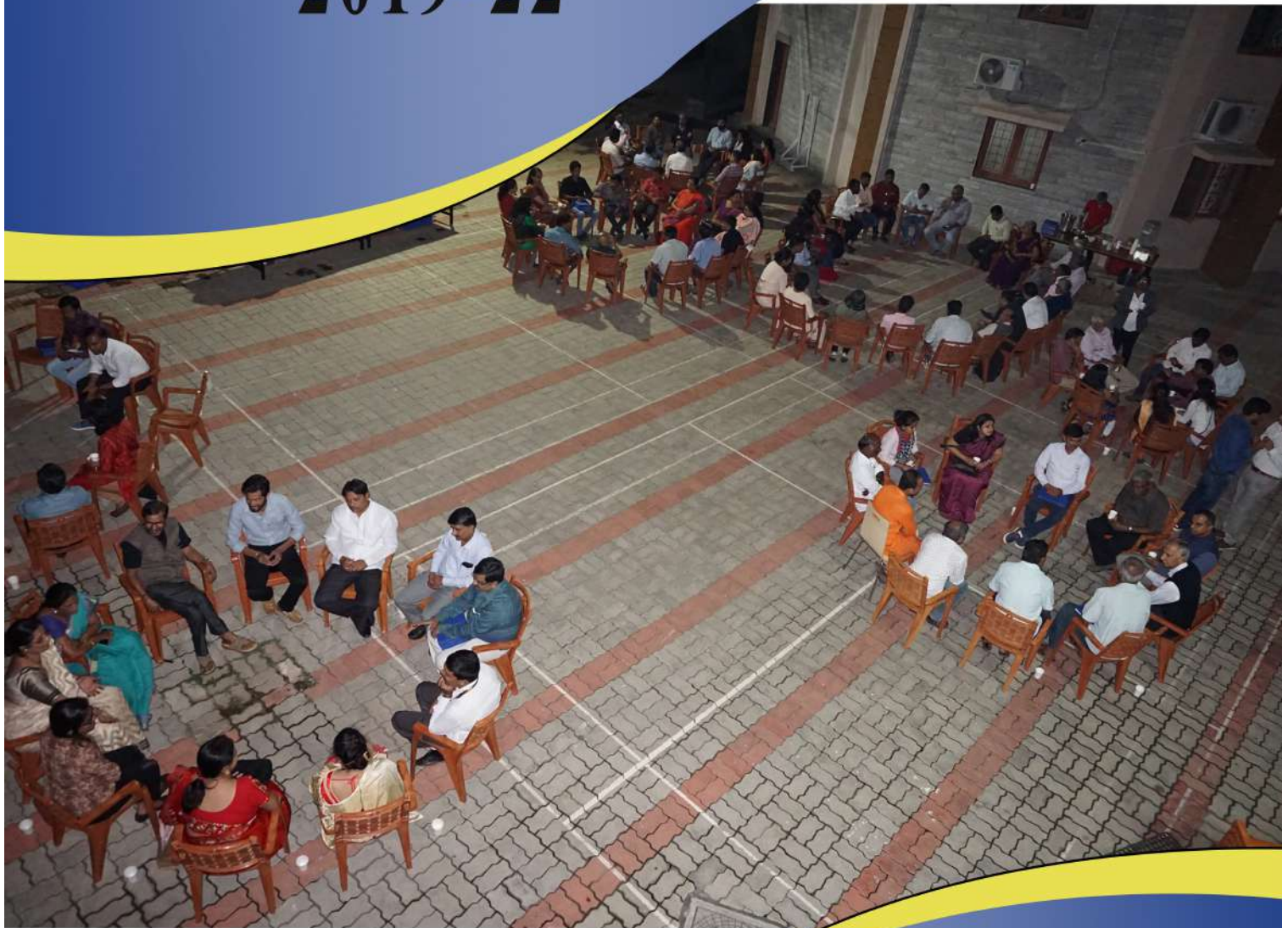


Strategic Document 2019-22



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I. Acknowledgments

Outside of our staff, Consultants and Partner NGOs, we met following people/ organisations to get their perspective of current scenario, future trends and where they thought DF could and should contribute.

- Mr. Ananth Padmanabhan – Former CEO, and Ms. Liril Gupta, CFO, Azim Premji Philanthropy Initiative (APPI)
- Dr. Anil K Patil – Founder and Director, Carers World Wide, UK
- Mr. Hari Menon – Bill & Melinda Gates Foundation
- Mr. Jacob Kurian – Hon. Secretary, Association of People with Disability (APD)
- Mr. Jahir Mansuri – Specialist Social Sector Auditor, Ahmadabad
- Mr. Lukose Vallatharai – IAS Retd & Development field expert
- Dr. Muniraju SB – Deputy Advisor, Niti Aayog, Govt of India, Delhi
- Ms. Prathibha AN – Manager, CSR, TITAN
- Ms. Poonam Natarajan – Former Chairman National Trust, Govt of India and Founder of Vidyasagar, Chennai
- Mr. Pramod Kulkarni- Founder, SATHI
- Ms. Richa Govil – Azim Premji University
- Mr. Sanjay Anandaram – VC and Volunteer iSpirit
- Prof. S Rajagopalan – Prof. IIITB
- Mr. Srikrishna Sridhar Murthy – CEO, Sattva consulting, Bangalore
- Mr. Tarun Vij – India Country Director, Global Alliance for Improved Nutrition
- Mr. T Pradeep – Secretary, Samuha & Development sector expert
- Mr. V S Basavaraju – Commissioner, RPWD Act, Govt of Karnataka
- Ms. Vibha Sequeira -, Manager, Wipro Cares
- Prof. Victor Paul – HOD, Department of Social work & Sociology, Christ University, Bangalore

We thank all our current partners who demonstrated their willingness to learn and adapt and taught us the field realities of the Sector. Our special thanks to Mr. Aditya Singh, Head Sales and Retail operations, Montblanc of Titan Group, who supported us in developing this document. We owe a lot to our staff at DF who brought in live stories and practical experience which helped us to ground this process.

We hope we will live up to the expectations of all our well-wishers as we embark on our exciting journey of the next three years. Any short comings you see in this plan and in the subsequent implementation will be due to our negligence.

II. Introduction of DF

Dhwani Foundation (DF) a Bengaluru based NGO, is registered under 1882 Indian Trust act. DF has been set up with the objective to improving productivity and efficacy of the social sector through both direct and indirect engagements with key stakeholders, in order to make long lasting impact on the communities

Vision: 'A vibrant and credible social sector'

Mission:

- To gain consensus across stakeholders for common professional standards
- Enhance Visibility, Transparency, Accountability and Efficiency through better use of process and technology in the social sector
- Enlarge quality resource pool for Social Sector

Guiding Principles:

- Mutual respect for all is the corner stone of our interactions
- We will expose ourselves to scrutiny from all our stakeholders
- We will be outcome driven without compromising on ethics
- Our positions will be based on sound research and professional approach

Current Engagement areas of DF:

- Provide Technology solution to NGO sector
- Build NGOs capability for sustainability and Growth
- Building and supporting NGO networks
- Support through direct funding for program and projects

Primary belief of DF is to respect law of the land and ensure it meets all legal and statutory requirements of concerned departments and try to influence its partners on the same line.

III. Key milestones of DF (2006 – 2018)

- 2010: Moved from a customized to a Productization approach in recrafting GOONJAN software.
- 2011: Professionalized GOONJAN product
- 2014: Long term engagement with NGOs has substituted one off grants
- 2015: Seed funding of 1st network of NGOs through Disability NGOs Alliance (DNA) in Karnataka
- 2017: Induction of sector professionals into the foundation
- 2018: Launch of NIRANTHARA, an extended hand-holding OD initiative to enhance efficiency and transparency.

IV. Current Program Brief

A. Provide Technology solution to NGO sector (GOONJAN)

A key challenge for the Social Sector is the collection, management and use of data for decision making, program tracking and reporting to external and internal stake holders

DF's GOONJAN is an easy to use Data Management system specially designed for NGOs GOONJAN enables NGOs to capture data about their beneficiaries, services being provided and assess impact of the services.

It also enables NGO to capture data about donors and donations and links it to individual beneficiaries or specific programs. The platform is offered as a SaaS, thus reducing IT complexity at the NGO end.

Currently GOONJAN is used in 50 + NGOs, to record and track more than 1.8 lakh beneficiaries. It also provides support to track donor and volunteer data for NGOs.

B. Build NGOs capability for sustainability and Growth (NIRANTHARA)

NIRANTHARA today is DF's flagship program. It emanated from a common theme we kept hearing: where donors claimed how challenging it is to find 'good' NGOs to fund while NGOs expressed how difficult it has become to raise funds.

Starting mid-2017, we spoke to more than a 100 people in the sector to ask what is a 'good NGO'.

A total of 161 points emerged distinguishing the 'good' from the 'bad'.

The key findings were

- NGOs get funding mostly for 'projects' and therefore tend to ignore OD areas like Compliance, Governance, MIS, Accounting, HR, Digital presence, Strategy, etc. Even where they are aware of the need, NGOs lack knowledge and capital to effect the change.
- NGOs have few or no non-program people in their payroll to attend to what we have termed as 'non-domain' work.
- Short term training programs for NGOs without subsequent follow up have not brought about much change.
- External stakeholder dissatisfaction is almost entirely on these non-domain issues. The NIRANTHARA program is a two-year long exercise of classroom knowledge transfer with on-site handholding to ensure implementation happens. The pilot program started in December 2017, has enrolled 25 small and medium Karnataka based NGOs.

C. Building and supporting NGOs networks

DF believes 'Industry bodies' can be effective change makers in the Social Sector too. Peer learning, benchmarking, collective bargaining, resource pooling, etc. are the benefits to member organisations having a strong, well-run Federation.

DF has played a role in the setting up of the Disability NGO Alliance (DNA) and is currently working with FEVOURD-K.

D. Support through direct funding for programs and projects

To ensure NGO's creative and crucial program take shape, DF provides grants and loans to some NGOs. Grants are made for programs and for overheads. Over the last ten years, more than 20 NGOs have been supported through this initiative.



V. Current scenario/situation analysis of the social sector

India's multiple social challenges have a high impact on society and specially, the marginalized communities. NGOs, as they are without the trappings of power or driven by profit, are often more effective in driving change in the communities they work in. NGOs can therefore be a credible bridge between Government and society, as also between for-profit institutions and communities

In recent times there have been significant changes in expectations and processes of both the Government and other Donors in how they interact with NGOs. The smaller and more rural NGOs are especially hard pressed to adapt to these changes. This has led to a drop in both quantity and quality of work getting done.

Three major changes have been noticed in recent times

- The International Aid Agencies are slowly stepping out of South India and the Corporate donors are filling the vacuum. There has been a noticeable increase in non-religious donations by the rising middle class. This has meant a substantial drop of funding to all rural and smaller NGOs. Ability to communicate in English and Geography are not the only constraints.
- The Government oversight on the sector has increased, entailing longer lead times for registration and more elaborate reporting requirements. A number of smaller NGOs are unable to keep pace.
- 'Trust' is at an all time low due to the bad apples in the Sector and a lack of understanding of the 'novice' donors.

VI. Overall strategic goals: 2019-2022

- Touch over 2000 NGOs of different domains through OD & Technology process
- Significant Impact achieved among minimum of 150 NGOs through Organisation Development (OD) by establishing more than one NIRANTHARA delivery model (Service agency, implementing partner, etc.)
- GOONJAN becomes portal: Single window for MIS, Donor management, HR, Compliance and Finance management and 7.5 lakhs beneficiary data and services recorded on GOONJAN platform out of which 60% from disability domain through 250 organisations
- Over 1500 stakeholders utilise the services and publications from knowledge hub of DF
- DF should have influenced at least three Government policies
- Build or support at least 2 NGO federations in the areas of Strategy and Collective bargaining and simultaneously work with at least 150 members organisations to create Digital presence
- A 'STANDARD' or Maturity Model released by DF should have found acceptance by at least 5 donors/Govt/ resource organisations
- Minimum 3 stakeholders significantly contributing on organisation development process.
- Induct 60 independent directors into NGO Board through the 'UPDESHAK' program.
- Create or support Fund raising organisations who focus on small and rural NGOs.

**VII. Key programmatic objectives:
2019 – 2022**

A. Organisation Capacity Building

Strategic objectives	Key Measures by 2022
Significant impact achieved among minimum of 150 NGOs through Organisation Development (OD) and established one more NIRANTHARA delivery model (Service agency, implementing partner etc)	<p>Vr1 - 1st Batch of NIRANTHARA partners</p> <ol style="list-style-type: none"> 1. Min 15 partners to score above 85% in assessment by Oct 19 2. Min 10 partners to receive an additional funds of Rs. 10 lakhs each by December 3. Min 15 Ops managers retained by partners for the year 2020-21 <p>Vr1 – 2nd Batch of NIRANTHARA</p> <ol style="list-style-type: none"> 1. Remodel and launch by Nov 2019 with 30 NGOs 2. Complete full process in 18 months period 3. 25% contribution from partners 4. 75% partners scores 80% above results and 60% partners raises and additional resources of 20% more against their current spending <p>Vr - 2 NIRANTHARA</p> <ol style="list-style-type: none"> 1. Model designed and 1st batch launched by September 19 2. 3 batches totalling 90 partners in 3 years to be covered 3. 90 % time and efforts reduced by partner NGOs on Non domain areas and increased program productivity 4. Model achieves 75% sustainability by end of 3rd year
Over 1500 stakeholders utilised the services and publications from knowledge hub of DF	<ol style="list-style-type: none"> 1. Operationalisation of knowledge hub by mid-1st year 2. All compliance, HR, Governance, Marketing, Fundraising, finance related manuals and materials developed and published 3. Over 1500 stakeholders across the country are served through dissemination of information 4. 250 NGO and CSR staff trained through seminars/Webinars/workshops

	5. Minimum 10 enquiries from stakeholders per month by end of 2nd year
Enhanced Governance systems in NGOs	<ol style="list-style-type: none"> 1. Board member enrolment program designed and launched by July 2019 2. 60 people from corporate/industry/Govt are enrolled as board members on NGO boards 3. 50 NGOs are supported, and hand held for 6 months on good governance
Enhanced collective bargaining power for the benefit of the social sector by supporting/ promoting federations of NGOs	<ol style="list-style-type: none"> 1. 3 years strategic document published by one federation by mid of 1st year 2. Secretariat set for 2 federations and their workplan streamlined 3. Minimum 3 government policies for the social sector influenced by federations/DF 4. Minimum 150 federation members supported through digital presence and all of them enrolled under knowledge hub
A 'STANDARD' or Maturity Model released by DF should have found acceptance by at least 5 donors/Govt/ resource organisations Publish standardised assessment tool for NGOs (Maturity Model)	<ol style="list-style-type: none"> 1. Maturity model published by 2nd year 2. Minimum 3 stakeholders significantly contributing on organisation development either through DF or directly
DF recognised as an organisation in OD and technology solutions space	<ol style="list-style-type: none"> 1. Balanced Board and Advisory Panel with experts and high performing workforce 2. Obtained FCRA and 2 accreditation certificates by 3rd year 3. By year 3, DF receives minimum 5 requests monthly by NGOs/Donors/Govt seeking support in OD or IT 4. 30% of DF budget received from external donors in next 3 years

B. Information & Technology Enablement

Strategic objectives	Key Measures by 2022
GOONJAN becomes portal: Single window for MIS, Donor management, HR, Compliance and Finance management and 7.5 lakhs beneficiary data and services recorded on GOONJAN platform out of which 60% from disability domain through 250 organisation	<ol style="list-style-type: none"> 1. Portal for development Sector Offering services on data management, compliance, finance and HR support by year 2 2. Disability as a domain expertise module of GOONJAN to serve large number of beneficiaries by end of year 1 3. New features providing dash board, donor reports, multiple language, control on duplication and high data security mid of year 2 4. 250 organisations MIS is on GOONJAN by end of year 3
150 member organisations of 2 federations adapt minimum levels of digital media presence	<ol style="list-style-type: none"> 1. Offer services to set up Digital presence, Improve digital literacy among NGO professionals and IT procurement support 2. Minimum 150 NGOs on digital media



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VIII. Key Numbers: 2019-2022

A. Partnerships

SI	Program	Anticipated No of organisations
1	NIRANTHARA Vr1 - Batch 1	23
2	NIRANTHARA Vr1 - Batch 2	30
3	NIRANTHARA Vr2 Batch 1, 2 & 3 (Service agency, Implementation partners etc)	90
4	GOONJAN Partners (Federations 25, NIRANTHARA 100, Current 40, New from marketing 75)	250
5	Knowledge Hub Service for NGOs & donor organisations through Publications/workshops/trainings	1500
6	Governance support to NGOs	50
7	NGO Federations	2
8	Digital Media support to NGOs	150
Total Reach of Organisations		2095
Beneficiary touch through OD partners (150 partners x 3000 Beneficiaries) 7.5 lac beneficiaries' data on Goonjan platform		450000

B. Financials

Overall Anticipated Expenditure INR in Lakhs					
SI No	Programme	2019-20	2020-21	2021-22	Total
I Organisation Capacity Building					
1	Niranthara Batch 1 & 2	160	133	34	327
2	Service Agency / Implementing Partner	94	300	350	744
3	Knowledge Hub	14	22	21	57
4	Promotion of Federations	30	48	49	127
5	Strengthening of NGO Governance	2	1	1	4
6	DF OD, Marketing & Fund raising	11	46	44	101
Sub Total		311	549	498	1,359
II IT Enablement for NGOs					
1	Goonjan enhancement	67	93	97	257
2	Digital Literacy & Digital Presence for NGOs	8	9	9	27
Sub Total		76	102	106	284
Overall Totals		386	652	605	1,643

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XI. Our Partners as on March 2019:

C. Human Resource

Sl No	Program	Yr 1	Yr 2	Yr 3
1	NIRANTHARA Vr1	5	4	4
2	NIRANTHARA Vr 2	1	2	2
3	Knowledge Hub	1	2	2
4	DF Organisation Development	1	3	3
5	GOONJAN	4	6	8
	Total	12	17	19

IX. Infrastructure plan

- In the 1st year RR Nagar office utilised to full capacity
- By 2 nd year, alternative, office space is created
- 2 centres for service agency – one in Bangalore and the second one in North Karnataka
- Local workspaces - Mostly planned to share existing partners space and compensate
- Training Centres - Partner with 2-3 existing ones and utilise their facilities on payment basis
- IT Infrastructure – Secure, compliant, scalable network in use.

X. Strategy Execution

- Board Sign off strategy by end March 2019
- Annual Plans and Budgets to be approved in line with strategy
- Six-monthly review by the Board
- New learnings and Challenges to be added in the forthcoming plans and budgets
- Deviations approved only during annual reviews
- External audit by end of 3rd year
- ED is authorised to operate independently as per the approved strategic plans and seek annual budgets approval from the Board every March
- Any significant deviations, either with program or budgets, needs further approval from Board

A. Goonjan Partners:

Name of NGO	Geography
Ashayen Centre (formerly The Spastics Centre, Kanpur)	Kanpur
Chirantana Trust	Bengaluru
Diya Foundation	Bengaluru
Fame India	Bengaluru
Mobility India	Bengaluru
National Association for the Blind (NAB)	Bengaluru
Narayana Hrudayalaya Charitable Trust (NHCT)	Bengaluru
Seva In Action (Niramaya Scheme Nodal Agency)	Bengaluru
Rotary Club of Bangalore	Bengaluru
Salaam Bombay Foundation	Mumbai
Samridhhi Trust	Bengaluru
Sandesh	Bengaluru
Sathi (Society for Assistance to Children in Difficult Situation)	Bengaluru
Shristi Special Academy	Bengaluru
Spastic Society of Karnataka	Bengaluru
Swami Vivekananda Youth Movement (SVYM)	Bengaluru
The Association of People with Disability (APD) & Its 10 Partners	Bengaluru

B. Niranthara Partners:

Name of NGO	Geography
AMIC DI RAOUL FOLLEREAU TRUST	Bengaluru
Biswa Gowri Charitable Trust	Bengaluru
Chikkamagalore Multipurpose Social Service Society	Hassan
Chilume Social Service Society	Bengaluru
Grameena Mahila Abhirudhi Shikshana Samsthe	Raichur
Health Education Agriculture development society	Bengaluru Rural
Karnataka Homophile Society	Davanagere
Karnataka Rajya Bennuhuri Apagatada Angavikalara Sanga	Ramanagara
Margadarshi Development Society	Kalaburagi
MOB Rural Health Care Centre	Mandya
Munnade Social Organization Sandesh	Bengaluru
Nisarga Foundation	Mysuru
Organisation for Bidar Integral Transformation	Bidar
Peoples Organisation	Davanagere
Rural Education & Child Health Society	Vijayapura
Sahyadri Community Development & Women Empowerment Society (SCODWES)	Uttara Kannada

Sambhav Foundation	Bengaluru
Sarvodaya Integrated Rural Development Society	Koppal
Sa-Mudra Foundation	Bengaluru
Sandesh	Bengaluru
SEARCH	Bagalkot
Voice of Needy Foundation	Bengaluru
Women's Welfare Society	Belagavi





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