

Case Study: Dasra Giving Circles

A giving circle scorecard for measuring performance and impact

Dasra

Dasra is a pioneer of modern Indian philanthropy; the organisation having emerged in 2003 out of India's first venture philanthropy fund, Impact Partners. Dasra's founders – who grew up in North America of Indian heritage – were committed to using their investment banking skills to serve the charitable sector in India.

Dasra supported nonprofits in their ambitions to scale up, but recognised the deficiencies of the ecosystem that brought organisations and capital

together. Pioneers must also be system builders, so Dasra initiated programmes that developed the capabilities of both social entrepreneurs and social investors.

In 2010 Dasra launched the India Philanthropy Forum as a platform for Indian philanthropists to learn together and to showcase nonprofits screened by Dasra's team. This led to the creation of Dasra Giving Circles (DGCs) – an initiative in collective giving that helped wealthy individuals and grantmakers club together to support high-potential nonprofits screened by Dasra's team.

Dasra Giving Circles

Dasra Giving Circles depart from a typical model of collective giving in several significant ways (see Table 5). At first sight DGCs appear to be just a

Table 5: Comparison of Dasra Giving Circles and a Typical Model

	Typical Giving Circle	Dasra Giving Circle
Promoter	An individual or several individuals	An existing venture philanthropy intermediary
Longevity	Open-ended	Closed three-year funding cycle
Organisations supported	Several at any one time	A single organisation by each circle
Basis for sector supported	May have sector priorities; applications from nonprofits	Extensive sector research and shortlisting of best in class interventions
Individual annual donation size	Range from US\$1,000 – US\$6,000	US\$16,000 a year over three years May be syndicated to smaller amounts.
Composition	Individuals, families	Individuals, families and institutional philanthropies (private and corporate foundations, and corporates)
Delivery of non-financial support	By circle members	By Dasra executive staff and circle members
Reporting regime	Annual report	Quarterly scorecard based on Balanced Scorecard methodology with half yearly conference call

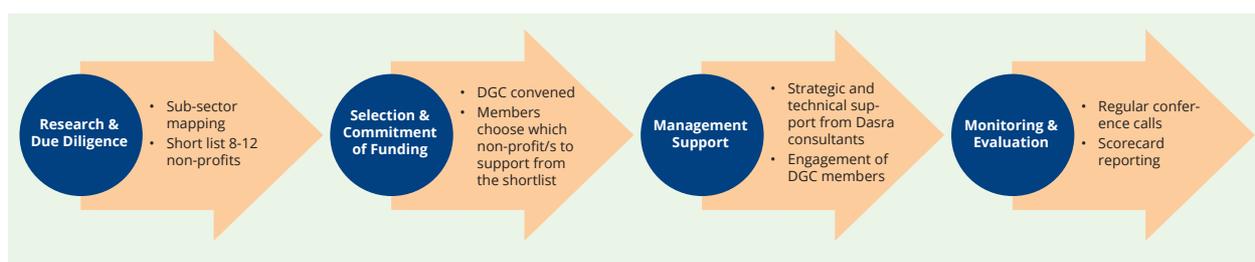


Figure 2: The Dasra Giving Circle Process

fundraising tool for a venture philanthropy fund — engaging high-net-worth donors and grantmaking foundations to provide resources for the fund’s portfolio organisations.

In reality the Dasra model is an innovative hybrid of an institutional venture philanthropy fund and a giving circle that is based on research, collective giving, capacity building, and rigorous performance and impact measurement (see Figure 2). Typically, between eight and 13 donors are convened into a giving circle only after an extensive sector analysis of a particular social problem has been carried out. The circle members are provided with one to three

high-potential nonprofits that are deemed the best-in-class organisations addressing the social issue by Dasra’s research and due diligence.

The decision as to which organisation to support for an intensive three-year investment period rests with the circle members, but is guided by Dasra’s research and advice. The initial research reports are publicly available and can inform other funders and policy makers with the data and analysis they provide. Dasra will then work with the selected organisation to develop a Private Philanthropy Memorandum (PPM) that is presented to the circle members for review and ultimate approval.

Table 6: Dasra Giving Circles (status at May 2017)

Sector Report	Giving Circle	Primary Non-profit Partner	Status	Key Facts
Girl Power: Transforming India through Educating Girls	Girl Education	Educate Girls	Completed	<ul style="list-style-type: none"> • Increased enrolment of 970,000 children in government schools • US\$1.2m budget 2013/4 • US\$3.1m additional funding leveraged
Making the Grade: Improving Mumbai’s Public Schools	Public Education in Mumbai	Muktangan	Completed	<ul style="list-style-type: none"> • Child-centred teaching and teacher training for women • 2,900 women and children impacted • US\$1.5m budget 2013/4
Nourishing our Future: Tackling Child Malnutrition in Urban Slums	Malnutrition	SNEHA	Completed	<ul style="list-style-type: none"> • Community-based, nutritional care for newborn, infants and women • Technology solution for data capture • 12,000 mothers and children impacted • US\$372,000 budget 2013/4 • US\$1m additional funds leveraged

Sector Report	Giving Circle	Primary Non-profit Partner	Status	Key Facts
Owning her Future: Empowering Adolescent Girls in India	Education & Healthcare	Sarathi	Completed	<ul style="list-style-type: none"> Community-driven personal development for girls and women US\$167,000 budget 2013/4 25,000 girls and women impacted
Squatting Rights: Access to Toilets in Urban India	Sanitation	Shelter Associates	Completed	<ul style="list-style-type: none"> Community approach to sanitation US\$172,000 budget 2013/4 25,000 people impacted
Power of Play: Sport for Development in India	Sports for Empowering Girls	NAZ Foundation	Extended for additional year	<ul style="list-style-type: none"> Life skills for girls and young women through sports >16,000 girls impacted US\$233,000 budget 2014 US\$622,000 additional funds leveraged
Zero Traffick: Eliminating Sex Trafficking in India	Anti Sex-trafficking	Aangan Trust	Ends 2017	<ul style="list-style-type: none"> Programme and curriculum to empower adolescent girls 15,000 girls impacted US\$96,500 budget 2013/4
No Private Matter: Confronting Domestic Violence in India	Domestic Violence	TISS	Active	<ul style="list-style-type: none"> Community-based, early intervention programme, and legal advocacy 9,000 women impacted US\$109,000 budget 2013/4
Marry Me Later: Delaying Marriage and Pregnancy in India	Child Marriage	IHMP	Active	<ul style="list-style-type: none"> Life skills and reproductive health programme 39,200 girls impacted US\$218,000 budget 2013/4
Up Grade: Keeping Girls in Secondary Schools	Secondary Education for Girls	Going to School	Active	<ul style="list-style-type: none"> Entrepreneurial skills programme Teacher training 1.26m children impacted 2,000 teachers impacted US\$591,000 budget 2014/5

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Three Square Meals: Nourishing Adolescent Girls	Nutrition	Impact India Foundation	Active	<ul style="list-style-type: none"> Community-based health and nutrition for adolescent girls 15,000 girls, 7,500 households will be impacted US\$1.17m budget 2014/5
Dignity for Her: Improving Sanitation and Hygiene for Adolescent Girls	Sanitation	Mahila Housing SEWA Trust	Active	<ul style="list-style-type: none"> Community mobilisation for water and sanitation US\$24,000 budget 2015/6
Lifeline: Leveraging Technology to Improve Maternal, Newborn and Child Health	Technology for Health	ARMMAN	Active	<ul style="list-style-type: none"> Mobile phone based health messaging 550,000 individuals impacted US\$1.4m budget 2013/4

As is typical of a venture philanthropy fund approach, Dasra selects nonprofits with a persuasive theory of change, credible growth plans, a capable management team and a track record of implementation. A package of financial and non-financial support is put together to support the business plan, with progress milestones and performance metrics agreed by Dasra and the nonprofit. The non-financial, capacity building services are provided formally by Dasra's executive team and informally by circle members on a best effort basis. The pooled capital of members' pledges typically totals US\$460,000 over the three-year lifetime of a circle, and 15 percent of this is granted to Dasra to support their professional consulting team.

By the beginning of 2017, Dasra had initiated 13 giving circles based on its sector research and analysis, of which five had come to the end of their three-year funding period while one had been extended for a fourth year (see Table 6).

The giving circles have engaged 126 members (individuals, couples and a few grantmaking foundations and corporates) and channelled US\$5.5 million to 13 nonprofit organisations. One fifth of

members joined multiple circles, and nearly a quarter of members were recruited by other members. While the majority of giving circle members reside in India, a quarter live in either the United States or the United Kingdom. The circles' gender is reasonably well balanced (57 percent male).

Quarterly Scorecard Reporting

The Private Philanthropy Memorandum signed off by the nonprofit executive team, Dasra and circle members covers a three-year proposed plan for scaling up that includes the goals of the organisation, operational plan, and logic model for achieving the goals which include activities, outputs, outcomes and impact assessment indicators for each quarter.

Dasra and the nonprofit organisation collaborate to design a quarterly reporting template, drawing on the information they have agreed upon in the due diligence and PPM processes. This template is shared with giving circle members for feedback and then becomes the primary tool used for measuring quarterly performance and aggregating social impact over the course of the programme. This process means that all three stakeholders (the

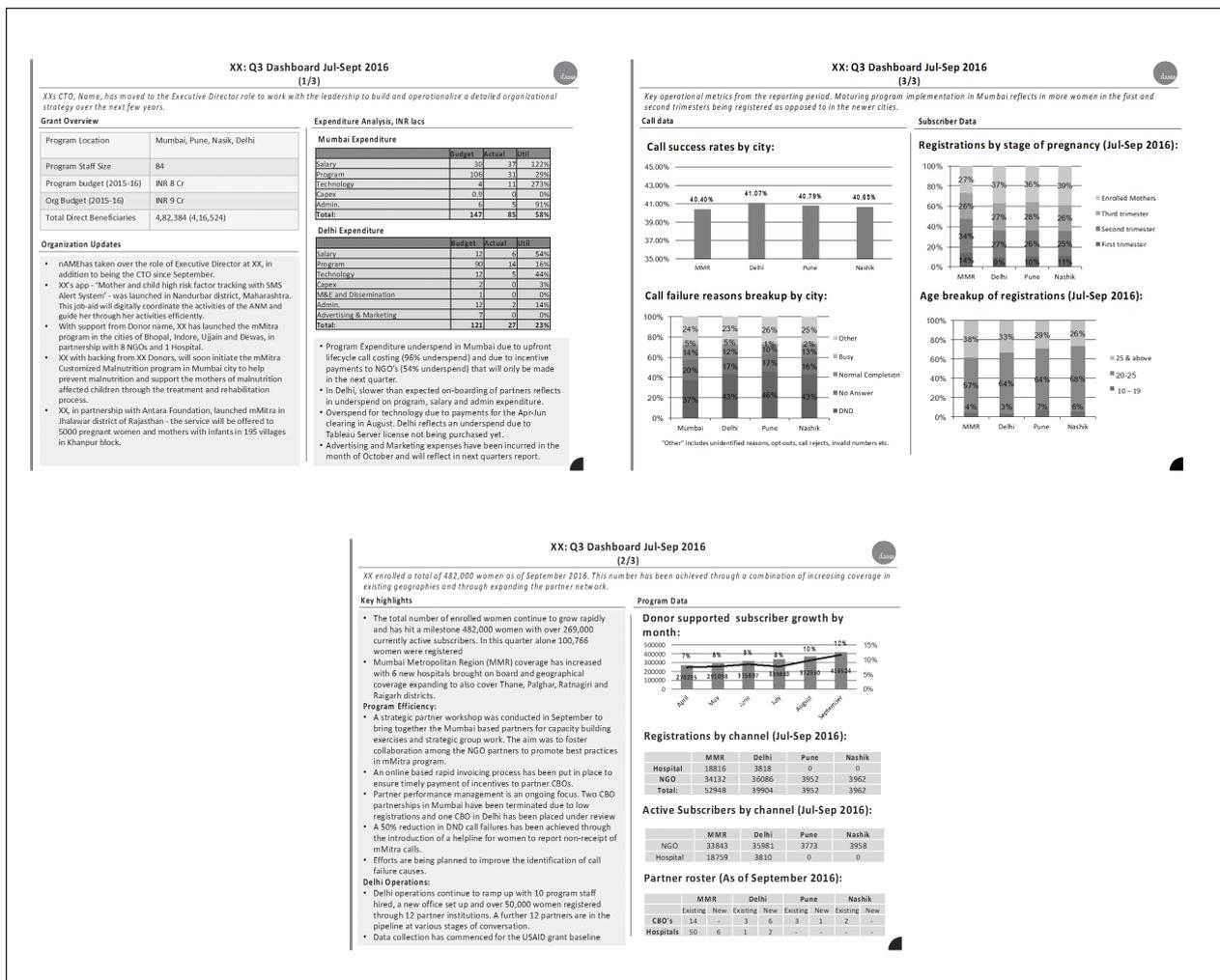
nonprofit, the Dasra consulting team and giving circle members) have contributed to the design of the reporting template, and so have *bought into* the scorecard as the tool for the three years of their mutual engagement.

The scorecard is used to assess the organisation's progress with respect to agreed targets and as a communication tool that keeps circle members informed and engaged. The nonprofit uses the template to collect quarterly data and includes inputs in four broad organisational development and project categories: Internal Processes; Learning and Growth; Beneficiaries; and Financials. This *balanced scorecard* approach helps align the organisation's strategy with key drivers and increases the focus on strategy and results.

Dasra provides continuous consulting inputs to help develop the capacity of the nonprofit. The consulting is guided by the original PPM and adjusted by the quarterly scorecard as the project and engagement progress. A telephone conference call is organised half yearly for giving circle members, nonprofit staff and Dasra who use the scorecard to discuss the progress of the project and the organisational development of the nonprofit. These calls are key mile markers for all three parties, ensuring mutual accountability, and giving an opportunity for the nonprofit to voice challenges it may be facing and seek advice from giving circle members.

Figure 3 is an anonymised quarterly report for one Dasra Giving Circle. The *dashboard* presents key financial and project data for the quarter in a

Figure 3: Dasra Giving Circle Anonymised Quarterly Report



format that is relatively easy for giving circle members to absorb and discuss on the conference call. Figure 4 is a more comprehensive report that aggregates data at the end of a full project year as

an annual grant report. This report summarises project progress against targets for 12 months, sets programme and organisational goals for the coming year, and reflects on the consulting inputs

Figure 4: Dasra Giving Circle Anonymised Annual Grant Report

XX: Grant Report 2016

In the past quarter, XX's leadership engaged in a strategic planning exercise to determine the path forward for both programmatic expansions as well as the institutional development required in preparation.

Grant Overview	
Program Location	Mumbai, Pune, Nashik, Delhi
Program Staff Size	84
Program budget (2016-17)	INR 9 Cr
Org Budget (2016-17)	INR 9.6 Cr
2016 Direct Beneficiaries	5,16,993 (4,30,517)

Strategy and Leadership				
<ul style="list-style-type: none"> Name, XX's ED & CTO, conducted a Strategy workshop for the Senior Leadership Team. It took place to encourage participation and ensure alignment from the entire leadership team on the strategic path forward for XX in the coming year. As part of the planning process, six key focus areas have been identified and strategic initiatives for each focus area are being planned and budgeted for and will be executed over the course of 2017. In addition to being a strategic planning exercise, it was also an opportunity for the leadership to revisit XX's vision, mission and core values and re-align the organization around them. 	<table border="1"> <thead> <tr> <th colspan="2">Visibility Building and Fundraising</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> XX organized a conference on 'Technology for Maternal and Child Health of the Underprivileged Groups', to provide space for stakeholders from government, NGOs and corporates to share their experiences and insights in implementing technology-based programmes in the MCH sector. It was an opportunity for XX to deepen the relationship with the Mumbai municipal corporation and to discuss: <ul style="list-style-type: none"> mMitra Sakhi's being considered for vacant Urban ASHA (Accredited Social Health Activist) positions in Mumbai. XX's access to municipal corporation run maternity homes for mMitra enrolments. XX was selected to be the first Tech for Health organization to be funded by a Dasra Giving Circle, which is a consortium of philanthropists that have committed INR 2.55 Cr for mMitra's Delhi expansions over the next three years as well as the required institutional capacity building. Name had a pro-bono consulting engagement with XX on the organization's Project Management Framework. XX's mMitra has been shortlisted as one of the finalists under the category of 'Health & Well Being' of the Manthan Award South Asia and IAMAI Digital Summit ("Social Innovation") </td> </tr> </tbody> </table>	Visibility Building and Fundraising		<ul style="list-style-type: none"> XX organized a conference on 'Technology for Maternal and Child Health of the Underprivileged Groups', to provide space for stakeholders from government, NGOs and corporates to share their experiences and insights in implementing technology-based programmes in the MCH sector. It was an opportunity for XX to deepen the relationship with the Mumbai municipal corporation and to discuss: <ul style="list-style-type: none"> mMitra Sakhi's being considered for vacant Urban ASHA (Accredited Social Health Activist) positions in Mumbai. XX's access to municipal corporation run maternity homes for mMitra enrolments. XX was selected to be the first Tech for Health organization to be funded by a Dasra Giving Circle, which is a consortium of philanthropists that have committed INR 2.55 Cr for mMitra's Delhi expansions over the next three years as well as the required institutional capacity building. Name had a pro-bono consulting engagement with XX on the organization's Project Management Framework. XX's mMitra has been shortlisted as one of the finalists under the category of 'Health & Well Being' of the Manthan Award South Asia and IAMAI Digital Summit ("Social Innovation")
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XX: Grant Report 2016

XX has enrolled a total of 616,520 women with Donor's support as of December 2016. The large increase in beneficiary numbers from the last quarter has been achieved by increasing coverage in Delhi.

Key Highlights																																					
<ul style="list-style-type: none"> In Jan-Dec 2016, a total of 430,517 women were registered across the J&J supported geographies. 207,464 of those women were registered in Oct-Dec 2016. Delhi operations continue to ramp up with over 186,000 women registered through 14 CBOs and 4 hospitals. Advocacy efforts are underway to obtain approvals to work in all central, state and municipal hospitals in Delhi. In Dec 2016, partner meets were conducted in Delhi and Mumbai to realign with partner CBO's, reiterate the mission of mMitra, to showcase innovative work being done at the ground level and to share best practices. Engagements with the 4 Partner CBO's on the grant model in Mumbai have been re-negotiated to deepen their interventions keeping the same budgets. Some of the new activities include high-risk factor screening, post-natal follow-up, medical camps, a research study and various awareness activities. As part of goal setting for the year 2017, the mMitra team is currently working on listing Objectives and Key Results (OKRs) to ensure accountability and alignment to strategic initiative CRM Software for the call centre is implemented and phase 2 of the implementation would target a real time mMitra DB integration. Tableau system implementation is complete. Modifications of reports as per feedback is underway and new reports are also in progress. 	<table border="1"> <thead> <tr> <th colspan="2">Program Data</th> </tr> </thead> <tbody> <tr> <td colspan="2">Donor supported Qtr on Qtr growth in 2016:</td> </tr> <tr> <td>Jan-Mar</td> <td>0%</td> </tr> <tr> <td>Apr-Jun</td> <td>8%</td> </tr> <tr> <td>Jul-Sep</td> <td>58%</td> </tr> <tr> <td>Oct-Dec</td> <td>106%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Registrations by channel (Jan-Dec 2016):</th> </tr> </thead> <tbody> <tr> <td>Hospital</td> <td>79203</td> </tr> <tr> <td>NGO</td> <td>127578</td> </tr> <tr> <td>Total</td> <td>216781</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Active Subscribers by channel (As of Dec 2016):</th> </tr> </thead> <tbody> <tr> <td>NGO</td> <td>109130</td> </tr> <tr> <td>Hospital</td> <td>71516</td> </tr> <tr> <td>Total</td> <td>180646</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Partner roster (As of December 2016):</th> </tr> </thead> <tbody> <tr> <td>Existing</td> <td>12</td> </tr> <tr> <td>New</td> <td>9</td> </tr> <tr> <td>Total</td> <td>21</td> </tr> </tbody> </table>	Program Data		Donor supported Qtr on Qtr growth in 2016:		Jan-Mar	0%	Apr-Jun	8%	Jul-Sep	58%	Oct-Dec	106%	Registrations by channel (Jan-Dec 2016):		Hospital	79203	NGO	127578	Total	216781	Active Subscribers by channel (As of Dec 2016):		NGO	109130	Hospital	71516	Total	180646	Partner roster (As of December 2016):		Existing	12	New	9	Total	21
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XX: Grant Report 2016

*Key utilization figures for Q4 as well as for the complete grant duration.**

Jan-Dec Utilization	
Salary	122 (108) 89%
Program	423 (305) 72%
Technology	17 (17) 99%
Capex	3 (3) 100%
Admin.	23 (28) 124%
Total	588 (460) 78%

Q4 Utilization	
Salary	31 (33) 108%
Program	106 (130) 124%
Technology	4 (5) 121%
Capex	2 (2) 100%
Admin.	6 (8) 104%
Total	147 (173) 119%

Mumbai Expenditure	
Salary	47 (16) 34%
Program	326 (139) 43%
Technology	20 (3) 13%
Capex	3 (3) 100%
M&E and Dissemination	3 (0) 0%
Admin.	61 (13) 16%
Advertising & Marketing	27 (4) 15%
Total	512 (177) 35%

Delhi, Pune, Nashik Expenditure	
Salary	12 (8) 66%
Program	81 (114) 141%
Technology	4 (5) 121%
Capex	2 (2) 101%
M&E and Dissemination	1 (0) 0%
Admin.	20 (8) 40%
Advertising & Marketing	7 (4) 59%
Total	224 (266) 119%

- The underspend from 2016 will be to the tune of 1.27 Cr from Mumbai and 3.62 Cr from Delhi.
- A large part of underspend in both Mumbai and Delhi is due to staggered realization of costs over the lifecycle of the beneficiaries and partial call success rates. The budget is made for full lifecycle for the targeted number of enrolments.
- The underspend from Delhi is also due to late start of program rollout and the introduction of another donor mid-year that reflects in salary, program, capex and admin costs.
- Please note, the underspend figures do not account for the continued call costs that will be incurred post the grant period for women registered during the grant period.

XX: Grant Report 2016

Key operational metrics from the reporting period. Expanding operations to new geographies in Delhi reflect in higher number of mothers registered in Q4. Earlier stage registrations are expected as mMitra exposure in those communities matures.

Call data	
MMR	61.2%
Delhi	52.4%
Pune	52.8%
Nashik	60.4%
Total	59.8%

Subscriber Data	
First trimester	17%
Second trimester	38%
Third trimester	26%
Enrolled Mothers	46%

Registrations by stage of pregnancy (Jan-Dec 2016):	
MMR	17%
Delhi	24%
Pune	28%
Nashik	35%

Call failure reasons breakup by city (Jan-Dec 2016):	
MMR	37%
Delhi	45%
Pune	46%
Nashik	43%
Total	38%

Age breakup of registrations (Jan-Dec 2016):	
26 & above	88%
20 - 25	63%
10 to 19	64%

XX: Donor's Grant Report 2016

Organizational Goals - 2017	Program Goals - 2017
<ul style="list-style-type: none"> Improve Effectiveness and Efficiency <ul style="list-style-type: none"> Get ISO 9001 certification initiated Reduce cost by 10% by signing up with Telecom by Dec 2017 Increase first trimester enrollments and call head metrics by 10% each by June 2017 Liaison with Government Revive HERO Ethical Evidence Based Research <ul style="list-style-type: none"> Develop organizational research framework with a focus on advocacy and program improvement Focus on publishing and disseminating findings Streamline Finance and Compliance <ul style="list-style-type: none"> Develop 2017 - Annual Budget by Jan 2017 Implement all internal audit controls by June 2017 Implement any missing FCRA compliance controls by Sep 2017 Streamline expense management process by March 2017 Focused Communication and Resource Mobilization <ul style="list-style-type: none"> Develop external communication framework for XX by Jan 2017 for the year 2017-2018. Develop Annual Reporting Framework Develop a resource mobilization plan for realizing expansion plans for all our projects. Develop resource mobilization plan for corpus accrual by Dec 2016 Strengthen Organization - People, Process and Tools <ul style="list-style-type: none"> Develop & Implement to be Org Structure by May 2017 Establish Performance Review Framework Establish PMO & Streamline PM Processes by Mar 2017 Develop Long Term IT Infrastructure upgrade plan by Mar 2017 Implement IT Upgrade for scale up by Feb 2017 	<ul style="list-style-type: none"> mMitra Improvements <ul style="list-style-type: none"> Partner organizations will be given stricter quality assurance mandates with the following stipulations added to partnership agreements: <ul style="list-style-type: none"> Total number of women not receiving calls due to DND activated on their phone do not exceed 15% of the total number of women registered. Maximize women registered in the first trimester Women registered with invalid numbers do not exceed 0.5% of the total number of women registered Total number of women listening to less than 60 seconds of the calls consecutively for two weeks do not exceed 5% of the total number of women registered Call failures due to Do Not Disturb regulations will be targeted with the following activities: <ul style="list-style-type: none"> Check-in calls to beneficiaries to ensure calls are being heard. Increasing onus on partner CBO's to ensure call success rates. Policy advocacy with Telecom Regulatory Authority of India (TRAI) Targeted Expansions <ul style="list-style-type: none"> mMitra enrollment to reach 1 million by Dec 2017 mMitra customized malnutrition program to enroll 3,00,000 women by Dec 2017 mMitra HW program to be implemented in Pune by March 2017 and Mumbai by Dec 2017 MCTS to be implemented in 5 districts by end of 2017 Argyosakhi home based care to be implemented Release Integrated FW 1st version by Jan 2017

XX: Grant Report 2016

Dasra Capacity Building Reflections and Focus Areas - 2017

Area	Description	Capacity Building Focus
Strategy and Leadership	<ul style="list-style-type: none"> XX's leadership is characterized by strong vision clarity and a focus on the beneficiary, driving a compelling narrative for the organization's work and the impact it hopes to achieve. XX will however, require support on further decentralizing leadership and ensuring redundancy. 	<ul style="list-style-type: none"> Support XX's leadership in the development of programmatic and organizational strategy. Provide management support to the Executive Director for the execution of the strategy.
Fundraising	<ul style="list-style-type: none"> XX has been able to secure very credible donors in the past, such as I&I and USAID. XX's fundraising is still reasonably founder dependent and overly reliant on a single anchor donor. XX's scaling plan will require the diversification of the funder base as well as development of robust funder management systems. 	<ul style="list-style-type: none"> Over the past year, XX has secured INR 5.78 Cr through Dasra support and introductions to various HNIs and foundations. Dasra will work with XX to develop a fundraising strategy and implement the same. In addition, Dasra will also continue to lend support as required on grant proposals and applications.
Impact Assessment	<ul style="list-style-type: none"> XX currently does not have a clearly articulated ToC or Log Frame either for mMitra or for the organization. 	<ul style="list-style-type: none"> Dasra will support on the creation of a Theory of Change for both XX as well as mMitra
Communications	<ul style="list-style-type: none"> XX's mission and programs are very well aligned with current trends in the funding world, but investment is required to ensure adequate representation and visibility globally to leverage funding and support. 	<ul style="list-style-type: none"> Support in the creation and implementation of a communications strategy Support on dissemination plans for research studies Support on the creation of the Annual Report
H.R	<ul style="list-style-type: none"> As XX plans to grow its employment base from 80 to 130 next year, organizational capacity urgently needs to be built for recruitment, training, goal setting and performance management activities. 	<ul style="list-style-type: none"> Assist in hiring and on-boarding of key leadership staff across communications, research, advocacy and program management roles. Support in the creation and implementation of organization wide formal goal setting processes Support in the creation of key HR processes around hiring, performance management, retention etc.
Finance, Compliance and Reporting	<ul style="list-style-type: none"> In the past year, XX has improved its reporting and budgeting processes, but further functional expertise in cash flow planning, reporting and overall financial management will be required as the organization scales. 	<ul style="list-style-type: none"> In the coming year, Dasra will lend support on the creation of a detailed organizational budget to enable better financial planning and reporting Dasra will also support on developing XX's reporting processes.

made by the Dasra team during the course of four quarters.

Over the lifetime of a three-year project funded by a giving circle, 11 quarterly scorecards are produced. When the circle closes, a final end of project report is circulated and discussed by all parties. The final report takes into account the targets and the goals set out at the beginning of the Dasra Giving Circle and maps the journey of the nonprofit's growth in terms of programme and institutional capacity. It focuses on the organisation's achievement in terms of outcomes and impact achieved and considers the way forward for the nonprofit at the end of the funding cycle.

Programme expansion and organisational strengthening are the twin objectives of each Dasra Giving Circle. During the three years that members and Dasra staff engage with a nonprofit, the average increase in the number of beneficiaries served by these nonprofits is 2,401 percent. During this

time the programme budget of a nonprofit has averaged a tenfold increase.

The quarterly scorecards and annual grant report generally exceed the rigour and breadth of reporting that an Indian nonprofit would typically provide for a donor. They are notably a collaborative effort involving the nonprofit, the Dasra consulting team, and giving circle members. Dasra has observed that several nonprofits supported by the giving circles have adopted the scorecard across the entirety of their organisations as a comprehensive tool for managers and donors. Dasra believes that the scorecard approach is encouraging other donors to appreciate the need to support a nonprofit's whole development rather than only fund discrete projects. This may help shift donors from transactional grantmakers to venture philanthropists.

