



Enabling Grassroots NGOs

Strategy Plan 2022-25



About Us

Dhwani Foundation is a grassroots focused non-profit organisation working towards enabling Growth, building Resilience and ensuring sustainability among NGOs through capacity building programmes, Technology solutions, services and strategic collaborations and promoting organisation development initiatives in the social sector.

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

Our Guiding Principles

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

Our Interventions:



Organisation
Development

OD Support
services

Programme
Enhancement

Donor
Engagement

Sectoral
Interfaces

Message from the Board

Over the last four years, Dhvani was fortunate to work with over 600 small and medium, and most importantly, rural based NGOs. Our efforts with 85 NGOs were specifically intended to explore the possibilities of imbibing processes and systems for higher transparency and credibility in these organisations. We are overwhelmed to witness both the efforts and the changes adopted by our partner NGOs. This has reinforced our belief to 'Be on the ground, Ensure Actions rather than teaching'.

Strategic Planning exercise was very crucial for Dhvani, as it allowed us to reflect deeper into our learning, impacts, challenges, failures of the last three years and helped us in setting clear strategic directions for the next phase.

We spent three months for reflections, data analysis and consultations. We had an opportunity to interact with over 90 important stakeholders across the country.

As we are now ready with our strategic plan, we embark to deepen our engagement with Grassroots organisations and offer different capacity building interventions based on the NGO profile. Technology support, Shared Service Models, eLearning platforms are our other new approaches to help resolve a few core challenges in the NGO world.

Along with our engagement with NGOs, we will be active in the grant-making community to bring Credible Grassroots NGOs closer to Donors and ensure impactful results in rural India.

Working closely with government, academia, Policy & Research institutes and federations has always been an important part of our journey, to achieve a larger social change. With all these, we will expand our geographic presence, our partnerships and scale.



Looking forward to more exciting years ahead!

Manju Kuchhal
Managing Trustee

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Acknowledgements

The last 3 years have been significant for our programmes, as they have evolved from either being an idea, a pilot or an experimental initiative into full-pledged programmes.

■ **Niranthara- NGO change management intervention**

- Impacted 83 NGOs in Karnataka and Tamil Nadu by enhancing their overall sustainability and growth.

■ **Sahayak – Shared Service model for scale**

- Piloted Sahayak as a Shared services model.
- Piloted Sikshak as a Train the trainer model in the North-East of India.

■ **DrishtE- eLearning platform for capacity building**

- The platform is live with about 368 learning resources in English and Kannada languages
- 450 NGOs are supported.

■ **Goonjan - MIS became a single-window NGO Management solution**

- Along with beneficiary management we have added Donor management, Programme monitoring, Compliance management and custom reporting features.
- Few Donors have started using Goonjan to monitor programme implementation.

■ **Nikhaar - NGO brand building and Fundraising programme**

- Exclusive year-long intervention supporting 63 NGOs to set up and train Fundraising managers.
- Branding & Marketing support for NGOs.
- Digital visibility with creation of Website and social media presence.

■ **Updeshak- promoting good governance practices in NGOs**

- Inducted 90 professionals from corporate, banking, finance and many more professions on the boards of NGOs.
- Trained about 330 existing NGO board members on NGO Governance best practices.



Voice - Strengthening NGO federations

- Enabled 2 state federations to set up a formal secretariat with full-time professionals to execute sector-related policy and membership services.

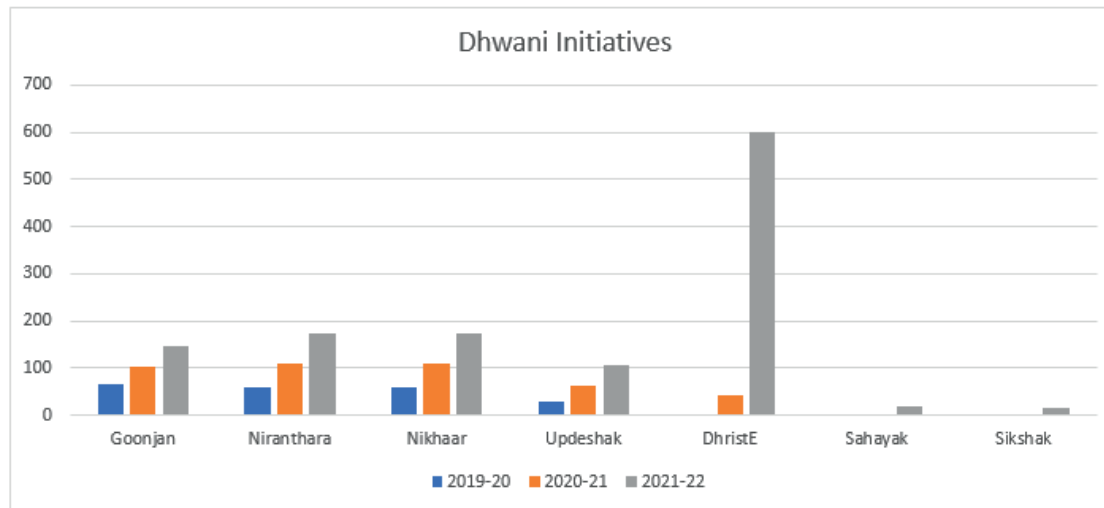
COVID response and Government Interface: Collaboration with Government to support and implement the following

- **Shelter homes** for stranded migrant workers in 5 border districts.
- **Manuals and training programme** for COVID Management at the panchayat level.
- Help 10th and 12th standard students move to e-learning with 1300 **Tablet Computers**.
- Lead **COVID Vaccination Drive** in 7 districts of Karnataka.

Failures:

- We saw very limited progress on our initiative to promote “Standards” for the sector.
- Influencing social sector policies had to take a back seat as priorities changed with COVID .
- Limited field interactions and in-person sessions with partner organisations due to COVID travel restrictions

Reach – During the last three years



1517

organisations supported

07

States in India partly covered

14.67

Crores Budget Spent

■ Consultations

“

Pandemic revealed how important rural areas are and only this system can respond and secure most marginalized in this country. It was sad to observe how we saw most poor leaving cities during the most difficult time of their lives and it was our villages who received them. I am happy Dhwani is focusing on rural areas

Ms Uma Mahadevan

Additional Chief Secretary,
Government of Karnataka

“

If Dhwani makes big changes through small and rural-based NGOs in the community, naturally all other systems will work efficiently. There is an urgency more than ever, to make rural organisations more vibrant. Other than Dhwani, I have not come across anyone building capabilities of smaller NGOs in this manner

Mr. Anurag Behar

CEO & VC, APF & APU

“

Smaller NGOs are closer to the community. They solve the real problems of the most vulnerable communities. But their continuous challenges are raising resources and keeping systems intact. Dhwani has taken the right approach and moving in the right direction

Mr. Vijay Mahajan

Social Sector Expert

“

We stood against the most difficult time of our organization's lifetime during Covid, we have further grown and proved our capabilities. We would have not progressed in this manner without the Niranthara Intervention.

NGOs

Interaction with our
Niranthara partners

“

Dhwani is unique because you make things happen and don't just teach. It is important that you stay on the ground but also spread quickly to other regions.

Ms. Ingrid Srinath

Director, Centre for Social Impact &
Philanthropy, Ashoka University

“

We see expertise in Dhwani regarding Process, Training and Data management. During Covid, Dhwani's contributions in partnership with the Government were incredible. Continue to work with the Government, as there is much to offer.

Ms. Shilpa Nag

State Director, E-Governance,
Government of Karnataka



■ Key takeaways

Before moving forward, we paused in retrospection to gather our learnings and reached out to about 90 seasoned leaders from the NGO eco-system for consultation. This involved NGOs, the Donor community, Senior Government officials, Foundations, NGOs, Training Organisations, Federation leaders and Academia, enriching the experience of strategic planning as well to gain key insights and perspectives towards organisation development and our approach to it.

Along with consultation, Dhwani Team spent considerable time in structured Programme reviews, SWOT Analysis, Data Analysis and other methodologies for over three months.

These focused discussions and consultations helped us arrive at some key decisions

- Continue to focus on Organisation Development as it is a dire need of the time.
- Focus on small & medium NGOs especially from 'Rural Areas' and 'Grassroots'.
- Engaging a small percent of larger NGOs would make a big impact in Dhwani's future directions.
- The OD subjects are comprehensive but need engagement in programme domain areas.
- “One Size Does Not Fit All” – OD interventions should differentiate based on 'Size' (Small, Medium, Large) and NGO maturity levels.
- Funding to small and rural NGOs remains a challenge. Need special focus to solve this gap.
- OD intervention should be simplified: Teach Less, but Help NGOs to Do More or Do it for them.
- Dhwani should build its visibility Pan India.
- Take up an influencer role in the NGO Ecosystem by working with Government, Academia, Federations, Donors and others.

Our Focus:

- Grassroots NGOs, who are on the ground solving community problems
- Minimum 70% of partners from rural areas through Capacity Building efforts
- 30% efforts towards influencing the sector

Our Impact Dimensions:

- **Resilience:** The ability to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions in order to survive and prosper
- **Growth:** Increased impact of beneficiaries, expanding reach, Quality of programme interventions
- **Sustainability:** Longevity, smooth succession, increasing self-reliance

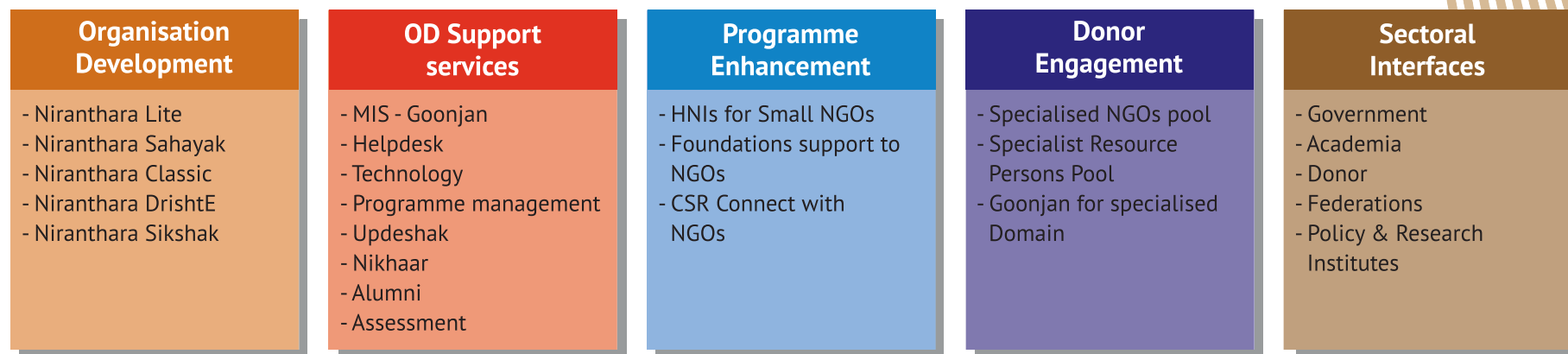
Our broad strategic goals:

- Enable OD for Small & Medium NGOs in Rural India while including different models to suit the size of NGOs
- Enhance OD support functions to promote scale
- Create solutions to support 'Fund Raising' for small & Medium NGOs
- Introduce 'Domain support' by building a Network of Resource Organisations and experts
- Focused efforts to influence other stakeholders such as Government, Donors, Academia and others in the Eco-system towards addressing Policy, Standards, Human resources & Funding issues of the Social Sector.

Our strategic objectives:

- Impact over **4000 Grassroots NGOs** by 2025 through our interventions
- Induct **250 individuals** from other sectors to serve on NGO boards
- Enhance Governance processes in NGOs by working with **2000 existing board members**
- Engage with a minimum of **200 donor organisations and individuals** towards influencing resources for grassroots NGOs
- Work with universities towards introducing skills in 'Organisation Development Areas of NGOs' among **300 students**
- Build experts pool in a minimum of **six domain areas** for Dhwani partners to enhance their core programme interventions
- Work with **NGO Federations, Associations and Policy research institutes** towards policy influence in the sector
- Work with at least **5 Government departments** on social sector related matters

■ Our programme Interventions:



■ Key Impacts Expected by 2025

- Organisation Development (OD) for NGOs available in at least 5 states of India, which enables 4000 small and medium-sized NGOs to build their Resilience, Growth and Sustainability.
- Affordable and Professional shared services in Finance, Compliance, HR & MIS made available for 600 smaller NGOs through three to four service providers
- Enhanced programme delivery by partner NGOs on the ground through Domain enrichment support in six domain areas
- About 30 Crores of donors' investments in small and rural NGO partners of Dhwani
- Availability of accurate data about the social sector through research and publications in three states of India
- Universities with Dhwani, jointly offering 'Organisation Development skills' for students to enhance the human resource pool for the sector and offering 'Donor Education' programmes to enhance donor perspectives and engagement toward grassroots NGOs
- Active engagements with Government through Policy research institutes, federations and Academia for policy influence in the sector

■ Details of Strategic Plans 2022 – 2025

■ **Niranthara Lite – NGOs with an average of 20 lakh annual budgets**

Small budding organisations need the foundational knowledge on compliance, Governance and setting systems for resource mobilization at their early stages.

- The 3-month long Niranthara-lite OD engagement aims to support 300 small NGOs.
- Support 85% of the NGOs to obtain compliance certificates such as 12A, 80G, Darpan ID and PAN.
- Enhance knowledge of basic finance & accounting, good governance, programme planning, communications, resource mobilization and basic technology-related requirements.

■ **Niranthara Sahayak – NGOs with average 40-50 lakh annual budgets**

A hybrid approach to organisational development aims to support 650 NGOs across 5 States.

- 12-month Capacity Building engagement to build effective Governance, Strategy & Leadership, Programme Management, Visibility & Fundraising systems in the partner's organisations.
- Shared Services through professionally run service provider on an ongoing basis service in the areas of Compliance, Finance & Accounts, MIS, HR Processes.
- Multiple service providers and an alumni community for ongoing engagements

■ **Niranthara Classic – NGOs above 2 Crore annual budgets**

A 15-month immersion programme for larger rural & urban NGOs aims to build the institutional capacities of 50 NGOs by closely working with their Leadership, Board and Senior Management staff.

- Build innate capabilities in the organisation by training the Finance and fundraising department and providing implementation support through a help-desk.
- Promote overall self-sustainability and growth

■ **Niranthara-DrishtE – Niranthara on eLearning mode**

The App and Browser-based self-learning platform will be enhanced with a better Learning experience, Role-based content, Connect sessions and Help-desk support.

- 50% of Dhvani's training will be moved to the DrishtE platform
- Independently enrol 3000 NGOs, with a target of a minimum of 50% completing the programme
- Collaborate with 3 Universities to introduce 'Organisation Development Skills' towards enhancing human resources for the social sector





■ **Updeshak – Enhancing NGO governance**

Updeshak helps in diversifying NGO boards with committed and talented people from the Corporate and other sector professions and builds greater knowledge amongst existing board members.

- Train around 2100 existing board members from 700 partners of Niranthara Sahayak and Niranthara Classic.
- Train and Support at least 250 Updeshak fellows to serve on partner NGOs boards
- Initiate research into Governance aspects in NGOs and bring out articles for greater influence

■ **MIS & Technology – Enabling better data and technology management**

Goonjan is a cloud-based platform that helps NGOs capture, analyse and manage real-time data and report on beneficiaries, donors and all their work.

- Goonjan expands its scope into areas of Technology, Programme Management and more.
- 1400 NGOs will adopt variants of MIS and Technology – Basic, Regular and Enterprise
- Domain-specific customization for a minimum of four domains to ease implementation and adaptation for NGOs
- Explore partnerships with Government departments and Donors on their technology and MIS needs
- Explore the integration of Goonjan MIS, Tally, HR Ascent, Self-Assessment Tool and other NGO tech solutions
- 2000 NGOs will use the Self-Assessment Tool and evaluate their compliance levels
- Technology enablement - provide Digital Literacy training based on NGO maturity and provide ongoing support through Help-desk for troubleshooting technology related queries.

■ **Programme enhancement support**

- Dhvani will create a pool of Resource organisations and Individuals to enhance programme delivery by the partners on the ground.
- Focus on 6 domain areas and help partners through training and consultation on the Programme Management frameworks.
- Programme design and collaboration with expert NGOs in identified domains for implementing best practices.

■ **Donor Engagement - Enhancing Fundraising opportunities for Grassroots NGOs**

Dhwani will put in focused efforts and create a scalable model to address the fundraising challenges in the sector with a primary focus on HNIs, Foundations and CSR connections to support NGO partners.

- Develop the 'Donor Education and Engagement' initiative in collaboration with universities or other bodies. Intend to effect changes beyond knowledge sharing with real-life and practical inputs.
- Build partners' visibility enhancement initiatives to bring grassroots NGOs and donor communities together for better collaborations and impactful changes.
- Create support systems for NGO partners to assist them in various stages of donor engagement to enhance their fundraising opportunities
- Dhvani to pilot the 'Aggregator model' based on the need, with two to three donors
- Dhvani to set up internal 'Communication and Fundraising Department' to support organisations growth



■ Sectoral Interface

Dhwani believes that building the social sector ecosystem plays a vital role in the overall development of the Grassroots organisations. We focus on building strategic alliances with the following key stakeholders

■ Government

Government plays a pivotal role in social sector development. Based on our experience, we intend to work collaboratively through:

- Joint projects on social sector collaboration strategies for Government personnel
- Capacity building of NGOs receiving government grants
- Supporting 2 Government departments for research/studies impacting the social sector
- Working with Regulatory departments such as IT and others to assist them in streamlining social sector compliance
- Dhwani to represent in State & Central government forums related to social sector issues.

■ Academia

- Ensure a minimum of 3 Universities offer courses on Organisation Development to their students.
- Influence at least 2 PhD scholars to take up research work in Organisation Development
- Facilitate internships, research and fieldwork projects for at least 6 postgraduate students.
- Collaborate with UGC and Universities to organize seminars and conferences on Organisation Development

■ Resource NGOs and Policy Research institutes

- Develop partnerships with large resource NGOs to promote our programmes and seek their help in enabling Dhwani partner NGOs in specific domain areas.
- Partner with research institutes to create a Research and Publication wing and publish white papers on at least 5 sectoral issues.

■ Federations/Associations/Networks of NGOs

- Support secretariat personnel of federations in Karnataka, and Tamil Nadu to take up sector-related policy influence role and extend OD support to 300 member organisations of the federations.
- Explore partnership with a national level federation.



■ Key Targets & Budgets 2022-2025

Particulars		Target Numbers	Total Budgets (In Cr)
1	OD Interventions for NGOs	4000 NGOs	21.50
2	MIS & Technology support for NGOs	260 Organisations	4.70
3	Independent board members through Updeshak	250 Fellows	
4	Enhancing Governance systems through existing board members' capacity building	2100 Board Members	1.47
5	Donor Engagement (CSR, HNI, Foundations, Aggregators)	200 Organisations and Individuals	4.00
6	Domain Support for partners	20 Specialised NGO/Expert Resource persons	
7	External Interface (Government -6, Academia -5, Policy Research institutes-3, Federations -3)	17 Institutions	4.15
8	DF Central Functions		3.40
Total			39.22

■ Human resources Plan

Programmes	Year 1	Year 2	Year 3
OD Interventions	28	36	39
MIS & Technology	12	16	16
Governance Enhancement -Updeshak	4	4	4
Donor Engagement	7	10	10
External Interface	4	4	4
DF Central functions	5	5	5
Total	60	75	78

Strategy Execution plan

- Board Sign off on Strategy plan by March 2022.
- Annual Plans and Budget will be approved in line with the approved strategic plan every year by March.
- Half-yearly reviews on the progress will be conducted with the Board.
- New learning and challenges will be incorporated into forthcoming annual plans and budgets.
- Any deviations will be approved only at annual reviews.
- An external audit will be conducted by the end of 3rd year.
- Executive Director is authorized to operate independently as per the approved strategic plans and seek approvals on annual budgets from the Board every March.
- Any significant deviations, either in programme plans or budgets will need further approval from the Board.

Our Special thanks to all for your valuable input during the consultations

Ms. Anjana Kaul, Social Venture Partners
Mr. Anurag Behar, Azim Premji Foundation
Mr. Anurag, Disability NGOs Alliance
Mr. Ashok Kamath, Akshara Foundation
Mr. Atul Gandhi, Edelgive Foundation
Mr. Atul Satija, GiveIndia
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Mr. Dominic Gerald, KLA Tencor
Ms. Gopi Venkataraman, Danamojo
Ms. Ingrid Srinath, CSIP & Ashoka University
Mr. Kshithij Urs, FEVOURD-K
Mr. KV Rajanna, Former State Commissioner for Disability
Mr. Mahesh Chandra Guru, FEVOURD-K
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Ms. Meena Dave, India Cares Foundation

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Mr. Nimesh Sumathy, Caring Friends
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Ms. Poonam Choksi, ATE Chandra Foundation
Ms. Prathibha, Titan CSR
Mr. Randeep, IAS, State Commissioner, Health Department
Ms. Richa Govil, Azim Premji University
Mr. Rishi, IIM - Bangalore
Ms. Rohini Kamath, CISCO CSR
Ms. Shilpa Nag, IAS, State Director, E-governance department
Ms. Sujatha Rao, Viridus social impact solutions
Ms. Uma Mahadevan, IAS, Additional Chief Secretary,
Government of Karnataka
Mr. Vasudev Sharma, Campaign Against Child Labour (CACL)
Mr. Venkat Krishnan, Give India
Mr. Vijay Kumar, Tata Institute of Social Sciences
Mr. Vijay Mahajan, BASIX India
Ms. Vijaya Balaji, SLENS & NGO Tool Box
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Dhwani Foundation

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