ANNUAL REPORT
2021-22

Inside

Message from the Managing Trustee

Last year started with Delta strain of Covid virus causing havoc in the world, more so in India. On the ground, work was primarily carried out by the local NGOs, which strengthened our belief that its imperative that we need to encourage and support such grassroot NGOs.

We have been working on multiple initiatives on how to provide such support. Considering the ever-increasing demands of government on compliance and donors on transparency, and lack of proper skills available to these NGOs, we decided to pilot a shared services model. It also had to be done at a cost which is affordable for small NGOs. Its routinely done for medium and large companies in cities but has not been tried for small grassroot NGOs. As the work is done centrally, the service is available to even the remotest areas.

In some sense, Covid helped usage of digital media more easily acceptable. We are very excited about the results from the pilot we ran last year, and this is going to be our key focus program going forward.

Beginning of this year we conducted an extensive exercise to plan for the next 3 years at Dhwani. We consulted over 90 people from the sector. We talked to NGO leaders, donors, people from academia and the government to get their perspective.

Three main areas that emerged were:
- NGOs with different size may require different organizational development (OD) programs
- We cannot remain domain agnostic completely
- We need to do more for NGOs to have them access to funds

We will be coming up with various initiatives to address these.
We plan to increase our footprint and work with many more NGOs across various states in the coming years.

Manju Kuchhal

Executive Director's Note

2021-22 saw us dealing with the aftermath of Covid 19 across all sectors. The social sector too, had to undergo drastic changes while playing a vital role of instilling confidence and supporting marginalised communities beyond ongoing interventions.

We, at Dhwani, strategically took two stands. First, to continue our core work on Capacity Building of grassroots organisations delivering its best results as planned. Second, to join hands with the Government and other interested groups to respond to Covid 19 by deploying additional human resource, funds and senior management time.

Another highlight of the year was engaging in collaborative initiatives both at national and state level. We partnered with Bridgespan, Edelgive Foundation, Sattva, IIM Bangalore, Government of Karnataka on various initiatives which provided an opportunity to share, learn and build together interesting processes, tools and events for the sector. We notice 'Organisation Development (OD)' slowly gaining importance among key players.

Impact study of our 1st batch 'Niranthara' program by IIMB confirmed that this model makes significant difference in building resilience, growth, and sustainability among grassroots NGOs. under the same model we supported 62 new partners in Karnataka and Tamillnadu states, both batches achieved an average of 93% in the final assessments.

We invested significant amount of time on the pilot of 'Niranthara Sahayak', which is a combination of shared services and capacity building. This resulted as a viable innovative solution for the social sector that reduces overall costs and efforts of NGOs by 50% on administrative functions such as Finance & Accounting, Compliance, HR and MIS. Hence, we have decided to scale up this initiative to support 1000 NGOs in next five years.

DrishtE, the E-learning platform, Goonjan, MIS platform and Updeshak, a Governance strengthening initiative focused on scale during the year.

Experimentation being in our genes, we embarked on a few new initiatives aimed to resolve the grassroots challenges. We are exploring technology and collaborations to further strengthen grassroots organisations as these initiatives take shape.

We strengthened our engagement with the government further by partnering for the Covid Vaccination drive. The Rural Development & Panchayat Raj department chose Dhwani as the state nodal organisation providing wider scope to network across the state within government sector and Civil Society groups.

We ended the year with our new strategic plans for the next three years, which sets us on a new phase. We will strive hard to deliver on what we have planned in the upcoming strategy.

I am immensely thankful to all our partner NGOs, donors, government, well-wishers and our team members. Without your contributions and encouragement, we could not have had this impactful journey.

KN. Gopinath

Our new initiatives, collaborations, learnings and failures of the year

At Dhwani, we believe in trying new ways to solve problems at ground. Some of the new initiatives that we started this year were:

• **Niranthara Sahayak** – This model is aimed at building sustainable solutions for organization development for all 'non-Domain aspects of NGO by creating centralised service provider support system

• Set up **Marketing and Fund-Raising** departments at grassroots NGOs and introduce professional approach to fund raising to resolve ongoing challenges in the area

• A **Self-Assessment Tool** made available to NGOs for wider usage of the good practices in the sector

• **Goonjan Basic** – New efforts to ensure every NGO (irrespective of their size) has a simple MIS system for data management

• **Technology for NGOs** – Covid, in a way challenged the sector to look at Technology as a viable option to ensure the work continues. Dhwani developed this initiative to aid small organisations to explore technology avenues and its usage.

Learnings and Failures

• The last year has been quite challenging with Covid restrictions. Using technology, enabled us to deliver most of our work without major difficulty.

• As we explored various collaborations, we learnt that **'together, we can achieve more and together, we can influence better.'**

• Our experiments on Shared Services, Self-Assessment Tools etc opened new scope to our work. It has provided us better avenues in our service delivery.

• Technology for NGOs initiative did not yield expected results during the year

• Our engagement with federations and governments is still evolving

• The goals we set for Donor Community Connect initiative did not realize as expected.

• Very limited progress was seen in our efforts to work with Academia.

• Sikshak (Train the Trainers) program did not progress fully as envisaged.

Our collaborations

During this year, we had an opportunity to collaborate with many interesting organisations at the state and national level who have similar focus and desire to support social sector.

Edelgive Foundation

Created their innovative capacity building program named GROW funds for NGOs. We partnered with them in shaping up some of their capacity building areas and assessment indicators. Most of our Niranthara tools were used in building this process.

IIM Bangalore

To study the impact of Niranthara program on our batch 1 NGOs, we partnered with IIM Bangalore. They spent over five months deep diving into the field. The report is now made available as a case study in few OD spaces.

Bridgespan

Under their Pay-What-It-Takes India Initiative (PWIT), they brought like-minded Organisations to Standardise an OD (organizational development) Toolkit for the social sector. Dhwani, along with other leading organisations in the country, worked with them on this. The same has been published for the benefit of the sector from Bridgespan.

Asteya services & Guru & Jana

Asteya services, process-oriented experts and Guru & Jana, renowned Charted Accounting firm, joined hands with us to setup shared services for NGO sector.

Government of Karnataka

RDPR department, in particular, through Covid related initiatives, opened new doors for us to interact with over 12000 government personnel from the village level to state level, to ensure vaccination of over 10 lakhs of the population.

Dhwani Strategic Plans 2022-2025

The Strategy plan for next 3 years for Dhwani Foundation was approved by its board in March 2022. Over 90 different stakeholders across the country were consulted in the process to define the road map for future.

Strategy plan reiterates our focus on Rural and Grassroots organisations but additionally focus towards ensuring Resilience, Sustainability and Growth among all our partner NGOs. It sets the direction to scale up our OD intervention with a goal of supporting 4000 organisations in next three years.

To strengthen the eco system, strategies are drawn towards increased engagement with Donor Community, Academia and Government. It stresses on Collaborations, Innovations and Scale.

Social Sector in the Covid Times

Covid hit Indian cities in early 2020 and the 2nd wave that started in March 2021 was particularly very challenging. It killed millions of people and families went through highly distressed situations. It affected all aspects of human life, right from socio to economic, from health to education and almost on all other aspects. Poor and vulnerable population were at high risk.

NGOs, who have always been amid poor and marginalised communities, experienced high levels of multiple, never imagined situations faced by its communities.

On the ground, our NGO partners had challenges like trying to help the communities with travel restrictions while their own staff were going through personal losses and covid related challenges. The funding for their program was reduced significantly and most of the funds were diverted towards covid relief work. But the inspiring part was to see their continued energy, determination and commitment to the communities they work with. Every partner of ours took additional responsibilities, many took risks of their lives to give extra support.

Covid reinforced our belief further that more work must happen in rural areas and more support is needed for grassroots NGOs who can make a huge on the ground difference.

We took every opportunity that allowed bit of travelling to be on the field with our partners in building their organisational capacities and spending time with Government and communities in our special drive on Covid vaccination programme CoLA (Covid Lasika Aandolana).

Covid Response in Partnership with Government

We continued our engagement with the Government this year by partnering with the state departments in processing and strategizing Covid 19 response related tasks, when the world's worst pandemic had to be combated through vaccination.

As always, state government engaged the NGOs in addressing this. Dhwani Foundation was selected by Rural Development and Panchayat Raj (RDPR) department as state level nodal partner. We undertook three major tasks under this partnership

1. Published Process Manual for facilitating the Vaccination process, which detailed all steps on the roles of various departments, coordination systems with civil society groups, mobilising methods, addressing hesitancy issues, covering vulnerability communities, data management and review systems from village to state level. Honourable state minister for RDPR officially launched the manual followed by this, Principal secretary made the usage mandatory across the state.

2. Standardised IEC materials for awareness campaigns on Covid vaccination, with a special focus on rural areas and vulnerable communities.

3. Worked in 7 districts of Karnataka via our partners in creating awareness on vaccination covering 6371 villages with an eligible population of 12.13 lakhs.

Nodal NGO in each district was selected by Dhwani and Government, each organisation recruited 15 members fulltime team. Their main responsibilities included coordination with all concerned departments at Panchayat, taluk and district levels, plan at the district level to ensure proper vaccination supply based on demand, vulnerability, mobilisation of communities to ensure vaccination, assist vaccination camps through volunteers, train all the front-line workers.

Dhwani's role included setting processes for the nodal NGOs, training the team, building review systems along with district level commissioners and other departments and funding all the expenses of nodal NGOs, United Way, Bangalore and Collins Aerospace joined hands with us to support two districts out of the seven.

The first dose vaccination coverage was at 25% in the beginning of July which at the end of December achieved 99% and the second dose at 80%. (10.42 lakh population and 20.84 lakh vaccination respectively). Close to 14000 ANMs, Asha, Anganwadi workers, Gram Panchayat Task force and community volunteers joined hands to ensure this task. Most rewarding part of the drive was ensuring over 90% coverage of hesitant communities, vulnerable population and border districts.

Hesitant community finally achieves 100% vaccination! A story from the field

Adavihalli is a small hamlet in Koppal district, people of this hamlet strongly opposed vaccination influenced by rumours about its diverse effects. The village administration knew the importance of vaccination as they heard pandemic impact on their neighbouring village. Our nodal NGO partner, Sarvodaya Integrated Rural Development Society formed a taskforce comprising of healthcare workers, the medical officer at the local PHC, police officers, the village head, and other members of the village council to try and convince the people.

Nodal NGO requested and made a special video bite by Mr Ganagavati Pranesh, a well-known public personality in the region, appealing people to get vaccinated. A handwritten message by highly respected and trusted religious Guru of the region was also displayed on the vaccination posters. This made community to allow vaccination task force to have dialogue with them. Every member of the taskforce also showed pictures and videos of themselves getting vaccinated.

The local efforts ensured defeating myths and people coming forward. To further ensure comfort the task force organised special camp in hamlet itself to overcome the fear of hospital. All these efforts resulted in 100% vaccination at Adavihalli.

A. From the Impact study report by IIM Bangalore.

To understand the long-term impact of the Niranthara programme, we worked with Indian Institute of Management, Bangalore (IIMB) under the leadership of Prof. Vasanthi Srinivasan. We conducted a detailed impact study on the 1st batch of the Niranthara program. The study was conducted three years after the program intervention to understand it's relevance and impact.

> *"The NGO sector has suffered from underinvestment in its people. The objective of Niranthara was to go beyond providing training and create systemic change. The program taps into the need for professional and organizational development in the sector by offering guidance for survival and stability for smaller organizations and a path to expansion for larger organizations. DF's commitment to building a 'vibrant and credible social sector' resonates with the NGOs. DF is seen as a partner organization that understands the development sector well and has the resources to undertake such a professional program, thus bringing in change. The modules in the program are relevant and have already clearly laid out the benchmarks for statutory and legal compliances and good practices for accounting, HR, and governance.*
>
> *In the GROWTH ENABLEMENT approach, the Niranthara Program can build a common aspiration, develop role models, and add components of fundraising and programming for organizations to become sustainable. Such an organization can then take the lead in enabling smaller NGOs. Virtually any NGO can adopt the parameters that are part of SCALE ENABLEMENT.*
>
> *The two approaches can empower NGOs to rethink and restructure themselves to manage growth. This concerted and collaborative effort will act as a multiplier for outcomes and impacts. The future of the sector lies in partnerships and collaborations, and DF and Niranthara Program can play a pivotal role in the journey"*

As part of the impact study, several NGO leaders and board members shared the experiences. Following are bites from what was captured in a dialogue with the partners as they described the program impact and their experiences from Niranthara.

• Being a government contractor

Initially, whenever government called for a proposal, we applied. We did not have a long-term vision or a long-term plan –as in for 5 or 10 or 20 years. We used to get programs in all sectors: health, education, rehabilitation. It was kind of a ration shop work, but we were not specific even about any domain. If we work only for getting programs, then we will be nothing but a social development contractor. Once that kind of mentality comes in, then it is all over. Niranthara changed this completely.

• On not having a specific domain

We did not have a single domain. We thought, why do we need to have a domain? Since we are volunteers, we can do everything. We can work in agriculture, health, disability, we are free to do anything.
Because of this we lacked a clear vision and mission to continue our profession while developing it. We need to work in a field as experts, if not there is always confusion regarding our beneficiaries, our donors and also amongst us.

• Being 100% complaint

Compliance has records, written files and then audits. Our policies are all updated now. We did not have ESI, PF and we never bothered with these. We did not think it was mandatory, till the Niranthara program. When we give such facilities to the staff, we attract better staff. We had never heard of any policy in our institution, but now there are 16 policies in our institution, and we are following up regularly and it is being discussed among the board.

• What is a good practice

Niranthara showed us what are good practices, for e.g., there should be zero cash transactions. We were finding it very difficult initially to pay the milkman, cleaning staff. We argued a lot and requested that we should at least be allowed minimum cash transactions. DF did not agree. We did, and we have zero cash transactions in our organisation from the last 2 years.
And then we thought what the big deal is if there is a compliance related delay of 1 or 2 days. But we realized that paying the fine is not an issue, but if we pay a fine there would be a bad remark against us, so we started doing it on time.

• Change is noticed

After Niranthara Program we sent a proposal for new grants. There was a video conference with a very important donor agency, and they said, "We are feeling happy that you were very professional, and your proposal is very beautiful." This was after doing a tough assessment, they appreciated our institution.
Nobody was serious about us; other NGOs did not take us seriously. But now there are NGOs asking - how do you get programmes; how do you raise funds? How has your organization improved? What is the reason to get these employees? Like this, everybody has started to notice us.

Key findings from the study on the significant contribution of Niranthara is as follows.

"The program's significant contribution was the organizational assessment framework. The framework consisted of 161 parameters, which consisted of structure, compliance, systems, processes, and plans necessary for an organization's survival and sustainability. The most relevant modules were the Compliances, Governance, Accounting, Finance, and Human Resources that covered legal and statutory compliance."

"A key benefit from the program was the formalization and systematization of processes. Such formalization derisked the organization, and it freed the leaders from the anxiety of being noncompliant. The greater the degree of compliance, the greater the confidence in measuring up to the external scrutiny of being 'a good NGO run professionally'."

"High Resilience, Growth and Sustainability are three key evidences of the program impact in spite of huge Covid pandemic impact"

"The recent fund raising, and spending analysis shows that there is 2.5 times growth among 15 NGO partners. Their fundraising and program expenses for the financial year 2021-22 stood at INR 28.82 Cr compared to INR 11.37 Cr for the financial year 2016-17."

The study identified following areas that needed improvement or were less impactful.

The Niranthara in the current format will need to look at the following changes to take a Growth Enablement approach:

• Have more stringent criteria for organization selection based on their capacity to play a nodal role and leaders' commitment to the program.
• Reallocate time to modules that need greater attention such as Fundraising, Programme management, Strategic Planning and Second line leadership development.
• Create a Helpdesk to provide continued post-program support.
• Annual assessment to understand progress as per plans beyond the program.

B. Niranthara 2nd Batch graduates with 93.97% scores

We began the 2nd batch of Niranthara - An NGO change management program with 20 months duration in the month of March 2020. Program began with 30 NGO's, out of which 27 of them graduated at the end of Jan 2022 with an average score of 93.97% compared to the baseline score of 52%
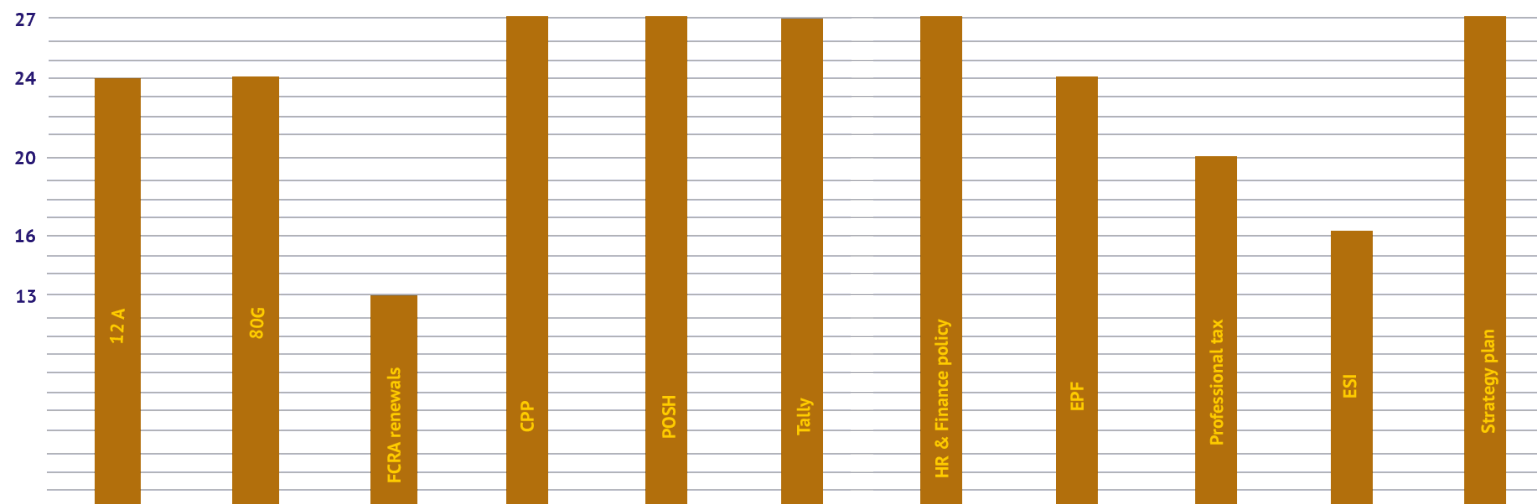

The commencement of the Niranthara 2nd batch program for Karnataka coincided with the arrival of Covid. Dhwani and most importantly our partners adapted seamlessly to the new situation where classroom sessions had to be moved on to online mode. A total of 67 days of training was provided to the leaders, CFMs and the FRMs.

To enable Online learning process, we provided additional training to NGO partners on usage of technology. Our study to understand the Covid impact on our partners revealed that many of our partners' staff or family members were affected with Covid and some have lost their dear ones. The grant size was reduced for so many as the focus of donors moved to Covid Relief. This had put a lot of stress on leaders. We organised special sessions by experts for them on managing emotional challenges and held one on one mentoring sessions to support in difficult times.

Out of the 30 NGOs, 27 completed the full program.

Major changes seen in the 27 NGOs of the second batch

Bar chart with y-axis values: 27, 24, 20, 16, 13

Category	Value
12 A	24
80G	24
FCRA renewals	13
CPP	27
POSH	27
Tally	27
HR & Finance policy	27
EPF	24
Professional tax	20
ESI	16
Strategy plan	27

What our partners said

"Earlier, we used puppet shows and dramas to spread the message about our organisation. But today we need branding and visibility in the digital space. My organisation has been shortlisted for an award by Jamnalal Bajaj Foundation. They found our organisation through social media and reached out to us directly. We are very happy that Dhwani has helped us create a strong digital presence."
Mahantesh Agasimundin, BIRDS, Bagalkot

"I never looked beyond my community focus over many years, after Niranthara I understand the importance of going beyond operations, building second line leadership, most importantly stay focused with clear strategic plans in front of us. I am confident and comfortable today that my organisation stays beyond me"
Mr. Harish Babu, Mythri Serva Seva Samithi, Bengaluru

"Things won't change but You can change" this is most important lesson that I learnt from Niranthara. I am running the organisation from last 30 years but, never looked at organisation sustainability. After Niranthara I have introduced PPF, PT, ESI, more importantly changed 50% board members to ensure better oversight. Today we have 16 policies in place, we have clear strategic plans providing focus and helps us become best in what we do"
Anand Lobo, SEVAK, Belgaum

## C. Niranthara - Change Management intervention in Tamilnadu takes deep roots with 32 grassroots NGOs

Amidst Covid, in October 2020, we began our journey in Tamilnadu in complete uncertainty. Everything was new for us, new state, new language, new set of NGOs, new methods of working, new team members! We started our Tamilnadu batch in February 2021 amidst travel restrictions, leaning on virtual meetings for Training, with a looming fear of the next wave of Covid.

In February 2021, we were travelling across all our partners in 23 districts of Tamilnadu. These visits provided greater insights into the work done by our partners, progress made and the challenges that needed attention.

By March 2022, we have completed the third assessment and the partners have moved to 85% average from the baseline of 43%.

By March, Tamilnadu batch completed 17 months out of the 20 months niranthara journey. Key changes achieved by partners during the period are as follows

Batch Overview
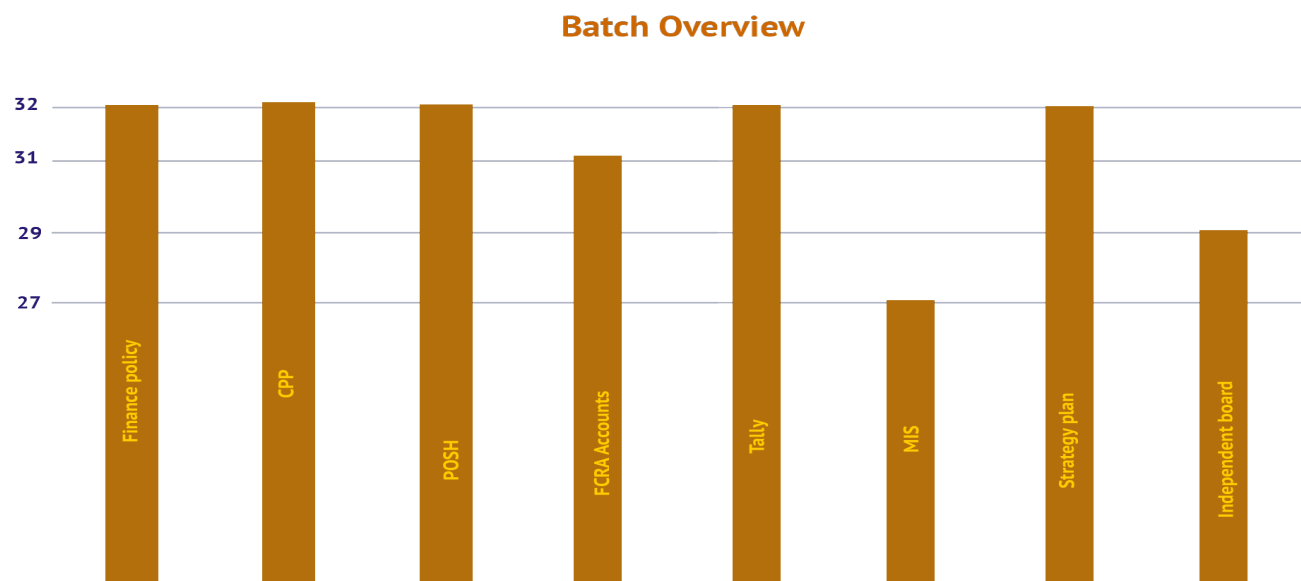
As in previous years, Tally Solutions supported 51 partners with licences which enabled all NGOs to professionalise their accounting system.

What our partners said

"I used to wonder, how do corporate companies manage data and use it effectively for their business. When would we reach that stage in our NGOs. In Niranthara program we understood the importance of MIS system. Goonjan software helped us to understand how to manage data. Today with a press of a button, I can provide any data of my organisation to anyone. Moreover, I use this for making better decisions. Niranthara made people like me who were only passion driven to realise the importance of process driven"
Ms. Chitra Shah, Founder, Satya Special School, Pondicherry

"We are a faith-based organisation. All these years, only our community of Sisters sat on the board. In Niranthara we understood about good governance and importance of independent board members. For the first time in the history of my organisation we have appointed an independent board member who does not come from our faith-based background and is a male member".
Sr. Betty Mathew, Shanthi Nilayam, Nagercoil

When I started the organisation, the first 5 years were easy to run with the help of friends and well-wishers, but later I struggled to move on. That is when Niranthara happened to us. I would say it is a miracle how we are growing. We just signed an MoU with APF, HCL Foundation, Edelgive Foundation and few more are just going to happen in couple of months. I can't believe this!!
Mr. Karthikeyan, Sristi Foundation, Villupuram

D. Nikhaar - Setting up communication and fundraising departments for sustainability

Traditionally grassroots NGOs depend primarily on a single donor. In most instances, either it is the Government or a funding agency. Single donor dependency has multiple challenges such as restricted funds, limited opportunity to expand programs or start new initiatives, less opportunities for growth and the major risk is the single donor might be unable to continue with the support. During Covid pandemic, we have observed majority of our partners struggling for funding with this pattern.

Our work with over 700 grassroots NGOs revealed that more than 98% of these organisations never invested on setting up Communication and Fundraising department. Mostly the founder alone was responsible for fund raising which further added to the risk of sustainability of the organisation.

Dhwani believes that the Marketing and Fundraising should be an integral function of the NGO. Like program focus, there should be day to day efforts for fund raising with dedicated people and resources. With this belief, we worked with 62 of our partners of Niranthara Karnataka and Tamilnadu batches to set up Communication & Fundraising department.

The model included a grant for each NGO to recruit a Fund-Raising Manager (FRM), yearlong on-the-field training of FRM with a structured approach to fund raising, developing 18 types of communication/ marketing collaterals such as corporate identity kit, Event promotion kit, brochures, Annual reports, Strategy plans, flyers. Corporate Films and Photo portfolios to enable fund raising process, mentoring support to NGO heads on how to nurture FRMs and how to set up fund raising department.

Out of 62 partners, 57 FRMs completed the full training while working towards fundraising for their NGOs.

By the end of the year, the 27 Karnataka partners had raised a total of 23 crores and the TN batch had raised about 8 crores.

At one side, though we saw greater impact of this initiative, we also experienced at the end of training many of FRMs leaving the organisations. At Dhwani are rethinking sustainable approaches for this model in coming batches.

What our partners said

"I have been running my organisation from 15 years, I had one donor and had to struggle all the time. Niranthara program helped me to understand how to look for local support. For the first time in my organisation history, I have three committed individual donors from my own local community, and I have three foundations/donors supporting our work. The design of the program made it possible. My dreams are now widening."
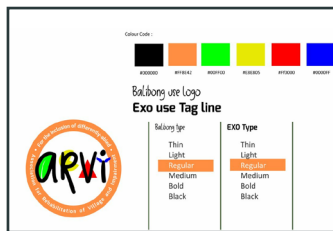**Ms. Karpagavalli, Deepam, Dharmapuri**

Shreya Jaisani joined Satya Special School with no experience in fundraising. An avid learner, she participated in the training sessions with great enthusiasm. Shreya now handles the new engagements at Satya under the guidance of her leader Chitra Shah and has successfully raised over 45 lakhs. 'The training program helped me completely understand what an NGO is, various compliances, various avenues of fundraising and has helped me be ready for meaningful interaction with donor prospects"
Ms. Shreya, FRM, Satya Special School

"Major fundraising responsibility in our organisation is now shouldered by our FRM. The appointment of an FRM has ensured better delegation and a professional approach. Our understanding of digital space has also improved. We are able to raise more than INR 50,000 every month from Benevity Portal due to professional engagement by our FRM, Ms. Vengadamala. Our FRM has reached out to many new donors and many proposals are in the pipeline now"
Mr. Loganathan, CEO, of Association for Sustainable Community Development (ASSCOD)

E. Niranthara Sahayak – A new initiative of Dhwani for the sector

We reported last year about our research towards this new initiative, which aims at freeing up NGO's time from their backend activities through an outsourcing opportunity and provide ample time for organisations leadership to focus on their core work.

The Niranthara Sahayak pilot kickstarted in April 2021 with 13 NGOs from different parts of Karnataka and officially onboarding one service provider, Wyzmindz, a for-profit entity. The pilot aimed at our Service provider partner taking charge of Compliance, Finance & Accounts, HR processes & MIS for the 13 NGOs enrolled. Dhwani itself enrolled and outsourced these four areas to experience how effective this initiative will be for the NGO sector.

End of December 2021, a program assessment and partners satisfaction study was conducted to understand the impact of the initiative. Following are key outcomes.

- All NGOs appreciated the impact, agreed to continue and pay for these services. The partners' satisfaction study showed that 80% of them were highly satisfied
- The pilot established that the programme design & model is executable.
- Assessment results were at 87%, which were good scores considering minimal efforts from NGOs and most part being handled by the service provider.
- Wyzmindz expressed their confidence that they can make this viable for social sector and willingly created a separate entity named 'Asteya Services' exclusively for this initiative.
- Dhwani worked out a sustainable financial model and arranged financial support to Asteya Services for the first three years.

What our partners said

"Freedom to clarify matters then & there without hesitation & we receive appropriate support"
 - Concerns Universe Foundation

"Timely response, periodical updates via MIS reports on Financials, Accounts up-to-date enabling quick informed decision making"
- Akshadhaa Foundation

"Less anxiety since process & procedures are taken care by Sahayak"
- Concerns Universe Foundation

"Responsibility on internal staff is gradually reducing where services are provided"
-Tamahar Trust

We decided that Niranthara Sahayak shall be the flagship program aiming to support 1000 NGOs across India in next five years.

This program will be a 12-month hybrid model where in DF will capacitate the NGOs in the areas of Governance, Strategic Planning, Program Management & Fund Raising while simultaneously, the Service Provider takes over managing Compliance, F&A, MIS and HR on an ongoing basis beyond 12 months.

F. Niranthara DrishtE – The E-learning program takes shape and supports 400 NGOs

Niranthara DrishtE is an eLearning platform designed to take the knowledge and learnings of Niranthara to NGOs at scale in a self-paced approach. We continued our efforts from the last year to complete all learning resources by creating 360 videos in Kannada and English.

We began with a pilot with 41 NGOs, growing with 11 new batches with 417 NGOs enrolling and accessing the portal. We continued to improve the platform with regards to Content and its ease of usage keeping in mind the external factors like internet bandwidth, issues with downloading the content etc. This upgrade enabled us to strengthen our programme with group messaging, reminders, and individual level contact to add a personal touch.

The helpdesk, contact classes and community learning platforms have been setup to ensure that the learning process becomes easier for partners.

We collaborated with agencies like Shikshalokam by using their platform for hosting our content, and with Clearly Blue for content creation. Several N1 and N2 partners and a few DrishtE partners became advocates of our program and helped us in organizing outreaches. With their support, program expanded to Tamilnadu, Andhra Pradesh and Maharashtra.
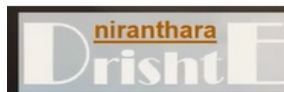
My Courses
Showing 13 items

	Management Information System - For NGOs ShikshaLokam
	Governance ShikshaLokam
	Strategic Planning and Leadership ShikshaLokam
	Finance and Accounting ShikshaLokam
	ಕಾರ್ಯಕ್ರಮ ನಿರ್ವಹಣೆ ShikshaLokam
	Governance ShikshaLokam

What our partners said

"Being a budding organization, DrishtE enabled us to interact, learn, adopt and build set of desired norms in the organization and be ready for the big steps. We are in our baby steps, but DrishtE helped us with the leaps that are required to get ourselves ready. We have already began applying all the learnings and implementing the changes."
Pramila R, Maanushi Foundation Mysore.

"One of the greatest desire for my organization was it's sustainablili-ty. But I always feared that this would cost a lot of resources. Then I came across DrishtE. As a person with limited use of digital technolo-gy, it was difficult in the beginning, but with the support from DrishtE helpdesk I could sail through the learning curve smoothly. Every video resource was a new experience and gave new knowledge ringing an alarm bell for me."
Ms. Deepa Bankapur, Sri Sharada Vidhyalaya, Bagalkote

"The learning app has been very easy to access, navigate and revisit. The topics are all in one place which is very rare to find. I enjoyed learning the finance management, programme management, fund-raising modules and more than that I was able to access the course even when I was travelling."
Renni Peter Dsouza, PADI, Mangalore.

G. Sikshak - Organisation Capacity Building efforts in the Northeast of India

Dhwani believes that its experience and knowledge gained through the work on the ground should benefit the wider community in the country. Our dream of ensuring Credible Social Sector is only possible through multiple stakeholder engagements.

After several interactions with NGO networks, larger organizations and with current partners to meet the increased demand of Capacity Building needs, we have developed Sikshak (Train the Trainer) initiative. Sikshak aims at promoting 'Mini Dhwanis' to enable potential local groups to grow as resource organization to support NGOs in their geographies.

During the year, RCRC (Rapid Rural Community Response to Covid-19) from the North-East region and Udupi Diocese in Karnataka were our first partner organizations in this initiative. Both organisations begin in April 2021 with a total of 44 NGOs joining the program.

In this partnership model, Dhwani ensures training of 2 of the trainers from the partner organization in a yearlong program, sets up help desk support, provides all the materials, assessment tools along with ongoing field support. Where needed, financial support is extended along with coaching and mentoring to the management team. Then the Sikshak partner delivers the Niranthara program to its local NGOs.

RCRC, under the leadership of Mr. Ved Arya set up the team through their local partner SeSta and enrolled 14 NGOs from Assam and Meghalaya. Similarly, Udupi Diocese began with 30 of their independent social sector organisations for the program.

By March 2022, RCRC team completed seven subjects out of eight and in the third assessment their partners scored an average of 72%. The first batch of 14 NGOs is scheduled to graduate by August.

Unfortunately, Udupi team could not continue this partnership beyond the first quarter, we are hoping to revive this partnership again.

H. Goonjan - MIS & Technology program for NGOs

Goonjan, Our MIS Software for NGOs is widely used across the sector in programs ranging from Disability, Livelihood, Skill Training, Women Empowerment, Child Rescue, Health, Nutrition, Community Development, Tribal Education and more. We have 131 partners in this programme, which is about 40% growth from last year.

To make MIS an integral part of even small / start-up NGOs, we have launched a simple version of Goonjan called 'Goonjan Basic'. This aims at very small NGOs who require a simple system and need not require spending extra resources or efforts to adopt an MIS in the organization. This will be rolled out in the next year.

Our efforts continued to enhance features to address various needs of disability domain and efforts are on to provide standard templates and tools for this domain to ensure all user NGOs can achieve minimum quality and acceptable standards.
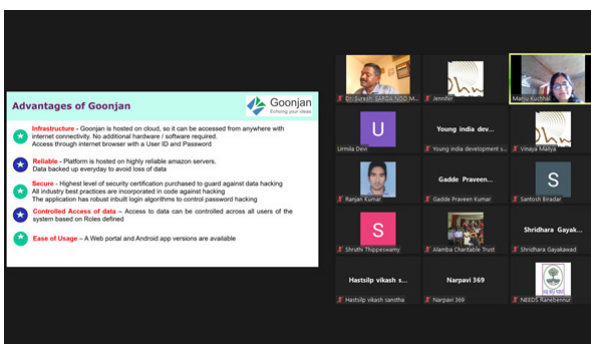
What our partners said

We have been using Goonjan since 2014 and currently it is used across our NGO operations in 15 railway stations in 7 states. Till date we have captured comprehensive data of over 40,000 children that our NGO has helped since then. Digitizing our data and archiving it using Goonjan has been useful to us in many ways. We can conduct various analyses and are able to generate reports quickly. The Goonjan mobile app has been a big help in improving the timeliness of our record keeping.
Basavaraj Shali, SATHI

Spastics Society of Karnataka provides a comprehensive package of diagnostic and intervention services to persons with developmental disabilities. The Goonjan software has been a great help in capturing all the services and session details delivered to each & every beneficiary. This data enables us to provide very precise reports and updates to our donors and our board of directors
- Shobha Sundar, Programme Director (OPD Services) – Spastics Society of Karnataka

Self-assessment tool

We have put significant work towards developing a Self-assessment platform for NGOs where they themselves can easily conduct due diligence on their own organization. This tool is built on the in-depth experiences from the 5 years of virtual and physical assessments conducted by Dhwani with about 80 Niranthara partners. This assessment tool is not available and will help NGOs to self-diagnose existing gaps and start work towards improving their systems.

Technology Initiative

Our experience in the field with grassroots NGOs, revealed that there is very limited knowledge on usage of technology among several NGO staff. Our further survey with close to 70 NGOs shed light on some of the challenges that are faced by NGOs today like

- Many NGOs struggle to choose and maintain the hardware devices like laptops, printer etc.

- The NGOs often end up paying high cost for maintenance as no clear guidelines are available.

- Loss of important data due to virus attacks or disk crash is common.

- As many NGOs work at many locations, staff need to work on common documents or share the files.

- As organizations grow and expand their reach, they are required to better manage their information like staff data, accounting data etc.

To address this, a comprehensive curriculum has been developed with an objective of

A. Helping NGOs choose right technology for their organizations.

B. Skilling People to effectively use them.

C. Set-up Efficient Processes to maintain them.

The pilot batch started at the end of the year, and we are hoping this initiative will enable NGOs to adopt better technology skills.
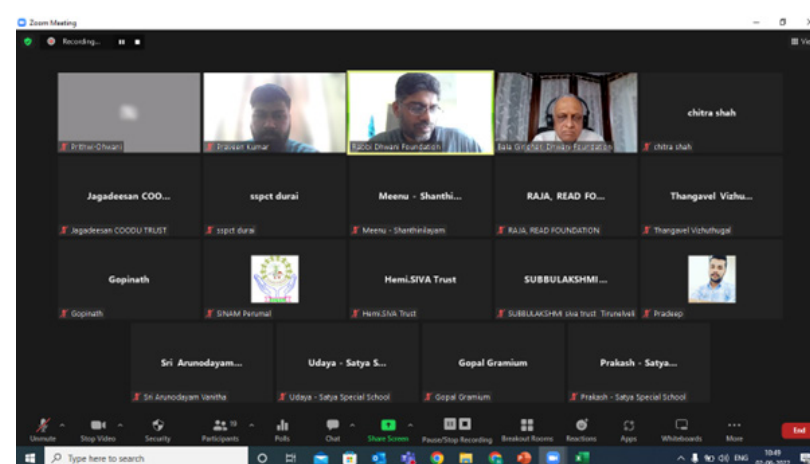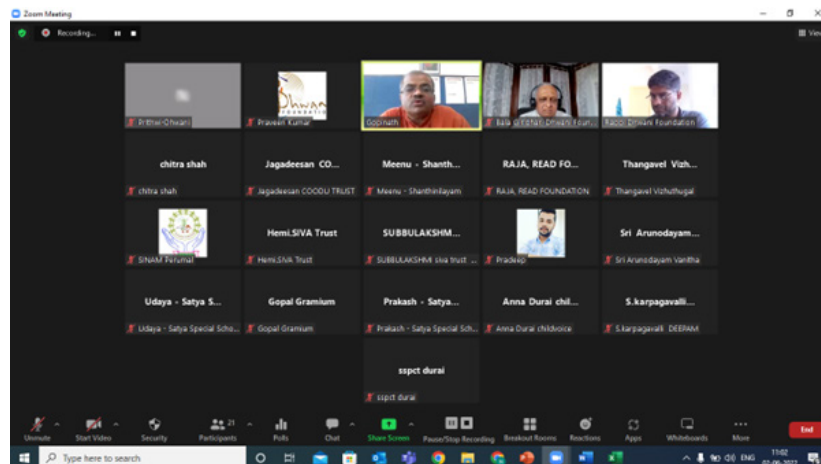
I. Updeshak

The goal of the Updeshak initiative is Ensuring good Governance within the NGO sector. During the year, 270 board members from 62 NGO partner were trained on Good Governance and strategic planning. Based on these inputs, every board developed, approved and adopted all relevant policies in their respective NGOs. Strategic plan has become integral part each NGO.

To bring in independent members to NGO, we worked with about 100 middle and senior members from Corporate, Banking and industries who were keen to serve the social sector. After orientation program, 65 of them opted to join with their choice of NGO for a period of six months and became advisors to these NGOs. At the end of the duration, 17 have joined these NGOs as board members and rest are expected to follow the suite. From the last three batches, we have inducted 89 experts from the non-NGO sector on the boards of grassroots NGOs.

In efforts to provide Updeshak services to independent of the Niranthara program, we worked with six NGOs in Gujarat, to train their current board members towards adopting good governance practices. This was a six-month engagement with weekly sessions followed by one-on-one interactions and hand holding support. The insights will help us towards building Updeshak as an independent progamme that exclusively works with NGO boards.

Good governance sustains

Covid 19 rattled everyone. During this period, we lost two of our great NGO leaders. These founders of Nisarga foundation and REACH Bagalkote were stars in their domain specific areas. One ensuring the rights of tribals and another fighting to eradicate girl child marriages. Under usual circumstance, when a small NGOs loses its founder, sustenance of the NGO will have been at risk.

But in both these cases, our Updeshak fellows who joined these boards along with other board members rose to the occasion. They ensured identification of next leadership, put systems in place to nurture the new leaders, which resulted in both organisations not just surviving but progressing stronger.

J. VOICE – Promoting Network in social sector

We have been supporting two federations of NGOs namely **Federation of Voluntary Organisations Working in Urban and Rural Development in Karnataka (FEVOURD-K) and Disabilities NGOs Alliance (DNA)** over last three years to strengthen voices of social sector and widen the networks.

During the year, both federations focused on strengthening their secretariats by appointing full time CEOs and publishing SOP (Standard Operations Procedures) for smooth functioning of the network. Formation of eight-sub-committees is a key development at FEVOURD-K which decentralised the functions and provided opportunity for young, ambitious, and talented NGO leaders to participate at sub-committee level.

FEVOURD-K brought out quarterly newsletter which provides its members an opportunity to get connected and get insights into various aspects of the sector through experts-column.

DNA published its three years strategic plans which aims at strengthening membership base, deepening services for member organisations, influencing policy towards disability inclusion, and strengthening DNA through internal capacity building.

Dhwani supported federations by bringing in experts to facilitate progress and funding the branding and visibility building exercise through digital and print mediums of marketing collaterals, which has enhanced their visibility in other circles.

K. Donor Interface

The grassroots NGOs who have shown significant improvement in strengthening their internal systems and processes should now be able to access required funding support. Through our ground level engagement with grassroots, we know how challenging it is to secure new supporters. One of the core challenges of the development sector in India is 'Connecting grassroots NGOs with Donors'

We have initiated efforts towards understanding the challenge by conducting a survey with 60 key donor community members representing CSR, Foundations and HNIs. This has revealed that there is a great need to work towards donor connect initiatives and to take up evangelisation of 'Organisation Development (OD)' as well as 'Rural grassroots NGOs' with whom we work. We will put more time and resources in the coming year to strengthen this initiative and give concrete shape to our approach.

Key goals for the year 2022-23

1 Niranthara Sahayak program to enable 100 NGOs and get this Model ready for scale

2 Niranthara Lite and Classic programs to support very small and medium sized organisations

3 DrishtE our e-learning program to be made available in Tamil and Hindi.

4 Self-Assessment tool to be published and made available for sector usage.

5 Evangelisation of OD and Grassroots for better Donor Engagement and develop Donor Education initiative

6 Technology for NGOs, a new initiative to be developed further

7 Goonjan Basic, an MIS shorter version to be launched.

8 Monitoring and Evaluation department to be established with an aim of building impact measures and assessments of all Dhwani initiatives.

9 Invest more on Dhwani Central Communication, Finance and HR systems to prepare organisation for the scale.

Organizational Updates

Statutory

Trustees

Ms. Manju Kuchhal (Managing Trustee)
Mr. Subramaniam Sivaguru (Secretary)
Prof. Rajagopalan
Mr. Pramod Kulkarni
Mr. Srikrishna Sridhar Murthy

Advisory Team

Mr. M J Aravind
Mr. Rajiv Kuchhal
Mr. Krishna Kumar
Mr. Ramesh Emani
Mr. Jayachandra
Mr. Kishore Udiaver
Mr. Rangarajan Padmanabhan
Ms. Nupur Goenka

External Committee Members

Ms. Anita Bhat (Prevention of Sexual Harassment (POSH) at workplace)
Mr. Nagasimha (Child protection Policy)

Dhwani Foundation Executive Team details

Our team comprises of Executive Director, Gopinath K N and 25 Employees and 5 Consultants (12 Women and 18 Men). Highest and least paid full-time members earned Rs. 1,67,692 and Rs. 25,200 per month respectively in 2021-22
There was no remuneration, fees or conveyance paid to any trustee or advisory board member during the financial year 2021-22. There was no international travel.

Team Activities

Acknowledgements

Niranthara NGOs, Tamil Nadu & Puducherry

Association For Rehabilitation of Village and Impairment (ARVI)

Association for Sustainable Community Development (ASSCOD)

Childvoice

Community Action for Rural Development (CARD)

Community Seva Centre

Coodu Trust

Development of Education, Environment, Parity and Awareness Movement (DEEPAM)

Global Trust for the Differently Abled

GRAMIUM Trust

Indian Development Organisation Trust (INDO TRUST)

Institute for Self Management (ISM)

Integrated Rural Community Development Society (IRCDS)

Peace Foundation

Rights Education And Development Centre

Rural Development Council

Rural Education and Development Foundation

Rural Women Development Trust

Sadayanodai Ilaignar Narpani Mandram (SINAM)

Salem People Trust (SPT)

The Saraswathi Shanmugham Public Charitable Trust

Satya Special School

Service Initiative for Voluntary Action Trust

Shanthi Nilayam

Sri Arunodayam Charitable Trust

Sristi Foundation

St Thomas Charitable and Educational Trust

Thendral Movement

Vanavil Trust

Vizhuthugal Social Education and Development Trust

Women's Education and Economic Development Society (WEEDS)

Women's Organisation in Rural Development (WORD)

Rural Education and Action Development (READ), Ariyalur

COLA Partners

Chaitanya Rural Development Society

GREEN DOT TRUST

Institute for Rural Development (IRD)

PRAWARDA

REACH (Rural Environmental Awareness Community Help)

Sarvodaya Integrated Rural Development Society (IRDS) Koppal

SEVAK (Society for Empowerment through Voluntary Action in Karnataka)

Federations

Disability NGOs Alliance (DNA)

FEVOURD-K Karnataka

RCRC Partners Assam and Meghalaya

Sahayak Partners

Diya Foundation

MAYA India

Concerns Universe

Ishanya Foundation

Tamahar

Action for Hunger & Poverty Foundation

Akshadhaa Foundation

Maarga

DNA

United Efforts

Sadhana

SACHIN

Goonjan Partners

AIFO

Alfha Trust (Salem)

Amogh Trust

APD

Asha Ka Jharna

Ashayein Centre

Bethany Society

BGCT

BNI

CCRS

Centre for Women's Development and Research (CWDR)

Cherysh

Chirantana
Community Initiative
Concern India
Diya foundation
DPA Cambodia
DURGA
Elina Chennai
FAIRIELAND EDUCATION TRUST
Fame
FVTRS
GiftAbled
HEADS
HELP
Hope Foundation
Hunger Relief Movement
IIC
Indian Development Organisation Trust
Invoke Foundation
KAIV
Khushi Trust - GRAKOOS
KRBAAS
Lamb
Maithree
Makkala Jagriti
Margadarshi
MOB
Mobility India
Munnade
Muskaan
NAB
Nisarga
ORBIT

Pallium
People
Pipal Tree
PlusTrust
Raphael
Roshni Trust
Salaam Bombay Foundation
Samadhan
Samarthanam
Samarthya
Samridhdhi Trust (BEETF)
Samudra
Samuha Samarthya
Sandesh
Sankalp
Sarvodaya IRDS
Sathi
SATRA
SCODWES
SEARCH
Seva In Action
Sevasangama
Shishu Sarothi
Shristi Special Academy
Spastics
SPK Educational trust
Spoorthy Organization
St Francis Trust
Swami Vivekananda Youth Movement
SWARDA-K
Tiara Haemophilia and Cancer Foundation-
VAANI

Vidya Mali Foundation
Vidyaposhak
Vidya Sagar Chennai
Voice of Needy Foundation
Women welfare society

Apart from the above we have 49 Niranthara partners using the Goonjan MIS for Data management.
We have 417 NGO Partners enrolled in the Niranthara DrishtE eLearning programme.

Our special acknowledgements to the 33 Updeshak Fellows who came on board to support Grassroots NGOs.

Financials

DHWANI FOUNDATION
RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED MARCH 31, 2022

RECEIPTS	31-Mar-22 Rs	PAYMENTS	31-Mar-22 Rs
		By Expenses incurred towards object of the trust through programs of - (Refer Schedules for details)	
To Opening Bank Balance			
State Bank of India - A/c no: 1919	57,41,532	Niranthara batch II, III, Drisht-E and Nikhaar	3,84,78,465
HDFC Bank A/c no:0360	6,96,181	Goonjan	33,54,481
FD with HDFC	2,01,00,000	Government Interface	3,14,600
		Upadeshak	18,38,847
To Grant fromAzim Premji Philanthropic Initiatives Private Limited	1,49,06,400	VOICE	60,52,204
To Donation received	3,80,05,000	COVID-19 Response project	1,20,11,360
To Bank Interest	5,63,444	Sahayak	19,00,468
To Contribution from Upadeshak members	1,13,500	COVID -19 Response - Laptop project	2,68,838
To Donation Towards COLA	31,00,000	Shikshak	9,88,378
		Admin/Finance/Organisational Development expenses	67,71,859
		By Deposit Paid	30,000
		By Purchase of capital assets	2,44,118
		By Advance to Staff	560
		By Investment in FD with HDFC	27,00,000
		By Closing Bank Balance	
		State Bank of India A/c no: 1919	30,42,273
		HDFC Bank A/c no:0360	52,29,606
Total	**8,32,26,057**	**Total**	**8,32,26,057**

For DHWANI FOUNDATION

For DHWANI FOUNDATION For DHWANI FOUNDATION

MANJU KUCHHAL
Trustee Authorised Signatory
MANAGING TRUSTEE

SIVAGURU S
Trustee / Authorised Signatory
SECRETARY

VIDE OUR REPORT ATTACHED
FOR GOWTHAMA AND COMPANY
CHARTERED ACCOUNTANTS
FIRM No: 005917S

H.V.GOWTHAMA
PARTNER
Membership No: 014353

Place: Bangalore
Date: 07-06-2022

DHWANI FOUNDATION
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2022

31-Mar-21	EXPENDITURE	31-Mar-22	31-Mar-21	INCOME	31-Mar-22
Rs		Rs	Rs		Rs
	To Expenses incurred towards object of the trust through programs of - (Refer Schedules for details)		3,22,80,810	By Grants Received fromAzim Premji Philanthropic Initiatives Private Limited	1,49,06,400
			2,67,00,000	By Donations	3,80,05,000
1,63,75,909	Niranthara batch II & III - Change Management	55,26,824	1,36,500	By Contribution from Upadeshak members	1,13,500
25,90,365	Goonjan - MIS Software	33,54,481	8,53,898	By Interest Income	6,00,326
1,01,800	Government Interface	3,14,600	-	By Donation Towards COLA	31,00,000
12,41,786	DrishtE - E-learning Platform	35,40,790			
13,87,637	Nikhaar - Marketing Support	1,18,24,660			
8,92,997	Upadeshak - Good Governance	18,38,847			
22,24,723	VOICE - Federations of NGOs	60,52,204			
26,14,274	COVID-19 Response project	1,22,80,198			
20,17,427	Sahayak - Shared Services	19,00,468			
1,49,150	Shikshak - Niranthara Franchise	9,88,378			
42,00,845	Admin/Finance/Organisational Development expenses	70,33,155			
1,75,00,000	Amount set apart towards Niranthara, Drisht-E and Nikhaar programs	-			
86,74,295	To Excess of income over expenditure	20,70,620			
5,99,71,208	**Total**	5,67,25,226	5,99,71,208	**Total**	5,67,25,226

For DHWANI FOUNDATION

VIDE OUR REPORT ATTACHED
FOR GOWTHAMA AND COMPANY
CHARTERED ACCOUNTANTS
FIRM No: 0059175

For DHWANI FOUNDATION

MANJU KUCHHAL
Trustee / Authorised Signatory
MANAGING TRUSTEE

For DHWANI FOUNDATION

SIVAGURU S
Trustee / Authorised Signatory
SECRETARY

H.V.GOWTHAMA
PARTNER
Membership No: 014353

Place: Bangalore
Date: 27-06-2022

DHWANI FOUNDATION
BALANCE SHEET AS AT MARCH 31, 2022

31-Mar-21	LIABILITY	Rs.	31-Mar-22	31-Mar-21	ASSETS	Rs.	31-Mar-22
92,48,533	**GENERAL FUND**				**FIXED ASSETS**		
	Opening balance	92,48,533		5,80,752	As per Annexure - A		5,63,574
	Add: Surplus/(Deficit) for the year	20,70,620					
			1,13,19,154	2,01,00,000	**INVESTMENTS** FD with HDFC		27,00,000
1,75,00,000	Amount set apart towards Niranthara, Drisht-E and Nikhaar programs (31.03.2021)	1,75,00,000					
	Less: Utilised during the year	(1,75,00,000)	0		**CURRENT ASSETS**		
				-	Deposits(Assets)		30,000
				12,085	Advance paid to staff		560
	CURRENT LIABILITIES			-	TDS Receivable FY 2021-2022		36,882
2,32,785	Statutory payables		2,62,004				
1,49,232	Other current liabilities		21,737		**Closing Bank Balance**		
				57,41,532	State Bank of India A/c no 1919		30,42,273
				6,96,181	HDFC Bank A/c no 0360		52,29,606
2,71,30,550	Total		1,16,02,896	2,71,30,550	Total		1,16,02,896

For DHWANI FOUNDATION

For DHWANI FOUNDATION

MANJU KUCHHAL
MANAGING TRUSTEE
Trustee / Authorised Signatory

For DHWANI FOUNDATION

SIVAGURU S
SECRETARY
Trustee / Authorised Signatory

Place: Bangalore
Date: 07-06-2022

DHWANI FOUNDATION

CHARITABLE TRUST - REGISTRATION NO: BNG(U)-KNGR/541/2005-200

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3rd Phase, JP Nagar
Bengaluru, India 560078
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REGISTERED ADDRESS

Nirvana, #329, 18th Cross,
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Raja Rajeshwari Nagar,
Bengaluru 560098

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