



# 10to19

DASRA ADOLESCENTS COLLABORATIVE

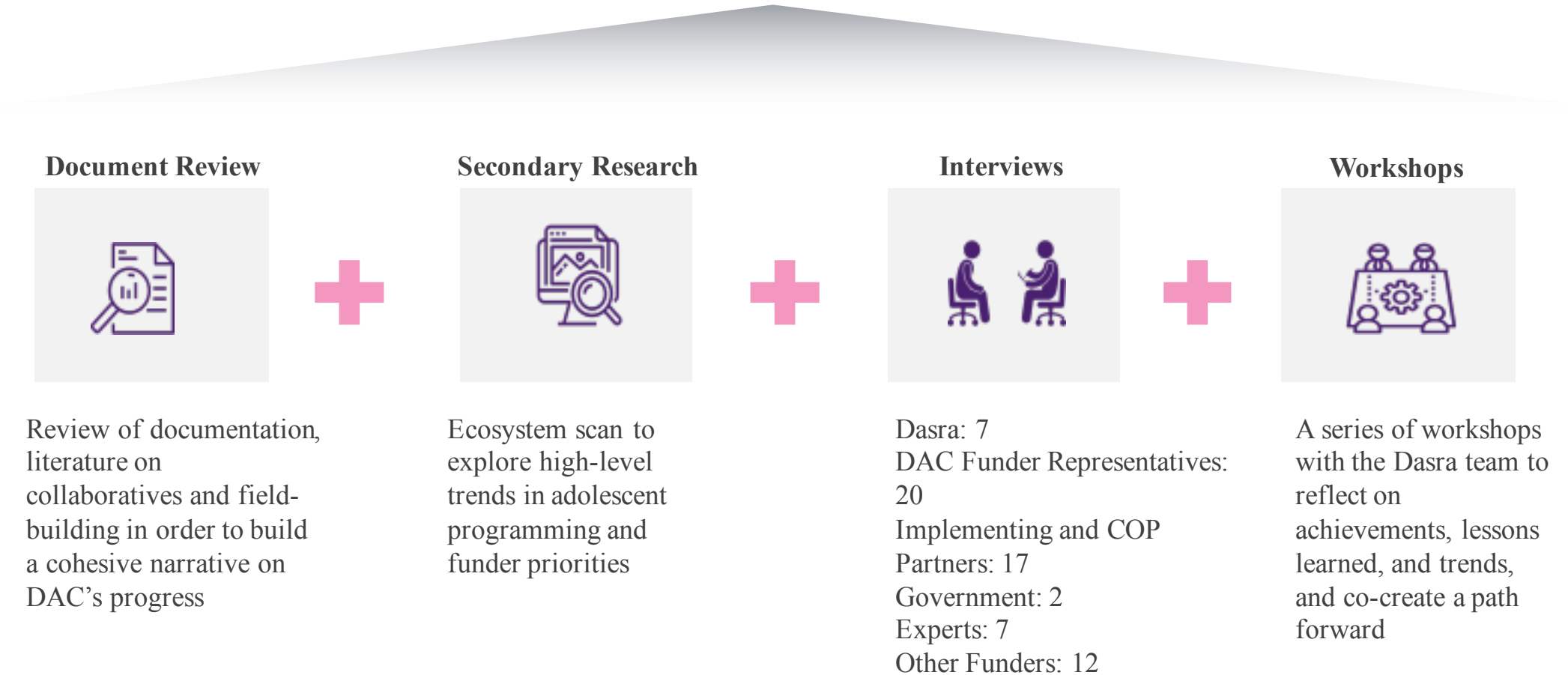
**DAC STRATEGIC REVIEW: EXECUTIVE SUMMARY | SEPTEMBER 2020**

*With  
inputs  
from:*

**Dalberg**

# This deck summarizes the strategic review of 10to19, conducted by Dalberg in Aug-Sep 2020

**Dalberg** reviewed internal documentation of the Collaborative, engaged in secondary research on the adolescents ecosystem, and conducted, with some support from Dasra, a total of 65 interviews with stakeholders. Dalberg synthesized all of this together into 3 workshops with the Dasra team to systematically review progress so far, discuss reasons for successes and learnings, and brainstorm options for the future across both the form and function



\*DAC = Dasra Adolescents Collaborative

# 10to19 was conceived in 2017 with the aim of building the nascent adolescent sector in India via collaborative action

## The adolescent space only started receiving attention by mid-2000s...

- The idea of demographic dividend emerged – youth started receiving attention
- Government and civil society led several initiatives, but these were fragmented
- Efforts were limited to adolescent health and education
- Until the first sub-national survey of young people (age 15-24) in 2006-07, India did not have any data on youth

## ...as of 2016, the sector was still nascent

- Adolescent work was not seen as an established field by practitioners
- Critical decision-makers at state and national level failed to prioritize the demographic
- Key metrics on health and agency remained poor and had not progressed much since early 2000s

## ...recognizing this, the 10to19 (DAC<sup>1</sup>) was launched in 2017, uniting stakeholders to focus on four priority outcomes for adolescents



Funders



Government



Experts



NGOs

10to19

DASRA ADOLESCENTS COLLABORATIVE



- ✓ Delay age at marriage
- ✓ Delay age of first pregnancy
- ✓ Complete secondary education
- ✓ Increase agency

*“In 2015-16, the conversation about children **never extended to the conversation about adolescents**, even though adolescence is a such a complicated phase. Through its framework and work, 10to19 brought **legitimacy to the field** and was able to highlight the need for non-health interventions for adolescents”*

*- Adolescent Expert*

# 10to19 set out to build a cohesive field through five key pillars of engagement



*“It was clear to us that the field needed building based on our initial exploration of the space, we believed we had the capability to play that role in the ecosystem”*

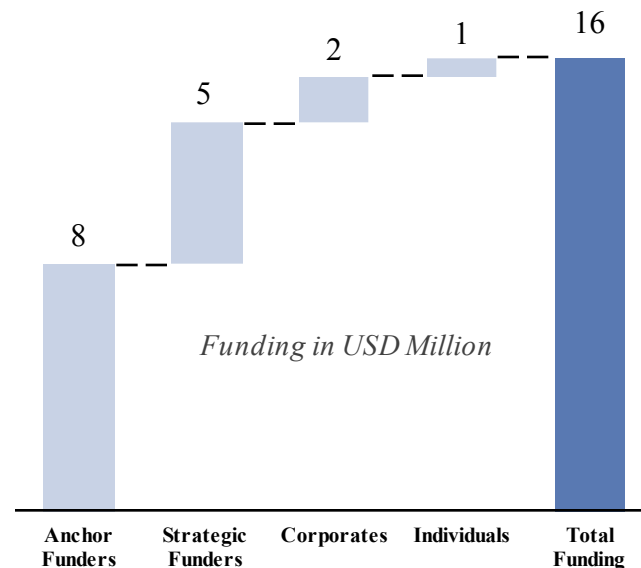
**- Dasra Team**

*“10to19’s approach to being a field builder in the adolescents sector is at the core of what we do, and it is good to note that everyone is aligned on the same mission moving forward”*

**- Dasra**

**Leadership**

## 1 The collaborative consolidated ~16 M in funding for adolescents in India



*“DASRA has the magic to bring different funders on one table, especially in India”*  
 – 10to19 funder

*“10to19 has brought visibility to adolescent issues, many new funders that I haven’t previously heard of have joined.”*

– Sector Expert

*“We are seeing more attention of a broader set of investors as compared to 5 years ago. 10to19 has been effective in doing this.”*

– Sector Expert

- 10to19 not only brought in 13 new funders to focus on its four key outcomes for adolescents...
- ...but also influenced funders’ broader portfolios to focus more specifically on adolescents as a demographic

## 2 Implementing Partners believe 10to19 elevated their work, offering:

### Visibility and effective communication

10to19 helped NGOs package products better and communicate effectively to donors and funders

*“The collaborative has helped us with better brand positioning. Hopefully, post DAC engagement, people would know us and our work better”*

– Implementing Partner

### Ability to leverage funding

NGOs were able to raise more money and access a funder pool through 10to19

*“Dasra helped get more money... It is easier to loop in funders who are already bought in”*

– Implementing Partner

### Ease of program delivery

10to19 had flexibility in funding, supported NGOs with monitoring and evaluation – easing program delivery

*“10to19 takes care of the hard work of monitoring, showcasing impact to government/ funders. It helps us to be responsive to what is needed”*

– Implementing Partner

### 3 Dasra Adolescents Collaborative (DAC) built a shared identity for a robust Community of Practice (CoP) of NGOs

270+  
NGOs/  
CSOs

10to19 has brought together 270+ NGOs and CSOs as a CoP at both state and national level

Common  
Narrative

Dasra Adolescents Collaborative rallied the community around the neglected needs of adolescents

Measurement  
Framework

Organizations benefit from working under a common set of outcomes

*“Dasra Adolescents Collaborative is unique. Through its convening power, it has systemized a scattered field. Bringing together 4 organizations in Jharkhand is starting to make the field less siloed”*

*- Sector Expert*

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

#### Significant media attention

- ✓ 5Lakh+ film views
- ✓ 2.54 Crore people reached across 8 states
- ✓ 24k engagement after watching the film
- ✓ 72 mentions in regional and media channels

*“At an awareness level, the campaign has truly achieved what it set out to do. Through the awareness, it helps us in our other programs”*

*- Implementing Partner*

#### Government attention through girl led audits

- ✓ 300 girl champions collected data on government schemes
- ✓ Charter of demands was created based on the social audits
- ✓ 3 million individuals were reached through the Ab Meri Baari bus journey

*“Ab Meri Baari has been an innovative campaign and the voice of the adolescents are reaching the ears of government”*

*- Government*

# To further increase 10to19's impact potential, there is opportunity to better leverage the collaborative...

Looking Forward...

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

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

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

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

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

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

*"We funded Dasra with clear goals of knowledge building and collaborative action among implementing partners, CoP, funders etc., more than what they could do alone."*

*- 10to19 Funder*

*"All four implementing partners (IPs) should have worked together in one district to leverage their different strengths. They could have then targeted holistic development and engaged in advocacy together i.e. jointly target the district and the state level. Here, I don't see that happening."*

*- 10to19 Funder*

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

*- Implementing Partner*

*"Dasra Adolescents Collaborative is an intermediary. Funders are keen to meet as funding partners and collaborate, but we have not been able to do so. Funder conversations are tightly orchestrated by Dasra"*

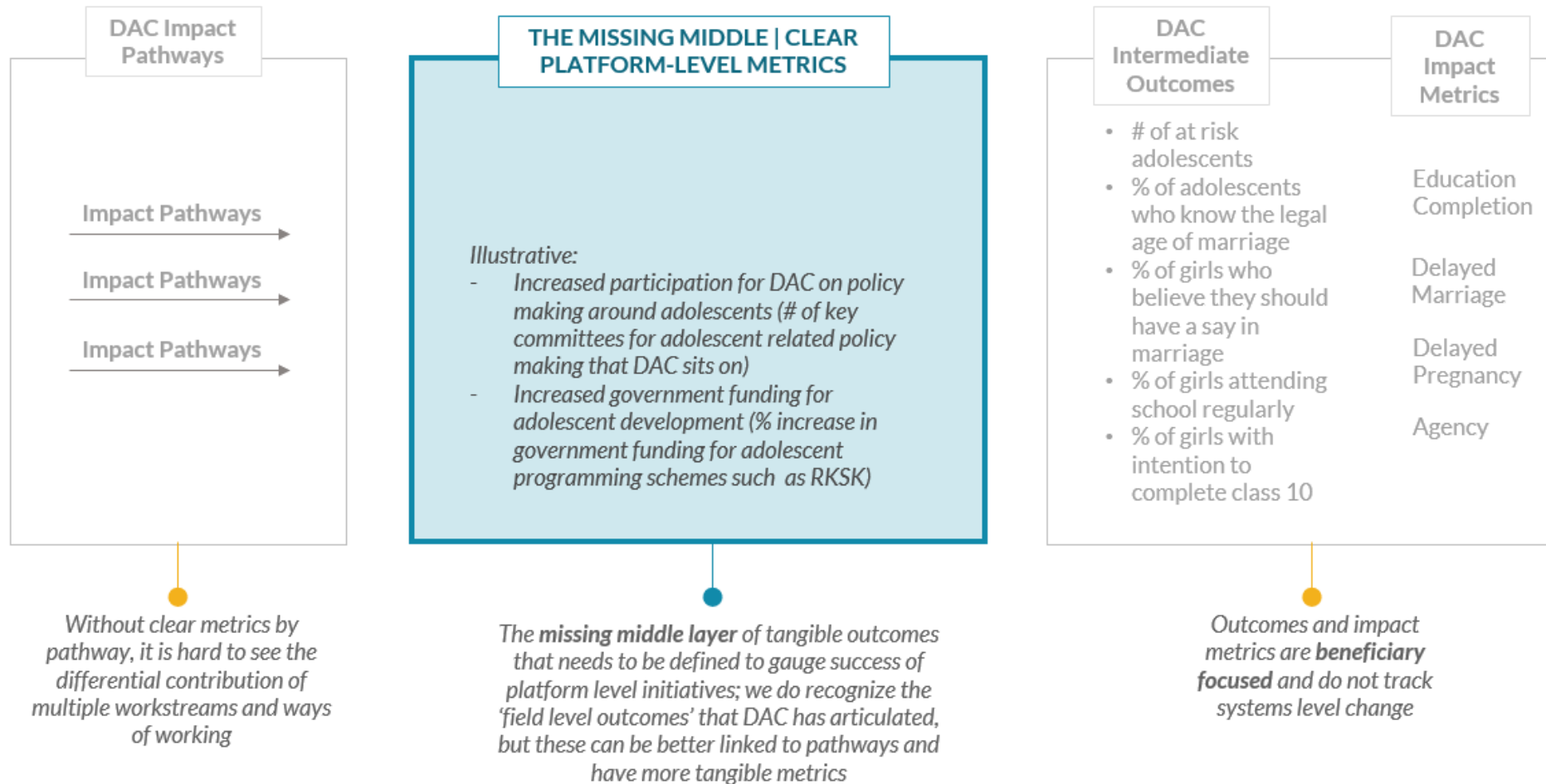
*- 10to19 Funder*

*"While the team has tried multiple approaches/initiatives in the past couple of years –we now need to bring focus moving forward"*

*- Dasra Leadership*

# ...and align the model to metrics to be able to measure 10to19's success appropriately

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





## Lack of evidence

**Though there is progress in the past decade, evidence of success around the demographic is still sparse**

- Government and NGO commitments towards adolescent issues increased around 2010 through schemes like RKSK and dedicated programs like UDAAN
- We are still in early days of generating data and insight around adolescents as a core demographic; there is no domain expertise in the sector
- There is limited clarity on what works and what doesn't; stakeholders across the board call for strong evidence on models that could work
- **This lack of evidence has made prioritization difficult prolonging the nascency of the sector**

## Youth perspective missing

**Importantly, youth voices are missing from the conversation**

- Consultations with youth are missing in different forums and in policy
- It is difficult to assess most SRH adolescent programs, because there is a lack of robust evaluations that factor in youth perception; it is difficult to assess if these programs actually work on the ground
- Developing action-oriented groups of young people is important for adolescents to take ownership of the movement. Current interventions often focus only on transferring knowledge



*“In the adolescent sector, there currently exist one-off programs. India is a large country, **there is no repository organization on the adolescent sector, that can speak to this sector** i.e. bring the domain experts, have technical discussions, advice on program design, call out things that need to be called out.”*

*- Funder*

*“There is **massive white space between young people, youth leadership, and policy** that has not been bridged. I see Dasra as one of the candidates who can play an important role in this”*

*- 10to19 Funder*

10to19's original outcomes of education, child marriage, agency and delayed age of pregnancy are still valid today

However, new and pressing challenges are top of mind for funders

**75%**  
**Secondary Education Enrollment Rate**

*India ranks 124 out of 188 countries for gross enrollment in secondary education, on par with the global average but lagging countries such as China, Indonesia, and Nepal*

**15.5 mn**  
**Child brides**

*India had the largest number of child brides in the world (2015) by a significant margin, leading Bangladesh at 4.4 m*

**750 k**  
**Teenage mothers**

*India also has the largest number of annual teenage pregnancies in the world, though its 12% adolescent fertility rate is significantly better than the 42% world average*

**Bridging the digital divide**

*“Bridging the digital divide is going to be a crucial necessity, especially for girls given the impact of COVID-19.”*

**- Implementing Partner**

**School to work transition**

*“Skilling is just as important for agency of women.. it is the key to social and economic opportunities.”*

**- External Funder**

**Comprehensive sexuality education**

*“In SRHR we talk a lot about marriages and pregnancies, but not much about choice and agency of the girl child in sex education.”*

**- Sector Expert**

**Mental health**

*“Mental health has been emerging as a challenge from even pre-COVID times.”*

**- Implementing Partner**

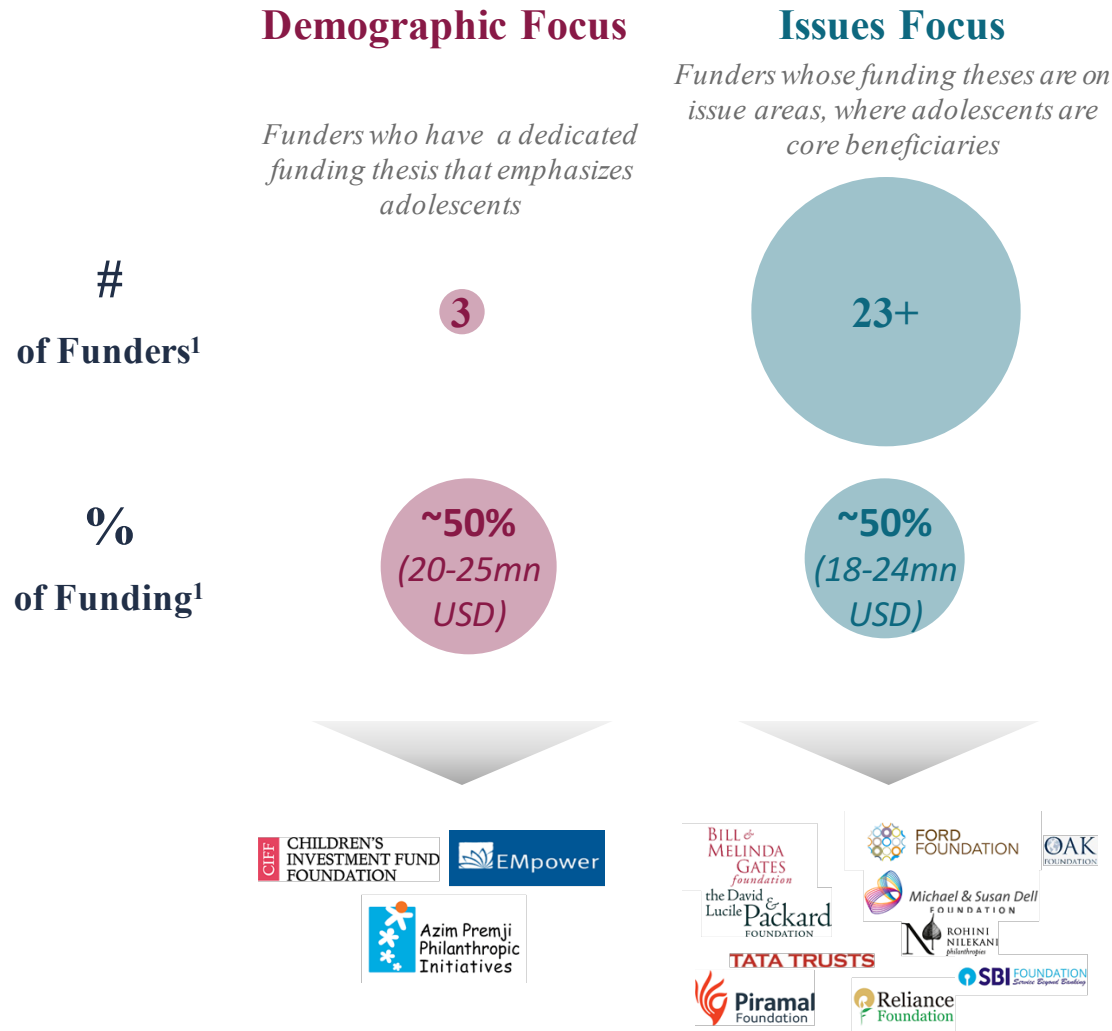
**Protection & Rehabilitation**

*“A big issue is that of protection. Adolescents are more exposed to violent exchanges in the household as anxiety and pressure increases.”*

**- Adolescent Expert**

# Most funders have an issues-based lens; opportunity to align around a demographic focus

There are two types of funders – looking at a sample of private philanthropic capital only – whose portfolios cover adolescents



Top funders, however, focus on several issue areas adjacent to adolescents

Funder	Focus Area	Priority Metric
CHILDREN'S INVESTMENT FUND FOUNDATION	SRHR	Unwanted pregnancies avoided; contraceptive use
	Child protection	Reduction in child slavery and trafficking etc.
Azim Premji Philanthropic Initiatives	Child protection	Girls rescued and rehabilitated from trafficking
	Livelihood	Vocational skills acquired
BILL & MELINDA GATES FOUNDATION	SRHR	Usage of contraceptives
	Nutrition	Reduction in stunting
Michael & Susan Dell FOUNDATION	Education	Learning outcomes achieved, curricular success
	Livelihood	Life skills gained, vocational skills
EdelGive	Education	Learning outcomes achieved
	Empowerment	Social and economic opportunities for women
the David & Lucile Packard FOUNDATION	SRHR	Provision of quality sexuality education
EMpower	Livelihood	Acquisition of 21 <sup>st</sup> century skills, (computer and English), access to non-traditional work for girls
	Education	Access to gov't education schemes/scholarships
PORTICUS	Education	Improved social and emotional learning (SEL)
TATA TRUSTS	Education	Learning outcomes achieved
	Livelihood	Acquisition of skills for better employability
	Nutrition	Reduction in iron deficiency anemia

*The sector would benefit from a platform that brings different funder adjacencies together under the common adolescent umbrella*

Note: 1. Based on an analysis and rough modelled estimates of the portfolio of 30 major private funders in India. The perspectives are supplemented by conversations with many of these funders.

# The field requires a player to mainstream demographic focus – a role 10to19 could play

## Need: mainstream adolescent focus

- Current efforts on adolescents is still somewhat disparate – most players have an issue-based focus, and not a holistic view of adolescents as a demographic
- Key decision makers don't have a unified source of expertise or evidence on adolescents
- The sector needs sustained focus on bringing adolescents into the conversation and ensuring their voices are represented

## Opportunity: lean in to advocacy and narrative change efforts through amplification of the adolescent voice

- Dasra features in leading conversations on philanthropy around adolescents in India; the brand is top of mind for the topic
- Stakeholders across the board claim that Dasra's strength lies in its network of funders, and the ability to facilitate multi stakeholder conversations
- Though there are some capabilities to be built around government engagement, 10to19's stakeholders express a vision for it to lean forward into an advocacy role
- Narrative change initiatives, while not likely to be a core investment thesis of many funders, are experiencing rising interest; 10to19, with its experience in Ab Meri Baari has an opportunity to lead from the front

*"If Dasra Adolescents Collaborative can translate themselves into that kind of advocacy agency, which can sit across the table with the government and see the adolescent landscape as a whole, then that could be a central vision statement that it can achieve within the next two years"*

*- 10to19 Funder*

*"Dasra sits at a vantage point to see the sector both from the supply and demand side. They should be able to bring up difficult conversations around adolescents that people in the landscape are not talking about. E.g. For SRH – how do we position the concept of pleasure?"*

*- 10to19 Funder*



**Going forward, there is a need and an opportunity for the Dasra Adolescents Collaborative to continue to build the adolescent field, specifically around building prioritization for the demographic through the amplification of the adolescent voice**

# The future direction of DAC will need to prioritize the following

**A core focus on the centrality of adolescent voices and participation through youth serving organizations and the Community of Practice**

**Focus on building championship of adolescent needs, especially at the highest levels of decision making in policy, investment and programs**

**Using narrative change approach to amplify the adolescent voice and build prioritization with government in Jharkhand and Central Government**

# And follow a streamlined, adolescent-driven approach to driving impact

VISION

A transformed India where adolescents thrive and are able to reach their full potential



MISSION

Build a platform to influence prioritization of adolescent health and wellbeing across policy, programming, and investment in India



APPROACHES

LEVERAGE AND AMPLIFY INSIGHTS

CHANNEL INVESTMENT TO THE ADOLESCENT SECTOR

ENABLE ADOLESCENT-LED SYSTEMS TRANSFORMATION

DRIVE INFLUENCE AMONG KEY DECISION MAKERS