



## *Nurturing Partnerships*



*Annual Report 2018-19*

# **ANNUAL REPORT**

## **2018-19**

### **1. Vision, Mission and Guiding principles of Dhwani Foundation**

#### **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

## 2. Overview

The year 2018-19 at Dhwani Foundation has been full of action - field experiments, consultations, thinking, doing and redoing, learnings from stakeholders; more importantly debates on how we can make larger impact on social sector and are we relevant to the present. All these activities revealed how much work is required to be done and finally helped Dhwani to define its clear road map for next three years.

The most rewarding and enriching experience has been the trust shown by our partners, professionals, experts, donors, Government, friends and well-wishers who walked along with us, gave their time and support, opened new doors for us, joined in our experiments and more importantly assured us that we are moving in right direction. Perhaps this kept our energies going, pushed us to take risks, encouraged to make mistakes but made us learn and enjoy the process.

### **The major focus of the year was: -**

- Implementation of NIRANTHARA, a capacity building program, with 23 NGOs in Karnataka to enhance credibility, accountability through industry standard systems and processes.
- Development of training manuals, guidebooks, assessment tools & implementation methods for enhancing social sectors overall capacities.
- Focus on creating awareness and reach of Goonjan MIS. The focus has been to increase Goonjan's adoption by real time use by NGO staff on the field.
- Publishing 3 years strategic plans (2019-22) of Dhwani Foundation with an aim of making larger impact on social sector

### 3. Key focus areas towards building social sector

#### A. Manuals for the development sector growth and development

During the previous year, by consulting various stakeholders, we had arrived at a consensus on what makes an NGO - a good NGO. The major focus of this year was to translate all that knowledge onto a repeatable and implementable format. Hence the foundation worked towards creating manuals and templates for overall organization development on “What Makes an NGO a Good NGO”. Both external and internal experts worked together, field tested each of them with 23 organizations and arrived at final documents/manuals/workbooks in the areas of Compliance, Governance, Accounting, Finance, HR, Digital presence and Fund raising. Over 80% of these manuals were used by 23 Niranthara partner NGOs during the year and the results proved that these materials and process can make difference. Going forward, all this material would be digitized and made available in public domain to encourage everyone in the sector to adopt good practices.





## **B. Enhance visibility of small scale and rural based NGOs who contribute silently**

“We do not believe that an NGO exists and is performing; we would not review a proposal unless we see their website and other digital presence” - this was quoted by one of our speakers (who represents important donor community) during Niranthara’s leader training session. It was a big shock to our partners who only knew how to work silently in the community. There is a clear need to make sure that these NGOs are visible to the donor community through reliable channels.

During the year, Dhvani partnered with International Institute of Information Technology, Bengaluru (IIITB), The Smart CEO (Chennai) and 1NGO(Bangalore) to create full-fledged digital media interface for grass root level organizations. This involved training the organization on creation of their Websites, their Facebook page, the YouTube and Twitter accounts. For the first time, 14 of the Niranthara partners were able to create website and all 23 partners were able to actively use social media to reach out to outside world. By end of the year, we templated the full process with a structured approach which has now enabled us to scale up our work on digital presence for NGOs. Early results have shown that our partners' work is slowly getting recognized by local and outside communities and current donors have expressed satisfaction when they see all their work is available on the digital media.

## **C. Assessment tools for NGOs & Donor community**

Defining an assessment tool to measure the overall capacity of an NGOs is an important work during the year that Dhvani was able to accomplish. This assessment tool evolved based on due diligence requirement of Corporates, Donor community, Government and Accreditation bodies. The assessment tool assesses the overall status of any NGO on eight important areas, with 161 questions. Each score is based on the documentation evidence.

This tool is scientifically designed based on the research Dhvani conducted over two years ago. The tool has been field tested twice during the year with 23 NGOs in Karnataka and proved to be effective either as a self-assessment tool or an external assessment tool. It brings in clarity within the organization and they are able set targets to work towards professionally accepted practices. Going forward Dhvani will work with key stakeholders to promote ‘STANDARD’ to the social sector in order to further enhance accountability and credibility.

## **D. MIS to enhance credibility of the social sector through Goonjan and Tally**

Goonjan is an integrated platform to track beneficiaries, provide services efficiently and manage donors among many other things. It has a robust reporting and dashboard feature which allows the various

stakeholders to make informed decisions and makes it easier for an organization to comprehend the impact reached by the services they provide.

Our MIS (GOONJAN) program partner NGO, SATHI quotes “We have been using Goonjan to track and monitor our run away children on railway platform program in 15 railway stations across 7 states in India, we have captured comprehensive data of over 40,000 with all the service details and impact made on children. Digitizing our data and archiving it through Goonjan enabled us to analyse our data, based on the data captured and can generate reports quickly. The Goonjan mobile app has been a big help in improving the timeliness of our record keeping, with the lag between data captured in the field and the actual data is only about 5%, which was earlier at over 30%.”



Another partner NGO, The Association of the People with Disability (APD) says “Goonjan has played an integral role in the scaling up of our organization from 50 users, 10,000 service recipients to now over 35,000 service recipients annually and 200+ employees who are very comfortable using the easy to use solution on a daily basis, across 11 districts of Karnataka. Using Goonjan, gives us the confidence to showcase the impact of our work to our board of directors, provide real time information to our donors and other stakeholders. We

are targeting to reach 75,000 service recipients annually and hope that soon in the future we can use the data to drive and influence policy level changes with the Government”

Currently Goonjan is being used by 50 NGOs in diverse areas like Disability, Education, Community development, Health, Life skills training etc. to run their day-to-day operations. During the current year alone 29 new NGOs enrolled into this program, 35% of which are mid to large organizations including an international partner Development and Partnership in Action (DPA) at Phnom Penh, Cambodia and the total beneficiary's data captured on this platform by end of the year was over 2 lakhs. All current partner staffs have been trained on usage of the system and management teams are helped to analyze and make reports for their reviews, board decisions and more importantly to donors.

The year also focused on adding new features such as ‘volunteer module’ which helps track the volunteering lifecycle in an organization from volunteer profiling along with maintaining skills, defining activity with desired skills, assigning volunteer to activity, tracking and feedback mechanism. The batch module made available in Goonjan mobile app to enable field staff to make real-time updates of the services provided on the field.

Bi-annual meetings in May & November and annual leaders meet organized in December 2018 to create platform for peer sharing, introducing best practices, helping organizations to understand the donor's expectations from MIS and taking partners feedback for further improvement.

## **Tally**

Moving from manual accounting to computerized accounting system using a software like Tally makes the life easier for accountants, brings in transparency and reduces errors. With the support of Tally Inc, introduced Tally ERP version 9.1 to all Niranthara partners along with the training to accountants on Tally software. These efforts resulted in all 23 partner NGOs using a legal version of Tally software and their accounts getting updated daily and reports being generated for management and the donors.

#### **4. Progress of NIRANTHARA - A flagship program**

In December 2017, we began our 2-year intervention with 25 smaller NGOs with a goal of helping them build overall capacity. This year, program has taken very big shape. Following key interventions resulted in taking this group to whole new level

##### **A. Capacity Building of Partner NGO Directors**

Most NGOs are founded by an individual who have a passion for the cause. Being small and with limited resources at their disposal, they are not conversant with statutory and good practices such as adherence to the prevailing government laws, better HR, MIS and Financial systems. They also struggle to market their work and raise enough resources for their programs. In order to address this, NGO directors were provided training on all core activities of the NGO. They spent 15 days through multiple sessions in residential training program on these subjects. More importantly, leaders were introduced to variety of other resource persons, corporate donors, sector experts and Government to grow their network.



##### **B. Capacity Building of Operations Managers**

The core objective of Niranthara is to build internal ability, skills and process through a dedicated human resource to implement all eight core subjects covered. As part of this, 25 young minds were hired by our 25



NGO partners during January 2018. The major part of the work during the year focused on training and working along with these 25 members, over 41 days structured residential classroom training on subjects covering Compliance, HR, Governance, MIS, Digital Presence, marketing and fund raising were provided through multiple phases. Each phase of the training was followed by 45 days field support to ensure each aspect is implemented in the respective partners location.

By end of the year, this group ensured the implementation of over five subjects fully into the organization and two assessment results showed over 75% implementation by end February 2019.



### **C. Engagement with NGO Board**

As Niranthara aims towards significant changes in various aspects of an NGO and the role of board in decision making process is essential and NGO directors require support and handholding by the board in crucial areas

such as compliance, governance, strategy and finance. Hence, Dhvani provided high importance to board engagement.

The board and executive director of Dhvani had two rounds of meetings with all 25 partner boards, this led to realizing that all NGO board members had a great passion and commitment to the work carried out by their NGO and faith on the director of the organization. However, in most cases, they needed more understanding on the role expected from them. What was observed was that over 80% of NGO boards needed to change their board members itself. This was required to make sure that the organizations have independent people as board members, bring in gender balance and subject matter experts on to the board for the future growth.

By the end of the year, 17 Niranthara partners made changes in the governance by adding 50 independent members and 33 old members were replaced to bring in good governance system. All organizations are now aligning with quarterly board meetings and following governance practices have now streamlined. The organization boards have passed policies on Child protection, Vishakha, Finance & Admin, Conflict of interest and HR. Unfortunately, two partners must be dropped out of the program in the midway.

#### **D. On field support through Cluster Visits**

Niranthara program emphasizes on the value of providing on field support to the partner NGOs in all the CORE work. Cluster Manager from Dhvani Foundation ensured all areas of Niranthara training are imbibed into partner NGO by handholding Operations Manager in completing the tasks. They mediate between other members in the organization for smooth working and give support in timely accomplishment of tasks and most importantly partner meet the assessment ratings. During the year over 350 days of field visits were made by cluster managers and the program manager.

#### **E. Partners future road map - Development of Strategic Plans**

Setting clear written future directions through strategic plans approved by the board was one of the key interventions of Niranthara. This enabled each partner to draw up their road map for the future. With an engagement of board and the leadership of the organization the strategic plan exercise was carried out for three months. By end of December 2018, all 23 partners for the first time in their history, published strategic plans for the period of 2019 to 2022 and got the approvals from their respective boards by end of March.

## F. Key stakeholders meet with Niranthara partners

By end of 12 months of our intervention, most of our partners have shown significant amount of openness for change and took hard decisions that were needed to strengthen their organizations in order to build increased accountability and credibility.

Dhwani hosted a stakeholder meet in December 2018 and invited 40 members from Corporates, Funding agencies, Academic institutions, Government and Sector experts for an evening gathering. This event was aimed at exhibiting the work done by the partners and help build network among various stakeholders. Its first of its kind event and it resulted in developing an understanding of networks among the leaders. It provided the space for our NGO leaders to represent their work and they received few commitments from invited members. Later, Organizations such as Azim Premji Philanthropies initiatives (APPI), United Technologies (UTC), Azim Premji University (APU), FEVOURD-K got connected at various levels with partners. We are expecting fruitful results to emerge from this in the coming year.

## G. Niranthara Assessment Results

Measurement of the efforts to assess the impact is an integral part of Niranthara program. The assessment tool of Dhwani was applied on all Niranthara partners twice during the year, once in November 2018 and then again in February 2019, covering six subjects. The overall average growth among 23 partners progressed from 55% in November to 71% in February and five partners achieved over 80% results. This growth has proved that the progress is significant. Two more assessments are scheduled in coming year with a goal of ensuring all 23 partners to cross 80% marks.





## **5. Growth and Development within Dhwani Foundation**

### **A. Strategic plan of Dhwani Foundation**

Evolving strategic plan for the period 2019 – 2022 was the major exercise undertaken by the board. An extensive consultation with over 19 prominent personalities representing Government, international and National level CSR heads, Donor agency members, Academicians, veterans of NGOs, Dhwani Partners and staff was held. This was done to seek their inputs and to evolve a strategy to take Dhwani Foundation towards achieving its vision of “A vibrant and credible social sector”

As a result, by end March, the first strategic plan of foundation was published with 11 key interventions. This was done with a goal of impacting over 2000 NGOs which in turn will make a difference on estimated 4.5 lakhs members of marginalized communities.

### **B. Foundation policies and enhancing its board**

In order to align with applicable compliances, foundation adopted Child Protection Policy (CPP), Vishakha policy (Prevention of harassment at workplace) and formed independent committees with external members for both policies. Its operations manual has been amended to reflect the support for both policies.

In order to further improve governance, Dhwani Foundation inducted two independent trustees in its board.

### **Key Plans of 2019-20**

- Conclusion and certification of current batch of Niranthara program by December 2019 and start 2<sup>nd</sup> Batch with 30 NGOs by February 2020 and finalize implementation plan for 3<sup>rd</sup> Batch by end March
- Connect at least ten of the 1<sup>st</sup> batch of Niranthara partners to new resource opportunities
- Goonjan to touch 75 NGOs and reach 2.5 lakhs beneficiaries. Launch Compliance and program management modules
- Design and implement programs for: -
  - Enablement of NGO Federations and avenues for Govt Interface.
  - Service Agency to support NGOs
  - Build the pool of independent board members for NGOs
  - Create a Knowledge Hub for Social Sector
  - Digital presence program for NGOs
- Research towards creating ‘STANDARDS’ for the social sector and ‘FUND RAISING CELL’ for smaller NGOs



## 6. Statutory and Institutional Information

### Trustees:

1	Mr. MJ Aravind	Managing Trustee
2	Mrs. Manju Kuchhal	Lifetime Trustee
3	Mrs. Chitra	Lifetime Trustee
4	Mr. Pramod Kulkarni	Trustee
5	Prof. S Rajagopalan	Trustee

**Executive Director:** KN Gopinath

### Employee Details:

There were 9 full time and 1 part time consultants out of whom 6 men and 4 women.

### Staff Remuneration:

Highest Paid Rs. 1,25,000/- and Lowest Paid Rs. 25,000/-

No remuneration, sitting fees and conveyance have been paid to the trustees during the year 2018-19

International Travel Details: NIL

## 7. Acknowledgments

We sincerely thank all our partners for their co-operation and active participation in all the process which enabled us to take our vision forward and to our staff members for their dedication and high energy.

Our earnest appreciation and gratitude to following institutions and individuals

- Prof. Amit Prakash, Prof Usha Reddy & Team at International Institute of information Technology Bangalore (IIITB) – Training support
- Artiman Ventures, Bangalore – Space and logistic support
- Mr. Bharath Goenka & Karnataka team of Tally Solutions – Tally software & Training support
- M/s Gowtham a & Co – Statutory Auditors
- KCJM Associates, Ahmedabad – Auditors and Trainers
- Krishna Kumar (KK) – Training and Guidance
- Mr. Rajiv Kuchhal – Advisor
- M/s Ramadyani & Co – Internal Auditors
- Ms. Roopa – Technology support in Goonjan implementation
- Sen Sei Technologies – Technology Partners
- TITAN CSR – Donor Partner
- Team members of Azim Premji Philanthropy Initiatives (APPI) - Training and Guidance

**Support in Training** – Mr. Abhijit Mukherjee (Expert in NGO fund raising), Mr. Adithya Singh (Montblanc of Titan Group), Mr. Amit Sawarkar (UTC), Ms. Anita Bhat, Ms. Apoorva Sidhu, Mr. Sridhar (TITAN CSR), Mr. VS. Basavaraju (State Commissioner for disabilities – Karnataka), Mr. Bisujaksha Vedantham (CRY), HID Forum, Ms. Jacintha Jayachandran (Transcendix LLP), Mr. KGY Narayan, Mr. Kishore Udiaver (Wealth Advisors), Ms. Lavinia M. Nona D’souza, Ms. Leena David (Capgemini), Mr. Manickavelu (Mind Tree), Ms. Prathibha (TITAN CSR), Ms. Prarthana (Gift Abled), Mr. Pravin Shivshankar (CRY), Mr. Ramseshu (Rotarian) Ms. Veena & Mr. Mansoor (APD), Ms. Shilpa, Mr. Varadarajan Raman, Ms. Subhashini, Mr. Venkatesh (HID Forum).

## 8. Our Partners of the year 2018-19

### a) Goonjan



**Aashayein**



**Ashadeepa  
Angavikalara Sarva  
Abhiwruddhi Seva  
Samsthe**



**Bijapur Integrated  
Rural Development  
Society (BIRDS)**



**Cherysh Trust**



**Chirantana**



**Development &  
Partnership in  
Action (DPA)  
Cambodia**



**Diya foundation**



**Fame India**



**HLC International –  
Elina**



**India Education  
Collective (IEC)**



**Karnataka  
Angavikalara  
Ikyata Vedike**



**MAKKALA JAGRITI**  
**Makkala Jagriti**



**Margadarshi The  
Association for  
Physically  
Challenged (Regd)**



**Mobility India**



**National  
Association of  
the Blind (NAB)**



A CHILD IN SCHOOL HAS A FUTURE  
**Salaam Bombay  
Foundation**



ಸಮರ್ಥನಂ ಅಂಗವಿಕಲರ ಸಂಸ್ಥೆ  
Samarthanam Trust for the Disabled®  
**Samarthanam Trust**

ಸಾಮರ್ಥ್ಯ  
**SAMARTHYA**

samuna samartnya



**Sathi**



**Shri B.D.Tatti (A)  
Memorial  
Charitable Trust**



**Shristi Special  
Academy**



**Spastics Society of  
Karnataka**



**Sporty Organization**



**Swami Vivekananda  
Youth Movement**



**The Association  
of the People  
with Disability**



**Vidya Mali  
Foundation**



**Vidyasagar (Chennai)**



## b) Niranthara



**Amici de roul  
felloreu**



**Biswa Gouri  
Charitable Trust**



**Chilume**



**CMSSS**



**GRAMS**



**HEADS**



**KHS**



**KRBAAS**



**Margadarshi  
Society**



**MOB**



**Munnade**



**Nisarga Foundation**



**ORBIT**



**PEOPLE**



**REACH**



**Sambhav**



**Sa-Mudra**



**Sandesh**



**SCODWES**



**SEARCH**



**SIRDs**



**VNF**



**WWS**

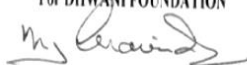
## 9. Financials:

GOWTHAMA AND COMPANY  
CHARTERED ACCOUNTANTS

# 23/57, 41st Cross, East End 'C' Main Road  
9th Block, Jayanagar, Bangalore 560 069  
Telephone : 26636042, 26656194  
Telefax : 26651104

### DHWANI FOUNDATION BALANCE SHEET AS AT MARCH 31, 2019

31-Mar-18	LIABILITY	Rs.	31-Mar-19	31-Mar-18	ASSETS	Rs.	31-Mar-19
4,239,600	<b>CORPUS FUND</b>			-	<b>FIXED ASSETS</b>		
	Opening balance	4,239,600		23,771	Office Equipment	55,696	
	Add: Corpus donations received during the year	-	4,239,600		Less: Depreciation	7,743	47,953
(2,874,173)	<b>GENERAL FUND</b>			64,489	Computers	182,691	
	Opening balance	(2,874,173)			Less: Depreciation	75,459	107,232
	Add: Surplus for the year	856,823					
	Add: NGO Software Project Development Fund Utilised	1,015,000	(1,002,349)		<b>CURRENT ASSETS</b>		
	<b>NGO Software Project Development Fund</b>			2,955,336	Balance with State Bank of India		3,038,902
1,015,000	Opening balance	1,015,000					
	Less: Utilisation made during the year	(1,015,000)		48,737	TDS on interest		48,737
	<b>LOAN &amp; ADVANCES</b>			-	Advance paid to consultants		91,333
668,639	M.J Aravind						
	<b>CURRENT LIABILITIES</b>						
6,500	Audit fee payable	-					
36,767	TDS payable	53,256					
-	Consultants remuneration payable	43,650	96,906				
3,092,333			3,334,157	3,092,333			3,334,157

For DHWANI FOUNDATION  
  
M.J. ARAVIND  
MANAGING TRUSTEE

  
CHITRA ARAVIND  
TRUSTEE

VIDE OUR REPORT ATTACHED  
FOR GOWTHAMA AND COMPANY  
CHARTERED ACCOUNTANTS  
FIRM No: 0059475

  
H.V. GOWTHAM  
PARTNER  
Membership No: 014353

Place: Bangalore  
Date: August 29, 2019

**GOWTHAMA AND COMPANY**  
CHARTERED ACCOUNTS

# 23/57, 41st Cross, East End 'C' Main Road  
9th Block, Jayanagar, Bangalore 560 069  
Telephone : 26636042, 26656194  
Telefax : 26651104

**DHWANI FOUNDATION**  
**INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2019**

31-Mar-18	EXPENDITURE	31-Mar-19	31-Mar-18	INCOME	31-Mar-19
Rs		Rs	Rs		Rs
	To Expenses incurred towards object of the trust		7,727,000	By Donation Received	14,900,000
1,139,745	- NGO software project development	899,606	48,513	By Interest Income	104,767
1,047,500	- NGO's capacity building programme	4,852,118			
276,392	- Donation towards DNA's manager	-			
474,514	- Training and workshop expenses	1,906,227			
2,348,332	- Professional fees to consultants	4,635,067			
214,062	- Travelling and conveyance	503,443			
31,709	- Printing and stationery	95,154			
-	- Donation of computers to other NGOs	750,000			
-	- Accounting Fees	389,400			
6,500	- Audit Fees	17,100			
3,450	- Locker rent	3,540			
1,048	- Bank charges	605			
26,956	- Depreciation	56,246			
25,952	- Miscellaneous expenses	39,437			
1,015,000	To NGO software project development Fund	-			
1,164,352	To Excess of income over expenditure	856,823			
7,775,513		15,004,767	7,775,513		15,004,767

For DHWANI FOUNDATION

*M.J. Aravind*

M.J. ARAVIND  
MANAGING TRUSTEE

*Chitra Aravind*

CHITRA ARAVIND  
TRUSTEE

Place: Bangalore  
Date: August 29, 2019

VIDE OUR REPORT ATTACHED  
FOR GOWTHAMA AND COMPANY  
CHARTERED ACCOUNTANTS

FIRM No: 005917S

*H.V. Gowthama*  
H.V. GOWTHAMA  
PARTNER

Membership No: 014353





### **Dhwani Foundation**

# 614, 11<sup>th</sup> Cross, 2<sup>nd</sup> Main,  
3<sup>rd</sup> Phase, JP Nagar, Near Mini Forest,  
Bengaluru – 560078  
Off: + 91 080 4957 6030  
Website: [dhwanifoundation.org](http://dhwanifoundation.org)  
Mail: [contact@dhwanifoundation.com](mailto:contact@dhwanifoundation.com)

### **Registered Office**

Dhwani Foundation  
Nirvana, # 329, 18<sup>th</sup> Cross, Ideal Homes Layout – Phase I  
Raja Rajeshwari Nagar, Bengaluru – 560098  
Website: [dhwanifoundation.org](http://dhwanifoundation.org)  
Mail: [contact@dhwanifoundation.com](mailto:contact@dhwanifoundation.com)

