

# 10to19

DASRA ADOLESCENTS COLLABORATIVE



## **IMPACT NARRATIVE**

The 10to19: Dasra Adolescents Collaborative

# LOOKING BACK TO LOOK FORWARD

Recognizing the untapped potential of adolescents in India, Dasra launched the 10to19: Dasra Adolescents Collaborative (10to19) in 2017 to address critical issues around adolescent health and well-being.

10to19 aims to improve systems designers to support adolescents and promote long-lasting norm change to support India's 356 million adolescents and youth in successful transition to adulthood. It does so by bringing together funders, experts, government and nonprofits to address the urgency and magnitude of the problem.

Overall, we aspire to four outcomes - delayed age of marriage, delayed age of first pregnancy, completion of secondary school, and increased agency.

In this document, we lay out the work of the 10to19 Collaborative so far, with a focus on the impact achieved since its inception. The following slides will lay out:

- The situation of adolescents in India and the state of the adolescent field
- The inception, objectives and theory of change of the 10to19: Dasra Adolescents Collaborative
- Impact achieved across 10to19's Impact Pathways
- Our next steps



# THE 10TO19: DASRA ADOLESCENTS COLLABORATIVE (10TO19) WAS SET UP IN 2017 TO ADDRESS ADOLESCENT ISSUES AT SCALE AND BUILD THE FIELD

10to19 is a high-impact platform for partnering of funders, government, nonprofits and experts to improve key outcomes for adolescent wellbeing

## VISION

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

## MISSION

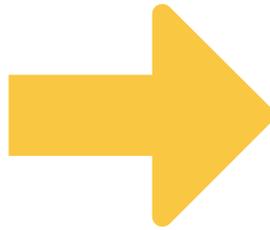
Drive collaborative action towards scalable impact to ensure that **adolescents are educated**, healthy and empowered to **make positive life choices**

## CORE PHILOSOPHY

To **center adolescent voices** and **build prioritization with key stakeholders** in the development sector, including funders, the government and NGOs



# 10to19 BRINGS STAKEHOLDERS TOGETHER TO ADDRESS ADOLESCENT HEALTH & WELLBEING THROUGH A COLLABORATIVE APPROACH



**10to19's work directly impacts four Sustainable Development Goals:**



# A COLLABORATIVE APPROACH ENABLES SCALED IMPACT, HIGHER VISIBILITY, AND LEARNING ACROSS PARTNERS



## IMPACT AT SCALE

Focusing on the adolescents-related work through different stakeholders - including that of government and civil society – helps amplify youth voices and drives deeper and scaled impact



## VISIBILITY & INFLUENCE

10to19's cohesive focus on government advisory through programming, systems strengthening & policy campaigning has increased visibility of adolescent issues as a field



## COMPLEMENTING EXPERTISE

No one actor can meet the multiple and complex needs (funds, knowledge, field presence, policy influence, networks) to build this field, different stakeholders bring complementary skills, experience and assets to the issue



## STRONG LEARNING AGENDA

10to19 invests in identifying best practices for peer-learning and knowledge sharing; learning by doing across partners enables growth of an underinvested field and demographic

# 10T019'S PARTNERS INCLUDE NGOs, FUNDERS, GOVERNMENTS AND EXPERTS IN 6 STATES:

## 4 IMPLEMENTING PARTNERS

### 5 GOVERNMENT PARTNERS

Centre: Ministry of Health and Family Welfare, NITI Aayog

State: Govts. Of Jharkhand, Chhattisgarh, Assam

### 280+ STRONG COMMUNITY OF PRACTICE

National: 280+ members

Jharkhand: 220+ members

### 22 FIELD FOCUSED FUNDERS:

Kiawah Trust, USAID, Children's Investment Fund Foundation, Tata Trusts, Fondation Chanel, Bank of America, Packard Foundation, and 14 individual funders.

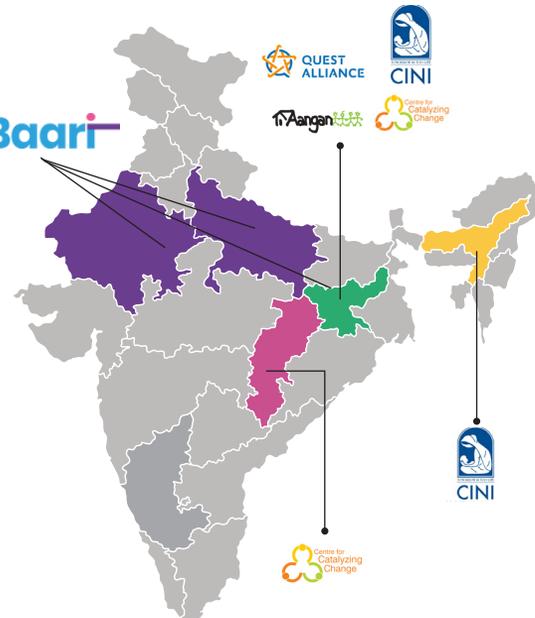
### Pan-India

Campaigns in Jharkhand, Rajasthan & Uttar Pradesh

280+ CoP Partners

Field building & creating a national network

AbMeriBaari



### Assam, Jharkhand & Chhattisgarh

Direct Implementation in 3 states

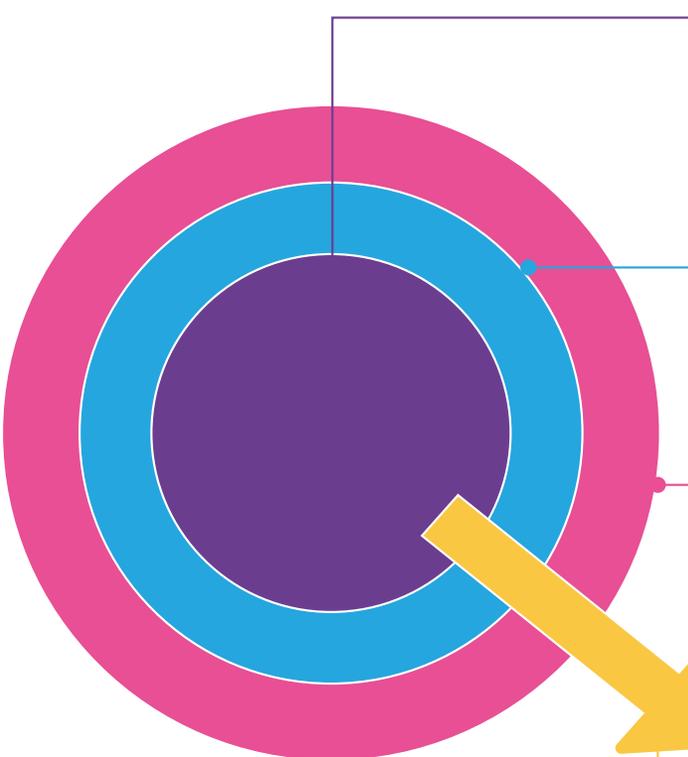
Four key implementing partners

Work in 10 districts across 41 blocks

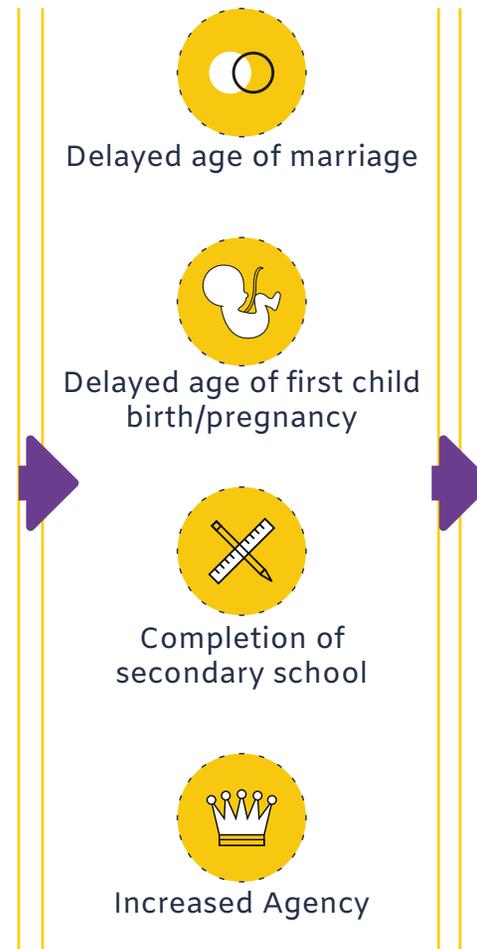
# 10T019 WORKS ACROSS FOUR INTERCONNECTED PATHWAYS THAT TOGETHER IMPROVE ADOLESCENT FOCUSED OUTCOMES

## Theory of change

Reach a critical mass of 5 million adolescents and enhance four outcomes for adolescents through:

- 
- **PROGRAM DELIVERY**  
Direct programming by implementers in partnership with govt. across three focus states to improve program delivery (health, education, child protection) and to equip governments to take programs to scale
  - **PUBLIC SYSTEMS STRENGTHENING**  
Engage and advocate to government and public systems to enable policy, resources and/or program support focused on adolescents
  - **FIELD BUILDING**  
Develop a shared identity for adolescents through knowledge and thought leadership, funding, narrative building, capacity building for partners, and platforms to amplify practitioner and adolescent voices
  - **COLLABORATIVE ACTION**  
Enable success of other impact pathways by bringing together mission aligned partners and resources that operate collaboratively in service of the overarching goals

## Key Outcomes:



In 10 years 10to19 reaches a tipping point multiplying impact across each pathway and supporting 356 million adolescents and youth in India in successful transition to adulthood. These learnings amplified will help 1.8 billion youth globally.

# ACHIEVEMENTS ACROSS THE 4 IMPACT PATHWAYS

## Program Delivery

Disbursed over  
**USD 3.6 M**  
Or INR 26 Cr. to 4 non-profit  
organizations across 3 states

Reached target of  
**450,000**  
adolescents directly through  
these programs

Identified  
**12**  
learnings on program  
implementation to share with  
state governments in 3 states

## Public System Strengthening

Provided deep capacity building  
support to  
**5**  
government departments across  
**3** state governments and **10**  
districts.

Trained  
**10,939**  
government front line workers  
& worked with 1624 officials to  
generate awareness of 10to19's  
programs

Converted  
**12**  
strategically placed senior level  
government officials to champion  
adolescent causes.

## Field Building

Raised  
**USD 50M**  
from over 34 funders for the  
adolescent sector

Amplified adolescent voices, reaching  
**26 M**  
people across initiatives and platforms.  
Reached readership of **651 M** people  
through media mentions & media  
sensitization efforts

Established learning network of  
**280+**  
Organizations participating  
in regular learning, data and  
insights cross-sharing.

## Collaborative Action

Brought together:

**22 Funders,**  
**4 Implementing Partners,**  
**Learning network of 280+**  
**NGOs,**  
**Government partners across**  
**3 states and the center,**  
**and**  
**Experts and Advisors to the**  
**Collaborative**

to successfully operationalize  
the other three pathways



# EACH PATHWAY HAS A DIRECT CONTRIBUTION TO 10T019'S MISSION:



## Theory of change

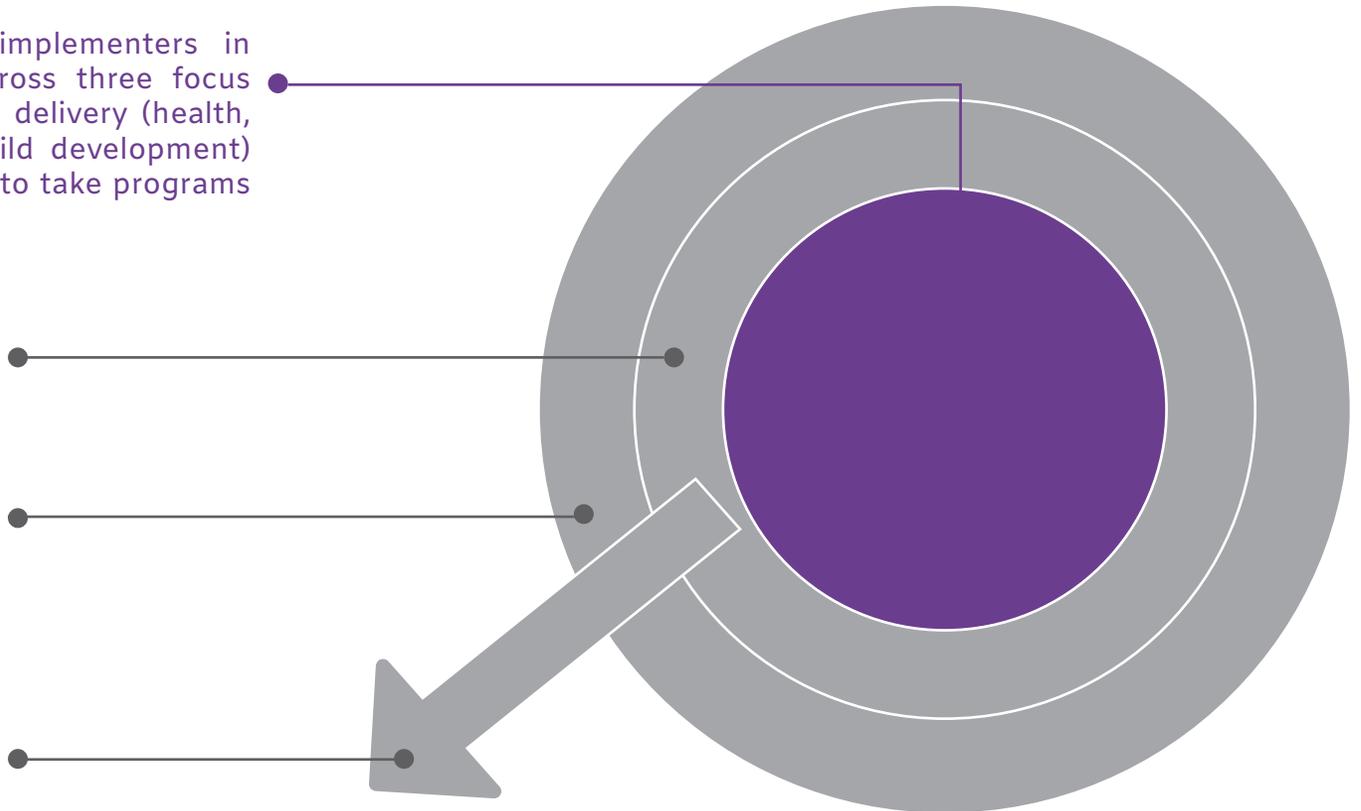
### PROGRAM DELIVERY

Direct programming by implementers in partnership with govt. across three focus states to improve program delivery (health, education, women and child development) and to equip governments to take programs to scale

PUBLIC SYSTEMS STRENGTHENING

FIELD BUILDING

COLLABORATIVE ACTION



# PROGRAM DELIVERY: 10TO19 IDENTIFIES, DEMONSTRATES AND DOCUMENTS EFFECTIVE & INNOVATIVE INTERVENTION MODELS IN PARTNERSHIP WITH IMPLEMENTING PARTNERS

10to19 supports existing at-scale programs and identifies catalytic program components to document and amplify in order to **equip government, communities and civil society** with data and evidence to address adolescent focused issues and **take adolescent programs to scale**.



**10to19s Implementing Partners deliver programs across health, education and safety in Assam, Chhattisgarh and Jharkhand. Leveraging these programs, the Collaborative:**

Funds and supports design of program delivery and program innovations through implementation partners across three states

Collects data and evidence from the field on best practices and program impact

Builds capacity of partner organizations to enable them to scale programs

Documents and shares best practices on program delivery with government and civil society stakeholders

Collaborates with government to identify scaling mechanisms and other program efficiency levers

**10to19 has achieved progress in these areas**

## AND HAS SEEN PROGRESS ACROSS THE FOLLOWING DIMENSIONS

Fund and support design of program innovations	Collect data & evidence on best practices and impact to share with stakeholders	Build capacity of partner organizations to enable them to scale
Disbursed over <b>USD 3.6 M</b> Or INR 26 Cr. to 4 non-profit organizations across 3 states	Conducted surveys on the status of adolescents, surveying over <b>20,000</b> adolescents across 3 states	Supported institutional building efforts with <b>4</b> Implementing Partners
Reached target of <b>450,000</b> adolescents directly through these programs	Identified <b>12</b> learnings on program implementation to share with state governments in 3 states and the centre.	Delivered cohort-based capacity building initiatives to members of the 10to19 Community of Practice



# EACH PATHWAY HAS A DIRECT CONTRIBUTION TO 10T019'S MISSION:

## Theory of change

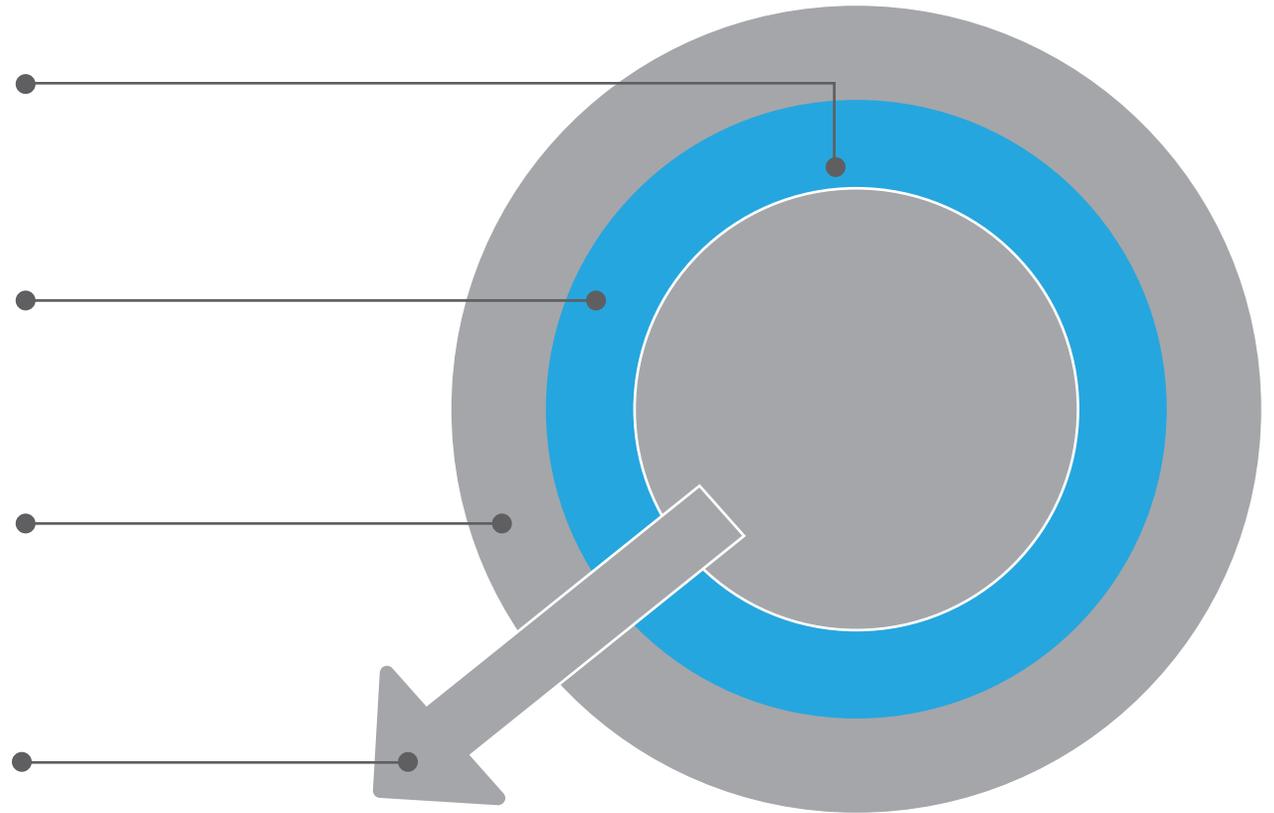


### PROGRAM DELIVERY

**PUBLIC SYSTEMS STRENGTHENING**  
Engage and advocate to government and public systems to enable policy, resources and/or program support focused on adolescents

### FIELD BUILDING

### COLLABORATIVE ACTION



# OVER 10 YEARS, 10T019 AIMS TO MAKE GOVERNMENT POLICIES AND SYSTEMS MORE RESPONSIVE TO ADOLESCENT NEEDS

10to19 supports effective implementation by working closely with governments to **build the capacity of government systems and enable policy making** that benefits and prioritizes adolescents, and incorporates adolescent voices and perspectives within existing government programs



**Partner with and build capacity of governments and public systems at all levels (district, state etc.)**

Equip government stakeholders with **research, recommendations, knowledge and evidence** on programs and other adolescent related issues

**Build champions for adolescent issues** within government stakeholders

Advocate for changes in better **program design and delivery to better incorporate youth voices**

Support interdepartmental convergence and advise governments to prioritize adolescents in **budgetary commitments**

Support creation of **systems and processes** that integrate adolescent needs into government structures



**10to19 has achieved progress in these areas**

# AND HAS SEEN PROGRESS ACROSS THE FOLLOWING DIMENSIONS:

## PUBLIC SYSTEM STRENGTHENING

Partner with and build capacity of governments and public systems at all levels	Equip government with research, recommendations, knowledge and evidence on programs and other adolescent related issues	Build champions for adolescent issues within government stakeholders	Advocate for changes in better program design and delivery to better incorporate youth voices
Provided deep capacity building support to <b>3</b> state governments and <b>10</b> districts.	Submitted <b>5</b> studies & surveys on the status of adolescents	Converted <b>12</b> strategically placed senior level government officials to champion adolescent cause	Submitted recommendations and SOPs for improvements in implementation in existing schemes like RKSK and to the govts. COVID response plan
Trained <b>10,939</b> government front line workers	Shared practical recommendations around policy design and implementation across 5 govt. departments in 3 states	Worked with <b>1624</b> officials to generate awareness of 10to19's programs.	<b>10to19</b> successfully initiated national & state level scale up of innovations in SRH service delivery for adolescents in RKSK's Adolescent Health Days programme

Efforts across the above 4 areas have resulted in achieving the following at a system level:

Increased government attention and commitment to frontline service delivery for adolescents (e.g. increase of footfall in Adolescent Friendly Health Clinics, increased govt. directives on service delivery)

Received government recognition that youth participation has a key role to improve service delivery, that systems need to be more adolescent friendly, and 10to19 is well positioned to help make these changes

Adoption of key best practices from 10to19 programs into PIPs (Program Implementation Plans) for the Rashtriya Kishor Swasthya Karyakram and School Health and Wellness Program.



# EACH PATHWAY HAS A DIRECT CONTRIBUTION TO 10T019'S MISSION:

## Theory of change



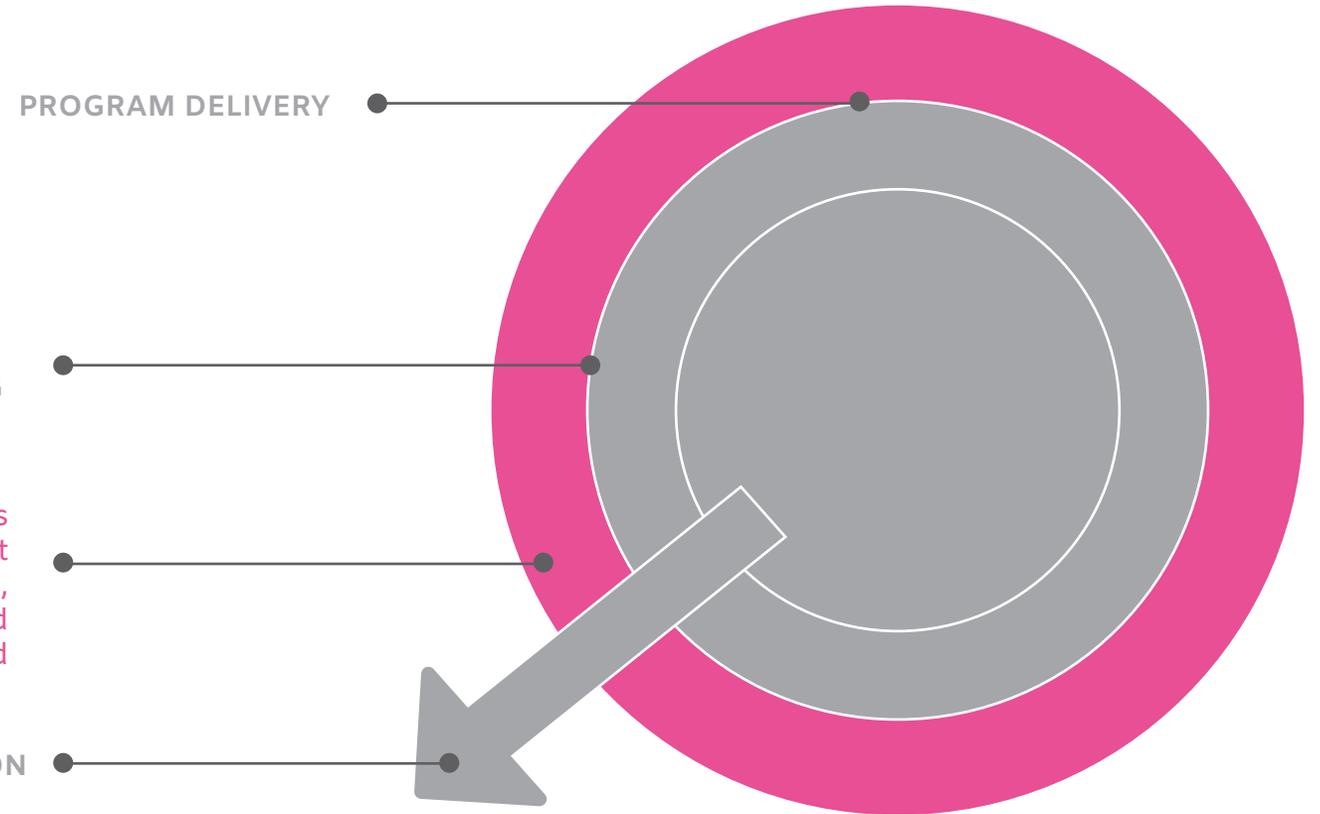
### FIELD BUILDING

Develop a shared identity for adolescents through knowledge and thought leadership, funding, narrative building, capacity building for partners, and platforms to amplify practitioner and adolescent voices

COLLABORATIVE ACTION

PUBLIC SYSTEMS  
STRENGTHENING

PROGRAM DELIVERY



# 10to19 IS WORKING ACROSS MULTIPLE COMPONENTS TO STRENGTHEN THE ADOLESCENT FIELD

10to19 aims to further build and strengthen the field by mobilizing stakeholder action, funding, research and thought leadership toward issues pertinent to adolescent health and wellbeing

← Align stakeholders around a common purpose →

To unite the efforts of various organizations and individuals towards a common goal of adolescent well-being (e.g., bring together multiple grassroots organizations, community leaders, govt. on a single platform to define common goals)

## Develop and leverage knowledge base

Demonstrate need / impact of interventions by analyzing, and disseminating data. Leverage this knowledge through codification of best practices, program delivery models, etc.

## Channel funding to enable field growth

Raise and align funding streams from public, philanthropic, and corporate sources of support

## Create network of focused organizations

Enable adolescent focused nonprofits across the country to collaborate on knowledge sharing and dissemination and campaign collectively for policy change

## Change the narrative

Create an environment to amplify adolescent voices through building a strong narrative around the demographic, and promoting adolescent-centered policies

## Build strong talent pool

Improve collective capacity and efforts of implementing partners and government to achieve impact

# 10to19 HAS LAUNCHED KEY FIELD BUILDING INITIATIVES, WHICH ARE DEMONSTRATING PROMISING EARLY RESULTS

Key Accomplishments

**Develop and leverage knowledge base by conducting research and disseminating best practices**

- Collected insights from knowledge products (e.g. baseline study of adolescent issues in Jharkhand), with plans to share insights with the government
- Conducted 15+ collaborative research studies (e.g. backlash, COVID-19, baseline) to reach **84.5M in readership / engagement**

**Channel funding by aligning stakeholders**

- Raised **US\$50M (2017 to date) from 34 funders** against 4 aligned adolescent outcomes

**Create network of focused organizations by convening stakeholders**

- Deepened stakeholder awareness and action towards key adolescent issues by convening 300+ individuals from 280+ organizations into a national **Community of Practice** Within Jharkhand, 10to19 convened 220+ organizations into a **Community of Practice**
- These two Communities of Practice serve as a learning platform to **discuss sector needs, exchange cross-state learnings, and build a wide knowledge dissemination network**

**Change the narrative to enable field growth**

- Ran three adolescent-driven campaigns under Ab Meri Baari: focused on SRHR services; Stigma & Discrimination during COVID-19; and Ending Teenage Pregnancy, facilitated by **~800 young champions**.
- Engaged youth leaders to **increase knowledge, motivation, and behavior vis-à-vis adolescent issues\***
- Received commitments from several government officials to address service shortfalls
- Leveraged insights to develop the Youth Advocacy Guide in coordination with the Ministry of Health and Family Welfare (MoHFW)

**Create strong talent pool through targeted capacity building**

- Worked with a range of partners to **create open-source tools and resources for the sector** (e.g. baseline questionnaire, Praxis social audit tool), thereby improving implementation partner access to tools / knowledge
- **Increased awareness of the field** by facilitating peer learning and knowledge sharing at the Communities of Practice

Note: This framework was adapted from Bridgespan and the James Irvine Foundation's Strong Field Framework

\* This includes issues such as health, education, nutrition, sexual and reproductive health



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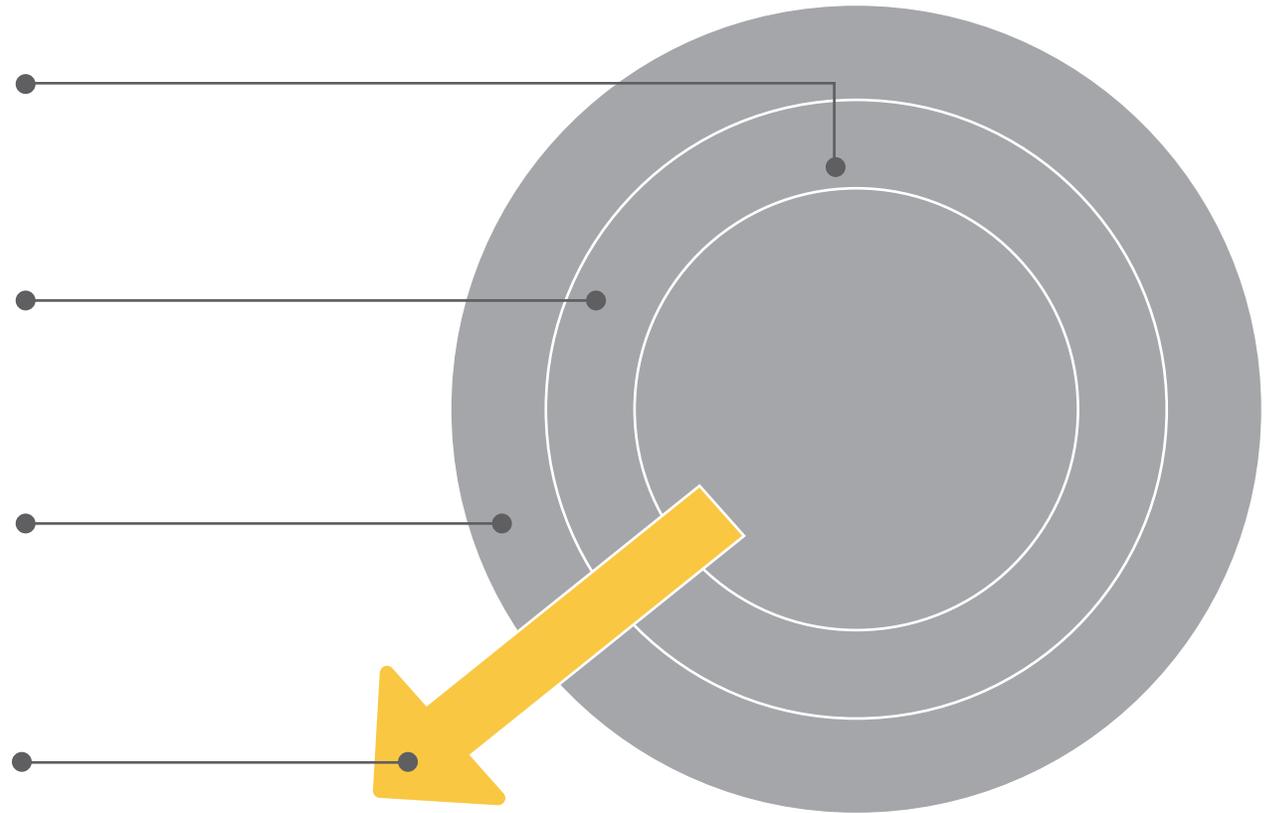
PROGRAM DELIVERY

PUBLIC SYSTEMS STRENGTHENING

FIELD BUILDING

### COLLABORATIVE ACTION

Enable success of other impact pathways by bringing together mission aligned partners and resources that operate collaboratively in service of the overarching goals



## COLLABORATIVE ACTION IS THE FUNCTIONAL BACKBONE THAT ENABLES THE OTHER IMPACT PATHWAYS TO SUCCEED.

Through collaborative action, 10to19 is able to successfully operationalize the other three pathways: program delivery, public systems strengthening, and field building.

Dasra plays an important role as the chief facilitator of the collaborative; mobilizing pooled funding of USD 16 M from 22 field-focused Funders to ensure alignment between strategic and operational factors and enable smooth functioning.

### STRATEGIC

Mission alignment amongst all partners

Sense of shared identity and common narrative among stakeholders

Focus on common set of outcomes

Active exchange of knowledge and ideas

Pooling of resources and knowledge

Stakeholder engagement across all levels

### OPERATIONAL

Clarity in roles and responsibilities (governance structures)

Fund mobilization

Capacity building

# AS THE CHIEF FACILITATOR, DASRA BRINGS TOGETHER A DIVERSE SET OF MISSION ALIGNED PARTNERS THAT MAKE IT POSSIBLE TO ADDRESS THE ADOLESCENT RELATED ISSUES AT SCALE

## Dasra – Chief facilitator of the collaborative

- **22 Field Focused Funders:**
  - Kiawah Trust, USAID, Children's Investment Fund Foundation, Tata Trusts, Fondation Chanel, Bank of America, Packard Foundation, and 14 individual funders.
- **Government engagement with 4 partners to prioritize adolescent voices in program design**
  - Centre: Ministry of Health and Family Welfare, NITI Aayog
  - State: Jharkhand, Chhattisgarh, Assam
- **Implementation Partners engaged in program delivery**
  - Partners (4): Child in Need Institute, Centre for Catalyzing Change, Quest Alliance, Aangan Trust
- **Network of NGOs/CSOs focused on advisory and knowledge dissemination**
  - National CoP: 280+ members
  - Jharkhand CoP: 220+ members



## Role in 10to19

<b>Funders</b>	Provide funding, <b>strategic advice</b> and direction to the collaborative
<b>Implementation Partners</b>	<b>Implement program</b> interventions across thrust areas and demonstrate best practices for the state and national governments to adopt/ scale up
<b>Government</b>	<b>Identify areas that need civil society support</b> in research, evidence, design and implementation. Use collaborative <b>knowledge and campaign information to enhance scheme delivery</b>
<b>Nonprofits (field practitioners)</b>	Highlight key issue areas that require <b>research and advisory attention</b> , share best practices and key learnings
<b>Technical Expert</b>	Provide <b>expert guidance</b> on issue areas, research, evidence and program design
<b>Dasra</b>	<b>Project manager</b> of the collaborative, <b>managing funder engagement</b> and fund raising, providing capacity building support, leading field building, etc

# 10T019'S NEXT PHASE WILL FOCUS ON MORE INTENTIONAL ORIENTATION OF FOUR PATHWAYS TO FURTHER SCALE IMPACT AT THE SYSTEM AND FIELD LEVELS

## Dasra Girl Alliance 2013

Our journey began with the Dasra Girl Alliance (DGA) to build and develop the then-nascent ecosystem through building awareness and unlocking collaborative, domestic philanthropy to prioritize young girls.

In doing so, it became clear that addressing the issues of India's adolescents required coordinated, large-scale and long-term action.

**During this time, the Dasra Girl Alliance was able to:**

- Support and empower over 3.5 million children, girls, and mothers
- Leverage USD 28 million to empower women and girls & improve maternal and child health and other critical issues
- Develop 21 knowledge products and reports on critical sector issues, such as malnutrition, healthcare, sports and prevention of child trafficking

The 10to19: Dasra Adolescents Collaborative drew on learnings from DGA, to facilitate joint action to transform the future of India's adolescents. It focused on fundraising towards 10to19's core outcomes.

Following extensive planning and on-ground research, the Collaborative took a multi-stakeholder approach, working with funders, sector leaders, civil society and the government to empower adolescent girls. The Collaborative began implementation driven by the fundamental tenets of its geographic focus on Jharkhand, its emphasis on evidence building, and its effort to align diverse funders to a single set of outcomes.

**Through these efforts, the Collaborative has:**

- Touching the lives of 450,000+ adolescents
- Directed over USD 50 million towards empowering adolescents
- Provided deep capacity building support to 5 government departments across 3 state governments
- Amplified adolescent voices and perspectives to reach over 26 million people across various platforms

## Dasra Adolescents Collaborative 2017

# BASED ON THE KEY LEARNINGS AND SUCCESS FACTORS, 10T019 NOW HAS PRELIMINARY STRATEGIC DIRECTION WHICH WILL BE REFINED FURTHER IN THE NEXT PHASE

Based on the triangulation of conversations with key stakeholders and the current sector landscape, following are some of the emerging tenets for the future of 10to19



Ensure **adolescent participation** in decision making platforms and processes through youth serving organizations



Build championship of **adolescent needs** at the highest levels of decision making in **policy, investment and programs**



Use **narrative change** approach to amplify adolescent voices and build **prioritization across key stakeholders and influencers, including Government, Funders, NGOs, the Private Sector etc.**

However, many aspects of the Collaborative as originally outlined remain the same including:

- Four outcomes as our north star
- Primary geographic focus on Jharkhand
- Adolescent girls as the key focus of the Collaborative
- Partnerships with adolescent-focused and youth-facing NGOs
- Fundraising support for adolescent and youth facing NGOs
- A diverse set of funders aligned to investing in the adolescent demographic

# 10TO19 IS NOW AT THE STAGE WHERE NECESSARY EVOLUTIONS MUST BE MADE TO OUR MODEL FOR THE NEXT PART OF OUR JOURNEY. IN AUGUST 2020, A STRATEGIC REVIEW AND FUTURE PLANNING EXERCISE BEGAN



## WHERE WE ARE NOW

The next phase of 10to19 will see sharper strategic priorities and a more fleshed out operating plan and implementation model, while optimizing the current project portfolio. As we evolve into our next phase, we will determine the key capabilities, partnerships, structures, and processes needed in order to effectively deliver for the future and better articulate our differentiated role in building up the field of adolescent health and wellbeing into a more mature and sustainable sector.

# EXECUTIVE SUMMARY: LOOKING BACK TO LOOK FORWARD

Recognizing the **untapped potential of adolescents** in India, Dasra launched the **10to19: Dasra Adolescents Collaborative (10to19)** in 2017 to address critical issues around adolescent health and well-being.

Bringing together funders, experts, government and nonprofits to address the urgency and magnitude of the problem, 10to19 aims to improve systems designers to support adolescents and promote long-lasting norm change to support India's 356 million adolescents and youth in successful transition to adulthood.

Overall, we aspire to four outcomes - delayed age of marriage, delayed age of first pregnancy, completion of secondary school, and increased agency. In this document, we lay out the work of the 10to19 Collaborative so far, with a focus on the impact achieved since its inception.

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

## Program Delivery

10to19 delivers programs on the ground through implementing partners, seeking to improve outcomes for adolescents, collect evidence, and scale adolescent-focused programs through government, civil society and community engagement.

So far, 10to19 has reached **over 450,000 adolescents** as well as community members, and PRIs through 4 partners across three states.

## Public System Strengthening

10to19 seeks to strengthen public systems and policies that benefit and prioritize adolescent well-being by supporting policy advisory efforts & providing technical assistance to the central and Jharkhand governments. This has enabled the government to **drive convergence** across government efforts, be **more responsive to adolescent issues**, and enabled **youth participation** in service delivery.

## Field Building

10to19 aims to strengthen the adolescent field by driving funding, research, and thought leadership to the sector. Through knowledge creation and dissemination, capacity building, peer learning and mobilizing adolescents, 10to19 has been able to **push for increased knowledge and awareness, sustained institutional support to implementing partners, and the amplification of adolescent voices.**

## Collaborative action

This pathway enables the other three to function, serving as the backbone to the platform's operational and strategic effectiveness.

10to19 has leveraged its strength to push for **pooled funding** (~US\$ 16 million raised for collaborative action) and **collective advocacy** (advocacy efforts on amplifying adolescent needs through discussions with NITI Aayog etc.) with various stakeholders.

As the Collaborative looks forward, we look to grow from strength to strength. Leveraging the groundwork already laid, the Collaborative will **focus on scaling the impact achieved so far to reach more adolescents**. As such the focus will **evolve to include a greater focus on more targeted, high reach advocacy and field building efforts**. Structurally 10to19 will continue to focus on leveraging the diverse propositions its partners bring to bear through robust governance mechanisms.

A strategic exercise will be undertaken to further crystallize the critical components of the next phase