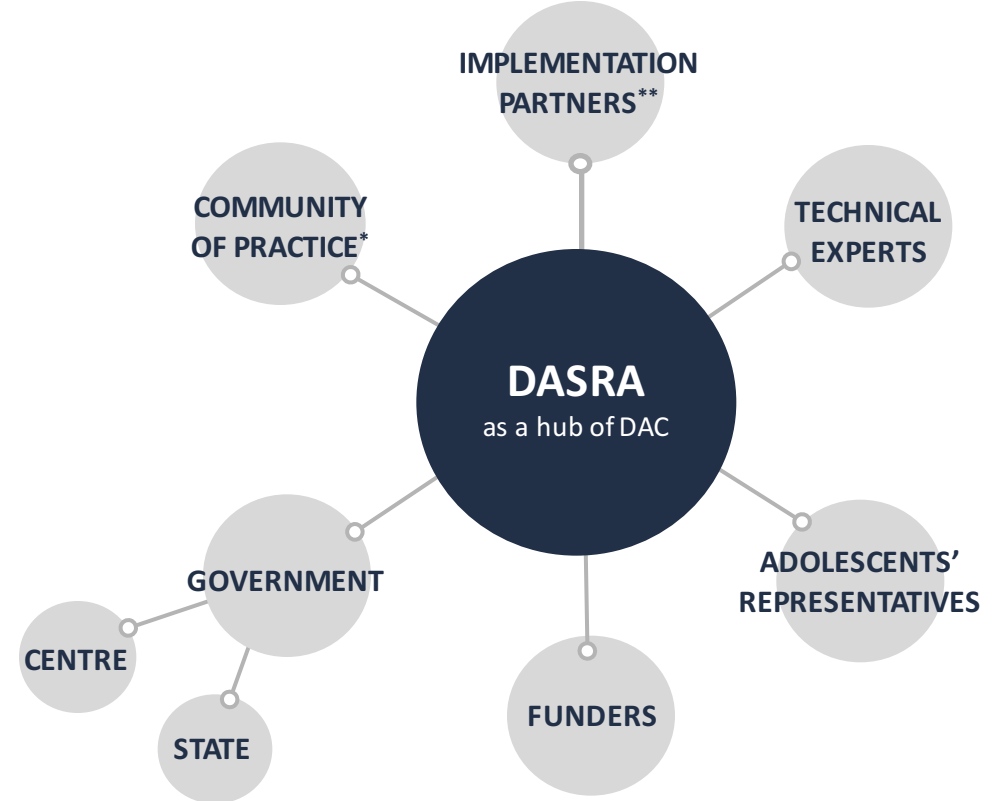
DAC's aspiration of a collaborative model has given way to a hub-spoke reality

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

The hub and spoke resulted in some challenges...

Funder misalignment

*"Funders have not always had a say in what DAC does, there's a **lack of collective funder energy**."* – Funder

Lack of implementation partner synergy and learning

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

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

Burden of coordination and accountability on DAC team

*"We have **burnt our fingers** being held accountable for outcomes"* – DAC team member

*"We have **taken accountability for everything** in the collaborative. If an organization failed on the ground, it was on us"* – DAC team member

Confusion between identity of DAC vs Dasra

*"For the Government, **Dasra (and not DAC) ended up becoming the face of programs** which caused some friction with partners and hampered collaborative action"* – DAC team member

...but also some leverage and momentum

Bringing diverse groups together

*"**Dasra does convenings well**, that is what we see their role as"* – NGO

*"**Dasra's strength has been in relationship building**"* – NGO

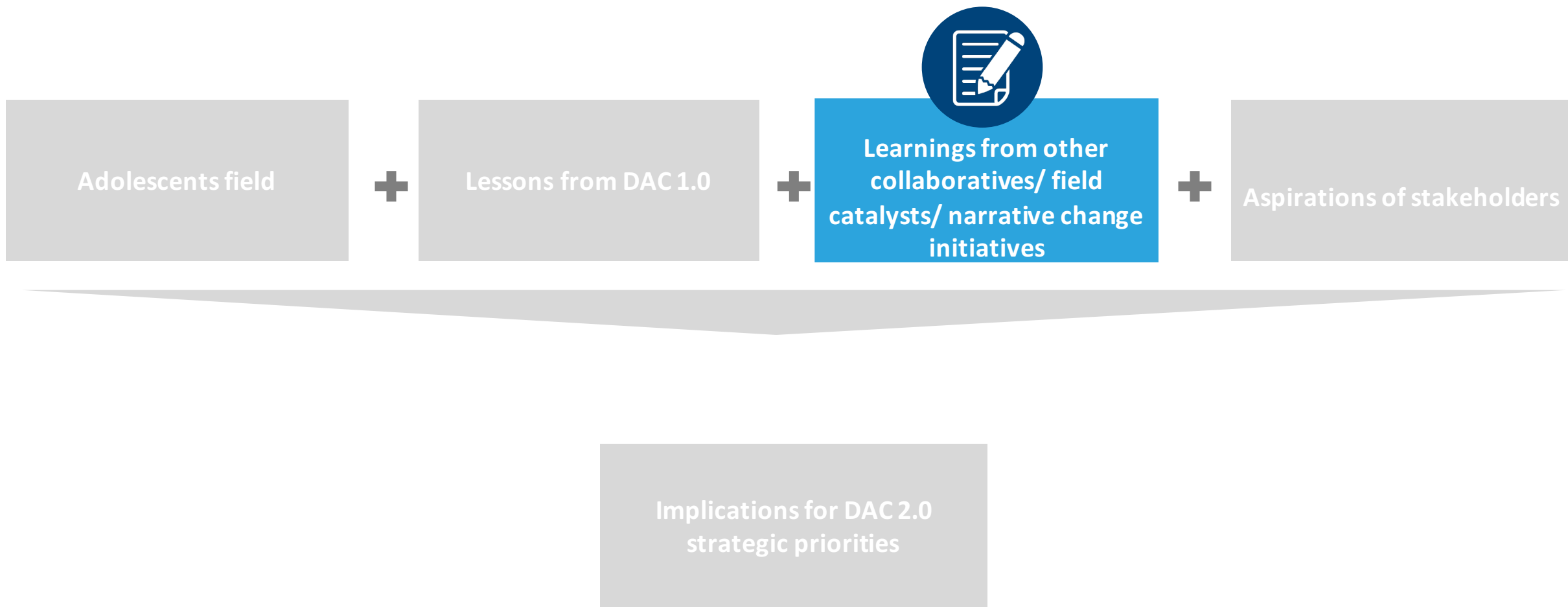
Bringing collective voice to the Government

*"DAC's role for government has become to **synthesize and play back the priorities (of multiple stakeholders)**, which is working well"* – DAC team member

*"**Government values the collective voice** we bring"* – DAC team member

*"**Youth voice and participation** we bring is a strong value add, e.g., the Lost in Lockdown report was very well received"* – DAC team member

KEY ELEMENTS



LEARNINGS



Collaboratives

Multi-stakeholder collaboratives bringing actors together towards a common goal

- E.g.:*
- Anamaya (Tribal Health Collaborative)
 - India Sanitation Coalition
 - EYElliance



Field catalysts

Organizations, not necessarily collaboratives, that mobilize actors in the field to create population-level change

- Power to Decide
- Forum for Youth Investment



Narrative change initiatives

Efforts aimed at altering attitudes, behaviors and norms targeting multiple stakeholders

- Anti Tobacco movement in US
- Marriage equality movement in US
- Safe Viet Nam initiative

The learnings in this section intend to act as inputs that inform DAC's strategic options in the next phase. Learnings by themselves don't represent DAC 2.0 strategy

Key takeaways for DAC 2.0

Examples

Strategy

Collaboratives seek **strong alignment between their outcomes and their theories of change**

- As a pure **field-builder** not engaged in program delivery, [India Sanitation Coalition \(ISC\)](#) defines its **outcomes based on its field-building initiatives** rather than population-level change; in contrast [Anamaya's](#) **primary outcomes are granularly defined at a population-level**, aligned to its on-ground programs, complemented by a few secondary outcomes tracking their field-building initiatives such as advocacy

Some field catalysts are striking a **creative balance of field-building and scaling impact** by doing both in ways that are tightly complementary

- While [EYElliance](#), a multi-stakeholder coalition, is working to increase attention to and mobilize resources for the cause of eyeglasses, it also brings partners together to test models that can scale. EYElliance has **incubated a solution** for school-based eye health in Liberia as a **country level demonstration of a model that can be replicated globally**

Field catalysts **leverage platforms such as 'communities of practice'** to help them **keep an ear on the ground** and gather learnings from implementers that are relevant for the field, as well as get **inputs on field level strategy**

- **EYElliance engaged its community of practice** to identify challenges in the field and **models that could be scaled**; a report published basis this work has informed further action
- At multiple points in its field's journey, [Power to Decide*](#) **convened implementing organizations** to define a common agenda, develop blue prints for action, collectively decide "what's next" for the field and also plan comprehensive narrative change efforts

Note: *These organizations are NGOs that act as field catalysts but are not structured as collaboratives
Source: Interviews and secondary research

Key takeaways for DAC 2.0

Examples

Activities – Narrative change

Sophisticated narrative change efforts **address an interconnected system of institutions, values, beliefs, norms, and behaviors**, targeting key stakeholders (e.g., constituents, their community, government etc.) over a period of time

- The Anti-Tobacco movement took a **holistic approach to tackling public perceptions and beliefs** (e.g., narrative change efforts by [the Truth Initiative](#), an anti-smoking campaign targeted at teens) **as well as advocating for legislative changes** (e.g., research and advocacy for state and local level bans and taxes)
- As a demographic-focused collaborative, Anamaya’s **narrative change efforts are targeted at both the demand and supply side**. Demand side interventions focus on changing behaviors of tribal people towards modern medicine, while supply side efforts focus on changing attitudes and biases of the government system towards tribal populations

Clear empirical evidence plays a key role in narrative change efforts, as it helps elevate the need and align stakeholders to a common goal

- The Safe Viet Nam Initiative **supported research** that helped demonstrate the scale of motorcycle accident related injuries and deaths in Vietnam, which **formed the basis for subsequent efforts** to support adoption of helmets
- In the US, research on the ill effects of tobacco played a **key role in changing perceptions** of the public towards smoking and helping nonsmoker rights groups **advocate for state and local smoking bans** and taxes

Successful narratives are **tested and proven through in-depth research** to ensure that they will resonate and be interpreted in a way that is consistent with the narratives’ intended impacts

- The marriage equality movement **invested in efforts to understand public perceptions** and what might work to change public opinion on marriage equality. This research spurred a move away from the message of “equal rights” to a focus on the idea of ‘love is love’

The **core messages** of effective narratives tend to be **simple and easy to translate** across different channels and via different messengers

- The Safe Viet Nam’s campaign on ‘Helmet Day’ had a very simple and clear call to action for all citizens to start wear helmets from December 15th, the day the law made them mandatory on all roads in Vietnam

Key takeaways for DAC 2.0

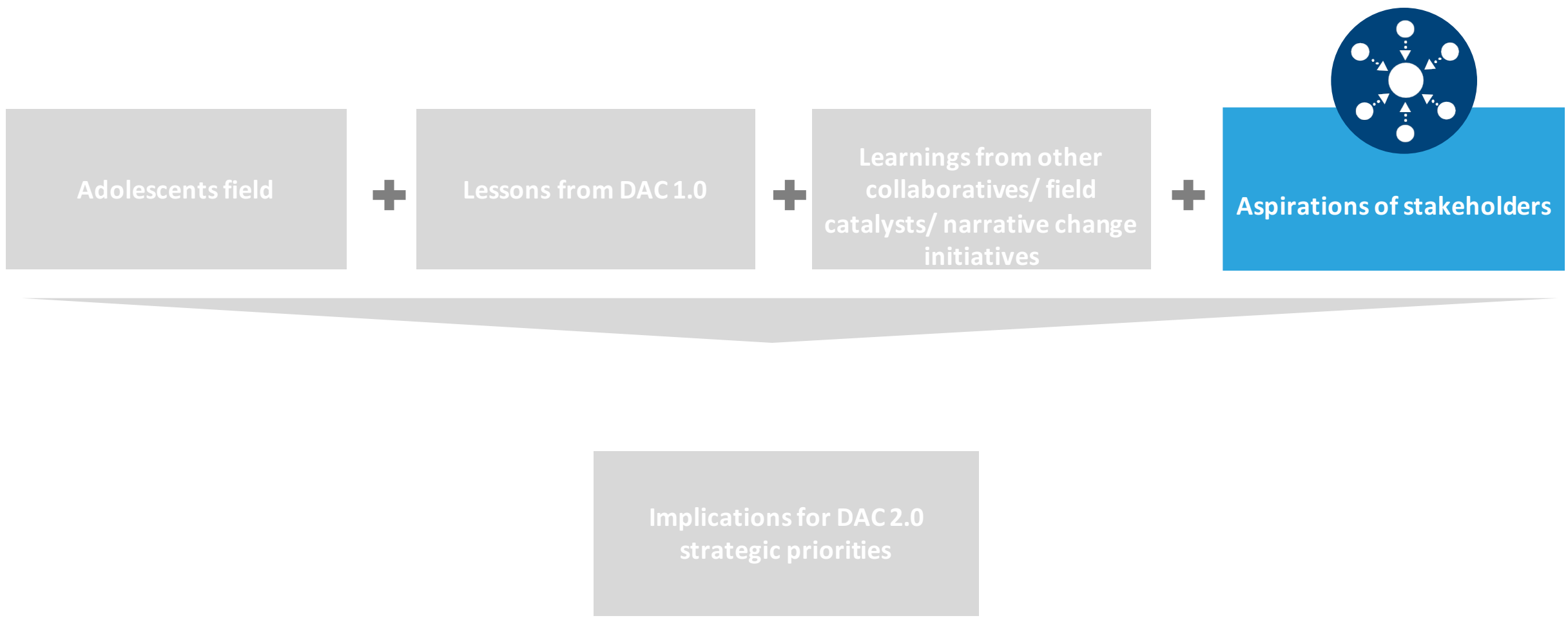
Examples

	Key takeaways for DAC 2.0	Examples
Activities – Government Engagement	Collaboratives/ Initiatives align activities to existing government priorities in order to build trust and enable greater buy in for the overall strategy as well as get government support for building momentum on the ground	<ul style="list-style-type: none">India Sanitation Coalition has aligned its work to the government’s Swachh Bharat Mission (SBM) and has been able to build strong credibility with centre and state governments. The government’s focus on SBM has helped build and sustain momentum on the ground
Voice of constituents	Inclusion of constituent voices to inform or share in decision-making has strong momentum and is being broadly embraced; how that inclusion is implemented varies by context (e.g., inclusion in decision making bodies, consultation with constituents to gather perspectives etc.)	<ul style="list-style-type: none">The Forum for Youth Investment* has multiple youth leaders on its board; the Migrants Resilience Collaborative also has representation from a former migrant worker on its boardAnamaya has integrated constituents into decision making at multiple levels in its governance structure (e.g., Tribal representatives are included in committees at the district, state and national level to capture heterogeneous views and perspectives)

Note: *These organizations are NGOs that act as field catalysts but are not structured as collaboratives
Source: Interviews and secondary research

Elements intending to inform strategic priorities of DAC 2.0

KEY ELEMENTS



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*

DAC's stakeholders have highlighted several aspirations for the second phase of the collaborative (2/3)

ASPIRATIONS

/ NOT EXHAUSTIVE

Aspiration

Details

What we heard..

Strengthen public systems by scaling program components

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*

Demonstrate and quantify progress and impact

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*

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

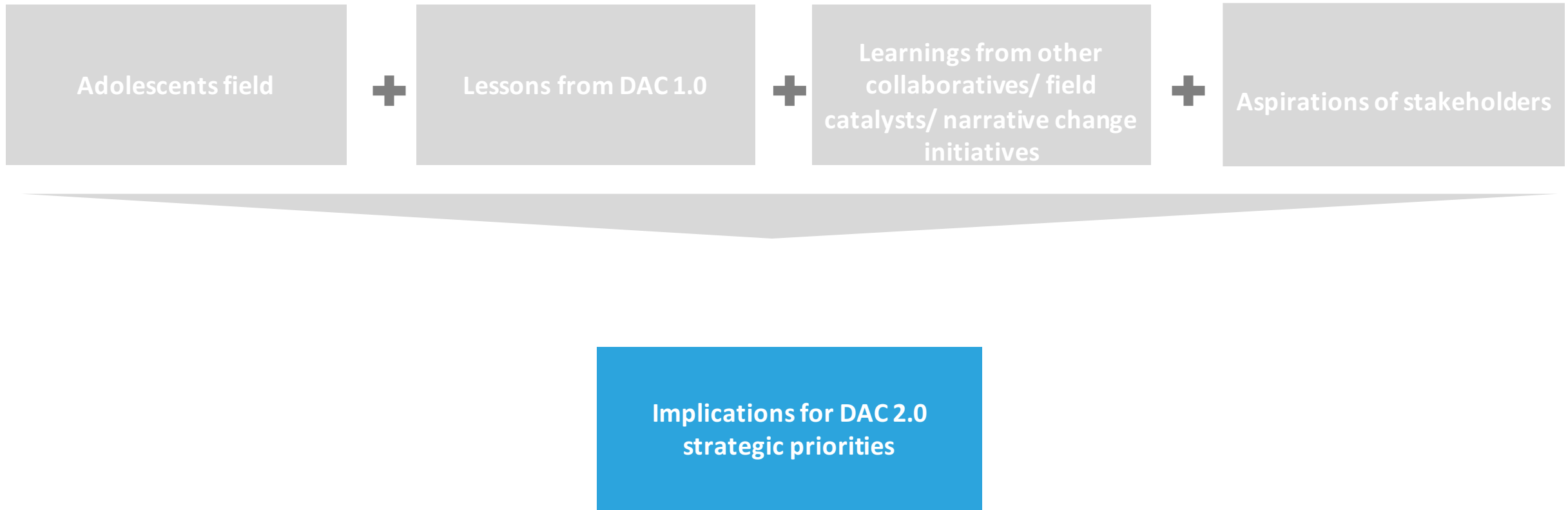
Enable partners to work cohesively on various initiatives

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

KEY ELEMENTS



Key findings from the diagnostic provide helpful inputs for DAC 2.0 strategy (1/2)

Key findings	Select implications for DAC 2.0 strategy
Mismatch between field-building activities/aspirations with beneficiary centric and long-term outcomes	Expand outcomes to include field-building outcomes; develop well-defined results framework with intermediate outcomes and impact metrics, aligned across funders/stakeholders
Lack of focus on skilling and livelihoods for the demographic	Assess transition from 'school' to 'work' as a potential outcome for the collaborative
Lack of funder cohesiveness on various initiatives	As much as possible, enhance alignment of key funders on strategic priorities upfront to increase collective orientation and flexibility; mobilize more core funding aligned to the needs of the field
Stronger stakeholder aspirations around strengthening the field complemented by scaling programs to demonstrate impact	Frame future strategy and activities to center around strengthening the field (support field movement to 'forming' stage) complemented by substantive scaling efforts; the scaling could be right-sized to meet the field-strengthening objectives



These implications will act as an input into the strategic options phase and will be explored in more detail

Key findings from the diagnostic provide helpful inputs for DAC 2.0 strategy (2/2)

Key findings	Select implications for DAC 2.0 strategy
<p>Missed opportunities to amplify impact with and through government systems</p>	<ul style="list-style-type: none"> • Partnerships: Build and sustain key relationships across various adolescent focused ministries/departments • Government advisory: Institutionalize adolescent participation in decision making platforms and processes (Centre and state) • Scaling impact: Continue support scaling of specific program components (e.g. demonstrate and capture best practices, playbooks, toolkits etc. to inform scaling)
<p>Ab Meri Baari and other campaign efforts to center adolescent voice have been well received and have generated some momentum</p>	<p>Double down on narrative change efforts to champion inclusion of adolescent voices across all dimensions of the work by field actors including government, communities, NGOs, etc as well as change beliefs and attitudes to create multi-generational change</p>
<p>DAC 1.0 functioning more as a hub and spoke than as a collaborative; lack of role clarity among DAC partners</p>	<p>Align on what Dasra can deliver and what is best done by other partner organizations; custom design an operating model (inspired by examples) that appropriately balances the needs of collective action, shared governance, pooled funding, status of the field etc.</p>



These implications will act as an input into the strategic options phase and will be explored in more detail


 [company/dasra](https://www.linkedin.com/company/dasra)

 [/dasra](https://www.facebook.com/dasra)

 [@dasraindia](https://twitter.com/dasraindia)

 info@dasra.org

 www.dasra.org

 F 1, 1st Floor, Laxmi Woollen Mills, Opposite
G5A, Shakti Mills Lane, Off Dr. E. Moses Road
Mahalaxmi (West), Mumbai 400011



Registered as Impact Foundation (India), 80G, AAAT11422J, FCRA 083781025, CIN No.: U91110MH2001NPL130603