Dhwani Foundation

ANNUAL REPORT

TOWARDS INNOVATION AND GROWTH

2022-23

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Message from the Managing Trustee

Dhwani has been focusing in building the capacity of grassroot NGOs via organizational development (OD) programmes. Over last few years, we did realise that one OD programme will not fit the needs of all NGOs. Last year we launched a new programme for smaller emerging non-profit organizations. We worked extensively with organizations from the interiors of Karnataka and Tamil Nadu to train and guide them to set up basic processes while they ventured into the world of social sector.

To make top notch professional services available for social sector organizations, we partnered with specialist companies to handle NGO back-office operations. Our partner companies manage compliance, accounting, HR and other back-office processes for these NGOs. Though we thought that the acceptance of these services will be easy, given that such professional services are not so readily available in the sector, it has not been an easy journey so far. For one, the NGOs are not in the practice of keeping their records up to date. It is seen more like an ad hoc activity performed once in few months. Another is that sector has its own typicality and the professional companies have to be brought up to speed with the expectations and realities of the social sector to make sure that the partnership works. Dhwani's team has been spending extensive effort to make this initiative a success as we strongly believe that this is the way to scale and bring more professionalism and credibility to the sector.

During COVID, grassroot NGOs played an extremely vital role in reaching the last mile. The government and the donor community realised the importance of working with grassroots NGOs. We have seen an increased interest from donor community in working with such NGOs, but they need a model on how to engage with them in a structured transparent manner. Dhwani has setup a team to engage with the donor community facilitate engagements with our partner NGOs. We are seeing some heart-warming feedback from initial set of grant makers who have been engaging with our partner NGOs. We are quite optimistic that this will only increase, and more funds will flow to hinterlands where the real need is.

Another challenge in the grassroot NGO community, who may be small but are making significant impact in communities they work in, is that there is no single voice. To strengthen their collective voice, Dhwani has been working with federations of grassroots NGOs. For the last 3 years, we have been engaging with two federations by supporting their secretariat, helping them define their strategy and helping them engage with government. Though a significant effort has gone, we are seeing limited success as of now. Last year, we spent time understanding challenges faced by industry federations. We will continue to engage with federations to bring about the changes. New initiatives are underway to amplify the collective voice of the sector.

Ms. Manju Kuchhal
Managing Trustee

Executive Director's Note

Through our strategic planning exercise, we embarked on a journey of scale and innovation for the next 3 years. The last year has been very eventful with major progress in organizational development programmes as well other new initiatives.

Niranthara Sahayak, the shared services model, has partnered with two service providers and is currently benefiting close to 60 NGOs in Karnataka and Tamil Nadu. The initiative has received investment from two donors. The DrishtE eLearning platform has been well received, with 860 NGOs joining the course and the first batch of 72 organizations graduating. The platform has invested in technology and language, with plans to offer courses in Tamil and Hindi in the upcoming year. Goonjan MIS is being used by 195 NGOs across 17 states in India to digitally monitor over 4 lakh beneficiaries. This is expected to greatly improve data-driven decision making in NGOs. The Niranthara Self assessment tool (SAT) for OD parameters is being used by 49 NGOs. Additionally, we are working on significant tech upgrades to Goonjan, adding new features and capabilities to the platform. Niranthara Lite has been developed to support budding grassroots organizations. The pilot batch is currently underway with the goal of helping these organizations adapt minimum standards and progress to the next stage. Lastly, the Sikshak programme in Assam, in partnership with RCRC- NE chapter, was completed in December with 14 partners from North-East states graduating from the programme.

Halfway through the year, Dhwani began work on expanding to new geographies, with Odisha, Jharkhand, Andhra Pradesh, and Telangana. We prepped with research, field visits, and interactions with over 120 NGOs, Government officials, and sector leaders in Odisha to prepare for the launch of Niranthara Classic in the coming year. Dhwani plans to make significant investments in these states in the following years.

One of the highlights of the year was the partnership with Dasra, through the Rebuild India initiative. Dasra has committed to funding 16 of Dhwani's partners for the next five years, amounting to 8 crores. Dhwani also partnered with Jeevika of Guru & Jana Chartered accountants and Omidyar Network India. We deepened engagements with APF, SenSei technologies, 1NGO Trust and Asteya services. Internally, Dhwani has seen growth in its team size. To improve operational efficiency, we have introduced Director of Programmes to provide leadership to programme teams. We have also implemented internal quarterly audits and enabled technology elements for better oversight.

I am immensely thankful to all our partner NGOs, donors, government, well wishers and our team members. Without your participation and encouragement, we would have not had this beautiful journey.

KN Gopinath
Executive Director

Year at a glance

We worked with **1242** grassroots organisations during the last year through various OD interventions and capacities. Each of these NGOs work have been inspiring with their passion and commitment for the communities they work in. We are fortunate to have impacted them in some way.

In the quest to find better, more efficient and innovative solutions for the grassroots sector, we have yet again embarked upon exciting pathways of experimentation and collaborations to enhance our programmes as well as develop new solutions to enhance vibrancy and credibility in the sector.

A lifecycle approach to Organizational Development: Our OD interventions have greatly evolved with the needs of the Grassroots NGO community in the last 7 years. The intensity and delivery has been customised with a lifecycle approach to benefit the various segments within the grassroots NGO sector. A self-paced learning environment for those starting out and seeking knowledge, A practical and foundational approach for small and budding organizations, a hybrid approach combining Capacity building with Shared services for growing organizations and an in-depth internal capacity building approach for mature organizations are developed.

Taking OD to New states: In line with our strategic goals, we are now venturing into new states with the Niranthara Organizational programme. Currently our efforts were focused on Karnataka and Tamil Nadu. We have set the groundwork for launching the programme in Orissa. This involves understanding the needs, culture and working towards building new collaborations and partnerships.

OD programme for budding grassroots NGOs: To help the large number of NGOs that do not meet the Niranthara criteria, we have designed a Lite version of Niranthara programme specifically for very small and budding organizations. The focus of the programme is to help these passionate organizations to meet basic legal requirements and setup foundational framework for growth.

OD across the sector stakeholders: To bring greater vibrancy and credibility across the social sector, we have embarked with capacity building initiatives for other important stakeholders in the NGO ecosystem. We are in the process of developing an OD programme for Federations to strengthen the collective voice of the non profit sector and a donor engagement programme to enhance grant related decision-making in the Donor community.

Expanding MIS features and offerings with Basic and enterprise versions: To achieve better scalability and enhance the user experience, we have launched the Architectural Tech Upgrade for Goonjan. This upgrade is designed to improve the platform's response time, simplify ongoing maintenance, and enable seamless integration with other technology solutions. Additionally, we have introduced a Goonjan BASIC version for small NGOs and an Enterprise version for large NGOs with more complex customizations and needs.

Restructuring and scaling internal structures: Dhwani team itself is bracing with the implications of scale with major restructuring on internal processes, structures, and team. We have added capabilities in terms of technology, languages, diverse experiences, and skills. These are helping us achieve the ambitious goals in terms of numbers and reach that we have set for the upcoming years.

Collaborations for scale: We also entered new partnerships with the following organizations who are the best in their domains. We hope to cocreate and enhance our programmes with their support.
Azim Premji Foundation, Dasra, Caring friends, and The Omidyar Network India have been supporting our OD initiatives and NGO partners.
Sattva consulting, Sensei technologies, Edmingle and Tekdi technologies have continued to be our technology partners.
We have collaborated with Asteya services & Jeevika to provide shared services for our Sahayak NGO partners.
We are working closely with FEVOURDK and DNA NGO federations on various OD and Advocacy initiatives.

Impact in Numbers

1242 Grassroots organizations

17 States

90 NGOs capacitated through Niranthara

195 NGOs supported on Goonjan MIS

860 NGOs on DrishtE e-Learning platform

47 NGOs onboarded for shared services

94 professionals inducted on NGO boards

2 NGO service providers set up

2 State level NGO Federations Capacitated

The need for organizational development

The social sector is characterised by a significant heterogeneity, with diverse organizations working towards various social causes. This heterogeneity poses unique challenges when it comes to organizational development and capacity building. One solution does not fit all in this context. It is important to apply theories and strategies that are specific to their needs and realities. A critical lens must be used to analyse and understand the role of these organizations in the broader social landscape. Only by doing so, we identify the areas where capacity building is most needed and develop tailored approaches to address those needs.

Despite severe institutional obstacles and the lack of a supportive systems and processes, grassroots organizations have time and again proved their ability to build impactful solutions. While these mechanisms might have been driven by passion and reactive to situations, yet, a capacity for continuous innovation is crucial for social sector organizations to effectively respond to evolving social issues and create sustainable impact. Therefore, capacity building efforts should focus on fostering a culture of innovation, providing resources and support for experimentation, and promoting collaboration and knowledge sharing within and across grassroots organizations and it's stakeholders.

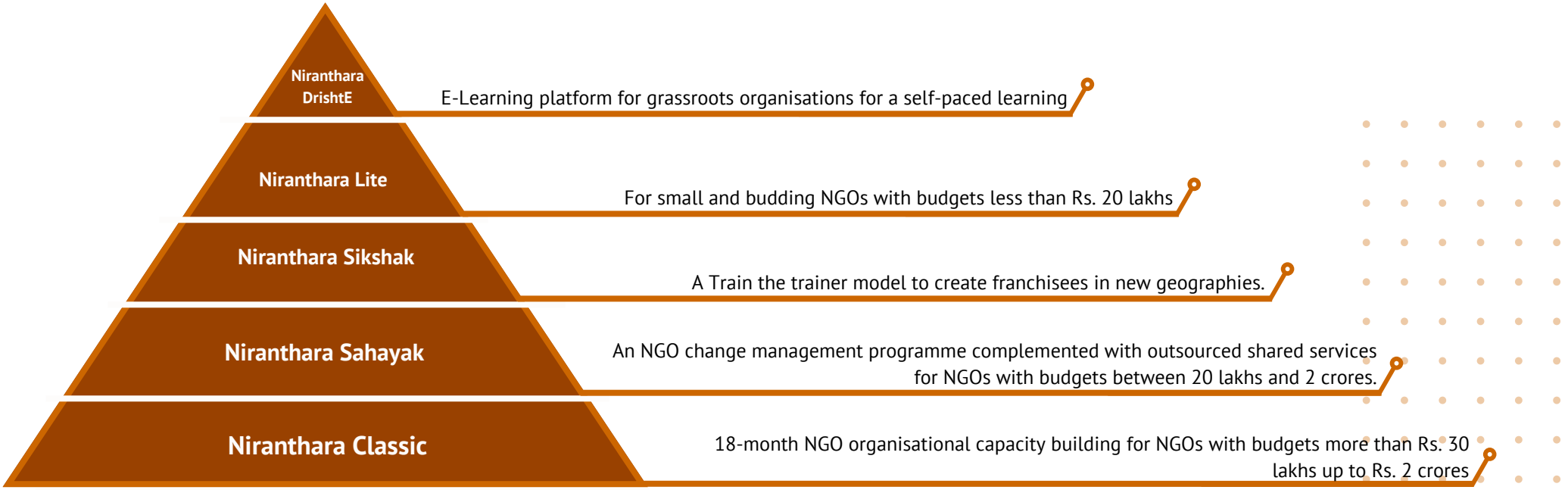
Many organizations in the past few years have recognised the need for Organizational Development (OD) and invested in OD programmes and resources. Complementing these efforts, we also see a widespread acknowledgement for OD in the NGO community. The significant change observed in peer NGOs who have undergone such an OD intervention, is also building confidence among the leaders to invest in strengthening internal capabilities. Along the Niranthara journey, close to 1520 grassroots organizations across 2 states applied for the Niranthara OD programme. So far, we are only able to work with 200 organizations. While we are developing other approaches such as eLearning, Train the trainer, Lite models for starters etc that will help us increase our reach, there exists this inherent need in the sector.

To effectively foster change through organizational development, it is crucial to recognise that building capacities solely within NGOs is not sufficient. It is essential to engage with and collaborate alongside the various stakeholders within the ecosystem, including donors, academia, government, and other key players. Hence, it is important to build strategies and programmes that are specifically tailored for these stakeholders. By incorporating diverse perspectives, expertise, and resources, we can achieve a lasting change and positive impact across the sector.

Organizational Development for a lasting change

Dhwani's primary focus has been the grassroots community, an interesting intersection of need, passion, commitment, and first-hand impact. Dhwani believes that investing in the process of strengthening the grassroots NGOs towards Growth, Resilience and Sustainability makes a lasting impact in the community. When Grassroots organizations enhance their impact by adding in process as well as strategy, the grassroots community whom these NGOs serve also in turn thrive.

Working towards this outcome at its heart, Niranthara Organizational development programme for grassroots NGOs has evolved and grown and penetrated deep and wide into the small and rural NGO sector in Karnataka and Tamil Nadu. We know that a deep-rooted change needs patience, building trust and long-term handholding to ensure the interventions fetch the impact desired. In the last 7 years Niranthara programme has evolved and manifested into the following versions based on our continuous learning while wanting to scale, increase reach, enhance delivery mechanisms as well customise the programme based on NGO maturity level.



Niranthara Sahayak

Niranthara Sahayak is a year long hybrid programme focused on NGOs capacity building and complemented by support on outsourced shared services. The capacity building consists 12 months of on-site and online workshops and help-desk support. We have partnered with Asteya Services and Jeevika to ensure the operatinal needs of NGO partners are professionally managed.

The service providers are working with the NGOs on the day to day NGO operations.

Ensuring NGOs are 100% Compliant as per all prescribed government regulations.

Generating every month ready-to-share financial statements.

Employee sourcing, non-profit employee documentation, payroll and appraisal systems.

Support on statistical analysis for MIS in HR, compliance, finance etc. on generating Monthly information reports.

We work with the NGO leader, Board members and Senior leadership to instill capabilities in the following areas

Support to enhance internal governance systems and induct professionals as Board members.

Build strategy plan and sustainability plan to strengthen NGO leadership.

Support on improving programme design, delivery and monitoring aspects.

Support on enhancing visibility with stakeholders through digital media and marketing tools.

47 NGOs from Karnataka and Tamil Nadu have enrolled into the programme constituting 4 cohorts, marking a significant milestone for the programme. A meticulous onboarding process involving the service providers was key to gain a comprehensive understanding of the current status of each NGO. Teams can tailor support and resources to meet their specific needs effectively and foresee any hurdles in the outsourcing process which is a new concept in the NGO world.

The overall training methodology continuously evolved over the batches to make it more hands-on and practical. The content and flow is revised to enable system change and make the concepts relatable. We have added 2 modules into our capacity building curriculum. In addition to the 8 modules, we now have a module on Common Linkages to OD as well as Cohort Building.

The Helpdesk team initiated "Connect & Complete" sessions for the batches basing on the success of hands-on workshop training approach. This unique approach ensures NGO teams join for a virtual session and complete the tasks at hand during the session. With helpdesk and peers readily available on the call, it has helped in resolving issues quicker and cross sharing of practical knowledge.

Goonjan MIS implementations have begun for the partners. This involves orientation, understanding the NGO operations, customizing the platform to their requirements and training the staff.

43 NGOs have commenced the weekly information exchange with our service providers. We are in the process of working closely with four NGOs to navigate through their internal approval processes before they can officially begin receiving our services.

We are observing enhanced performance in core operations such as compliance, finance and accounting and HR. Adherence to professional standards is building confidence among the leaders to showcase their organizations and work.

While they are confident to meet the requirements of government bodies, CSRs and regulatory bodies, most of the leaders shared that outsourcing of operational burdens have freed up their time for more strategic decision making, strengthening core programmes and building partnerships.

Stories from the ground

> We wanted to renew our PAN. We have been asking our auditor for support but we weren't able to get it done for various reasons. After joining this programme, the service provider was able to do the entire process for us online. We didn't even know it could be done online. In a matter of few weeks, we received the PAN card.
>
> *-NGO leader from Tamil Nadu*

> Earlier we used to file for TDS on quarterly basis. Since we have engaged with the service provider, we are filing for TDS monthly. They have also cleared the pending backlog of filing TDS after speaking with our tax consultant. Earlier we used to pay more tax (TDS) and we were not aware of this. So, the service provider has helped us in resolving that as well. The tax consultant did not tell us all this before. We used to go to him to file TDS. Now every month the service provider reaches out to us to file TDS.
>
> *- NGO leader from Karnataka*

> Our awareness about HR policies and practices have increased since we have started engaging with Dhwani Foundation and Service Providers. Now we understand the importance of well drafted policies.
>
> *- NGO leader from Tamil Nadu*

> We feel relieved now since the service provider is taking care of our compliances. We are more driven towards community work and community issues are more complex. Also, we derive more contentment doing that work rather than admin work. So, it is obvious that we tend to pay less attention to compliances, finance, and accounts. Since the service provider is looking after compliances such as filing and renewals, we feel relieved now.
>
> *- NGO leader from Karnataka*

> We feel more confident showing our accounts even to our beneficiaries. Earlier when accounts were not maintained regularly, as a leader, I felt scared. Now there is much more relief and confidence that my NGO has clear and updated accounts.
>
> *- NGO leader from Tamil Nadu*

Niranthara - Batch in Tamil Nadu concludes with 93.17% scores

Final Assessment and Graduation: The 18 month Change management programme concluded for the cohort in Tamil Nadu in June. Significant progress was achieved by all the 32 partner NGOs as we the average scores improved from the baseline of 43% to 93.17% at the end of the final assessment.
Niranthara Graduation event was packed with interactions, networking opportunities, discussions, felicitations as well very a insightful fireside chat with Mr. S.D. Shibulal of Co-founder, Infosys Limited and Co-founder of Axilor Ventures Pvt Ltd. at YMCA Bangalore in July.

Programme support extension: We extended Helpdesk support to our NGO partners for additional 6 months to ensure ongoing implementations and support with their fundraising efforts. We also extended grant support for additional 3 months up to August to 18 organizations where fundraising managers continued to support their efforts.

Donor linkages: We facilitated Due diligence processes between our NGO partners and a few Donors. 8 of our NGO partners were selected by Caring Friends with a grant of 26.5 Lakhs. DASRA also selected 9 partners for 5-year, flexible annual funding of 10 lakhs per organization.

Niranthara Classic- Expansion to Odisha state

We initiated consultations Odisha Government and civil society representatives in the state of Odisha to understand the current scenario of the social sector organizations, get deeper insights into grassroots challenges and analysis of organizational development needs.
During this consultations we met about 20 senior government and social sector leaders. We also met 126 grassroots leaders and discussed their challenges and our approach to organizational development and change management.

With a positive feedback on the need for such a programme and insights into the grassroots sector in the state, we are prepping to launch the Niranthara organizational Development programme in the state of Odisha. We are in the process of setting up the teams and infrastructure for the same.

Niranthara lite

We are excited to announce the launch of Niranthara Lite programme this year. Niranthara Lite is designed for small and budding non-profits which fall in the budget cap of 0-20L.
The 5-month long programme aims at setting up the basic compliance and governance requirements along with functional Finance and Accounting systems and Human resource management processes in a very practical hands-on workshop approach.

The initial process involving programme design, setting up OD parameters and crafting a comprehensive training structure and methodologies have been completed.

We launched a pilot batch with 14 grassroots organizations in Karnataka. The response and participation from these NGOs have been remarkable, reflecting the relevance and value of the programme for their organizational development. Additionally, we have established a collaboration with FEVOURD K federation. This collaboration enables us to extend our programme's reach to their member organizations, expanding our impact and furthering our mission to empower grassroots NGOs.

Through this initiative, we continue to make significant strides in supporting organizational development and empowering grassroots NGOs. More news to share as this programme takes off with many more batches of budding organizations working towards setting their foundational systems in place.

Niranthara DrishtE

Niranthara DrishtE, the eLearning platform, developed to make knowledge and learning resources of Niranthara accessible to grassroots NGOs at scale, saw significant success as it enrolled 960 NGOs in the last year. Beginning with 41 NGOs as a pilot, the overall learner base has crossed 1000+ NGOs in the last year.
100 NGOs have completed the course content for all 8 modules and 72 NGOs have passed the knowledge test with average score of 87%.

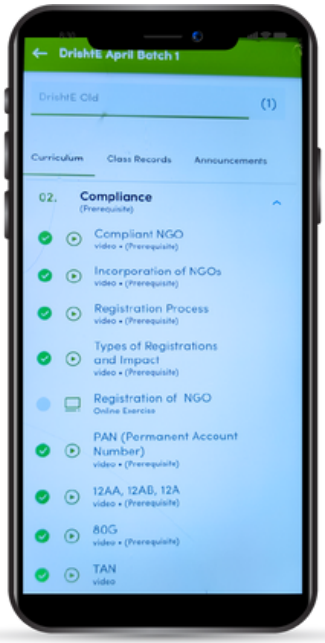
The platform evolved with a Learning Management System to support the scale and features we were looking at. The planned migration between the platforms of our existing partner took longer than expected. We had to explore and onboard on a different learning management system to accommodate the NGOs enrolling for the eLearning programme.

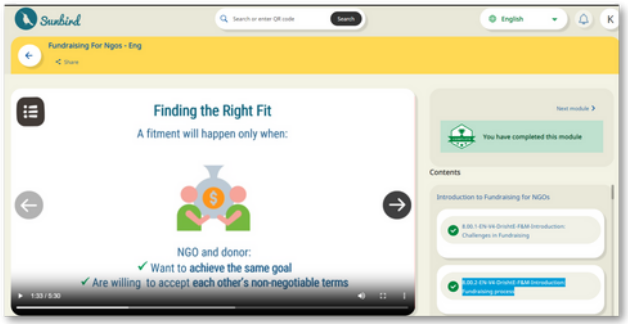
Currently we support 860 learners on two LMS platforms. The mobile app has enabled better learning and has added flexibility of on-the-go learning which is best suited to our grassroots learners.

To make the platform accessible to more NGOs, we are working on adding Tamil language. About 60% of the content is completed and we are hoping to complete the content production by 1st quarter of next financial year and launch DrishtE Tamil.

To improvise the platform and learning experience we have updates to the app to improving viewing at lower internet bandwidths, enable periodic connects through group messaging, reminders, and individual level contact. The helpdesk support has been setup to ensure that the learning process becomes easier for partners.

We aim to make DrishtE available in Tamil, Telugu, and Hindi in the upcoming year.





Stories from the ground

> I founded UK Arts and Cultural Trust in 2017, seeing the need to support the cultural needs. Registration was done with the help of an professional, but when we wanted to apply for other compliances such as 12A, 80G, we were kept waiting for more than two years and they never materialised. After a guest webinar and seeing the simple guidelines in the DrishtE videos, I decided to give it a try on my own. I tested with the simple registration on Darpan and succeeded on my own. With this success I applied for 12A and 80G on my own. To my surprise, I got the provisional certificate in two weeks. In 3 months, I applied for the regular 12A and 80G. We were called for a face-to-face meeting with Income tax officer and in about a month of application, we have also received the certificates.

Manjula S, Founder & Trustee
UK Arts and Cultural Trust, Bengaluru

> We are working in the space of Environment and Value Education for the last 21 years, and we, as an organization felt that we had all that we need for us to continue working for years to come. However, Joining DrishtE eLearning by Dhwani Foundation, suddenly made us realise that we have many more smaller things that we need to know when running an NGO.
>
> We had basic compliances, but our governance system wasn't strong, we had accounting system but never understood why all these are required, we conducted meetings but not very systematically, implemented programmes but without proper execution plans, Leadership wasn't our primary focus, Fundraising was always sought after but never had hands on experience.
>
> DrishtE became a source of amazing information which we could never get otherwise. If we had received this information about 10 years ago, may be would have been a bigger organization now. However, we, as an organization have completed the eLearning programme and have all the internal capacity (resources) to implement and make our organization better. We are very grateful for the support provided to us through DrishtE eLearning platform.

Janardhan GL, Founder
Kodachadri Integrated Development Society, Shivamogga

Niranthara Sikshak

As we were exploring ways to scale our reach through training partners and take the Niranthara programme to many more grassroots organizations, National RCRC network connected Dhwani Foundation with its Northeast Chapter who were keen on conducting an Organization Change Management programme amongst its partner organizations.

With fourteen Northeast RCRC partner NGOs from state of Assam and Meghalaya the Sikshak model was launched in April 2021. SeSTA, one of the partner organizations of NE RCRC took up the role of a Sikshak by taking up the administrative, delivery and financial responsibilities.

The 18 month long programme was anchored by the training partner with occasional visits and handholding from Dhwani. The programme concluded in November, 2022 with the cohort scoring an average of 79% against the NIranthara Organisational development Index.

The graduation event was organised on 21st of December 2022 at Guwahati with the graduating grassroots organizations. The graduation ceremony was organised in the conference hall of SIPRD, Extension Centre at Guwahati.

The event was attended by senior members from the National RCRC, SELCO Foundation and Trustee of Dhwani Foundation MR. Sivaguru. The highlight of the event was the presence of aspiring NGOs who are keen on joining the next cohort of the Organizational development programme in the Northeast.

Stories from the ground

> Niranthara Sikshak is an excellent programme because of its clear and systematic outlining of parameters that can be worked upon as a roadmap for developing a formal organization and building systems and processes. It's implementation at the ground level will continue to pose challenges, which are but opportunities to improve the rural, grassroots development culture. I think we have made such a great start, but have miles to go, and which I pray we will do patiently and consistently.

Dr.Arjun Trivedi, Founder
Karunar Kheti Trust, Jorhat, Assam

> The Policy documents and manuals prepared under the OD support not just helped SANJOG get opportunities for funding from institutions like Azim Premji Foundation and SELCO Foundation but also provided a systematic platform to build and nurture the organization for a better future.

Indrajit Barman, Programme Coordinator
SANJOG, Nalbari, Assam

> The programme was really inspiring and motivated us to work hard with action-oriented vision and mission. I am optimistic that this programme has inspired my colleagues working in the organization with determination and positive mindset to consistently maintain the changes that have achieved after implementation of Dhwani Foundation OD parameters.

Lalit Boro, Founder cum Executive Director
Rural Organization for Social Service, Udalguri, Assam

> Virtual and physical workshops followed by regular assessments to mark progress enabled us to increase our score to 85% from the baseline of 43%. Today we have the basic structure to further improve our systems. Manuals and policy documents like HR, Finance manual and POSH/CPP policies will help us establish MOSONiE SEF as a credible NGO working at the grassroots. We have successfully received funding support from Azim Premji Foundation, Incubation fund from Institute of Development Action (IDeA) and are part of National RCRC grassroots research. We are working to partner with SELCO Foundation as well.

Liinai Margaret, Co-Founder
MOSONiE Socio Economic Foundation, Ri-Bhoi, Meghalaya

Strengthening OD through Specialised interventions

MIS & Technology

Goonjan

Goonjan is a cloud-based MIS software that has been specifically designed for the development sector. It has been successfully used for over a decade and serves as a comprehensive solution for NGOs to manage their programme-related data for all stakeholders, including beneficiaries, donors, volunteers, and staff. Goonjan is highly effective in monitoring programme outcomes and taking data driven decisions.

Through various awareness activities such as events, webinars, and visits, 22 new NGOs have successfully started out digitizing their data and adapted and customised Goonjan to meet their specific needs. 8 NGOs out of these are from Maharashtra state. Additionally, we have partnered with our first NGO in the state of Jharkhand.

To ensure scalability and improved user experience, we have initiated the Architecture Tech Upgrade activity for Goonjan. This upgrade aims to enhance the platform's response time, reduce ongoing maintenance efforts, and facilitate easy integration with other tech solutions.

We have also launched and implemented the Goonjan Basic version of MIS for 44 small NGOs which will help them start on their data management. The Basic version focuses on their beneficiary data and helps conveniently capture information even on the field with the Android app.

195 NGOs onboarded on Goonjan

15+ Customizations for Programmes

23 Lakhs+ Beneficiary interventions recorded

17 States reached

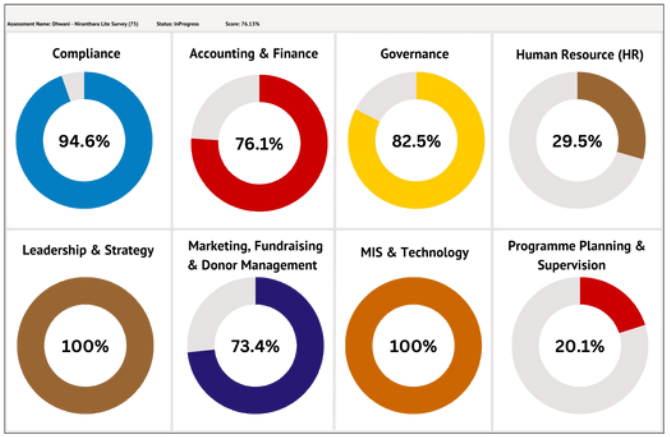
4 Lakh+ Beneficiary records maintained

10,000+ NGOs Sensitised on Necessity for Data Management in NGOs

Self-assessment tool

Self-Assessment Tool (SAT) is a new platform developed for organizations to validate their organization capabilities against Niranthara organizational development index. This is designed to aid self assessment and allows NGOs to identify and work on the areas for improvement in Organization Developmental.

Self-Assessment Tool is used extensively by 49 NGOs for the Niranthara assessments. A few non-Dhwani partners have used the platform to evaluate their compliance levels & generate their scores against the Niranthara indicators. The positive response and feedback motivate us take this tool to more organizations looking for tools to assess their OD capabilities.



Technology Enablement

The Basic Technology programme to enable grassroots organizations set-up basic IT infrastructure was re-conceptualised. The training content was revisited with feedback from the first pilot in previous years.
This is rolled out for 30 NGOs which was well received.

Updeshak

Updeshak programme aims at enhancing the effectiveness of NGO governance through capacity building of the existing board members and adding diversity and expertise by inducting senior professionals as new board members.

As part of programme improvement, we organised discussions with 92 Updeshaks and NGO leaders with the objective of identifying areas that require improvement. Simultaneously, we have initiated an analysis of the existing board members and their governance practices for the Niranthara Sahayak batches.

To strengthen the partner NGO boards and ensure a diverse and competent pool of professionals are inducted, we have begun identification of passionate corporate professionals with genuine interest for contributing to the grassroot NGOs.

We have also revisited the training content related to governance to remain relevant and up to date with the constantly evolving landscape of NGO governance. This will enable us to equip both existing and future board members with the necessary knowledge and skills to excel in their roles.

To enhance the training curriculum, we have undertaken an in-depth study on the legal aspects of governance and various Acts affecting NGO governance. These resources will serve as essential references for board members, enabling them to navigate the legal landscape with confidence and ensure compliance with all relevant regulations.

While, Updeshak programme has utilised the last year to take a step back and with new learnings and new team, the efforts to enhance NGO governance in grassroots organizations has begun with new vigor.
We have completed three training sessions as of now, covering approximately 50% of the existing board members of our Sahayak Partner NGOs.

Engagements across the Non-profit ecosystem

VOICE

NGOs can have a greater impact in advocating for fundamental issues by coming together as a collective. To strengthen the collective voice of grassroots NGOs, we provide strategic support to NGO federations, helping them function better as a collective and promote overall sectoral development.

We have collaborated with the Disability NGOs Alliance (DNA) and FEVOURD-K by providing support to the Secretariat of Federations. This support included capacity building in areas such as strategic planning process, monitoring & evaluation, and visibility building.

Planning support to conduct a Social Security Study:
We collaborated with FEVOURD-K to initiate in a study on the social security status of NGO workers in Karnataka in July 2022. Simultaneously, a petition was submitted to the Honorable Chief Minister of Karnataka in September 2022, urging the inclusion of NGO workers in the social security net. This initiative brought together approximately 300 NGOs from 13 districts in Karnataka, and NGO networks such as Mytri, and CACL-K who participated.

Organizational Development Programme for Federations:
To enhance policy advocacy, we consulted over 40 leaders from various federations, both Industry and Social sector. The survey aimed to identify federation best practices for effective policy influencing and gain insights into ideal structure, systems, and procedures. Based on the findings, we aim to develop a capacity building programme for federations to enhance their organizational development and policy influencing capabilities.

OD Programme for federation members:
To strengthen the Federation's capacity to provide member services, we are collaborating with FEVOURD-K to provide organizational development training to the member NGOs within the federation. In the pilot batch, 14 member NGOs have enrolled in the Niranthara Lite programme, which serves as the first jointly run cohort.

Donor Engagement

Through our ongoing engagements with the donor community, we actively seek out partnerships and collaborations that align with our mission to promote organizational development (OD). The donor engagement initiative is taking shape with team members coming in with focused efforts towards this end.
We are excited about our partnership with Omidyar Network India for the Sahayak programme which will help strengthen the NGO shared services model and our service providers. We are working closely with Azim Premji foundation to widen the Niranthara programme reach across the country.

The Donor engagement team looks for partnership opportunities to support our grassroots NGO partners. We have Dasra and Caring Friends partnering with 17 of our partners going beyond cause-specific programmes, by funding them for organizational development. More partners are under Dasra assessment, likely to be selected in the next year.

We are also developing an experiential capacity building programme for CSR teams in collaboration with Christ University. This aims to enhance impact of CSR grants, facilitate decision making while being empathetic to NGO world.
We have finalised the framework for donor education based on our field research.

We understand the importance of forging strong relationships with donors to leverage our collective resources, expertise, and networks to advance the cause of OD in making a lasting impact at the grassroots.

Government and Academia

Our engagement plan with the Government department and the Academia were deferred to the 2nd year of our strategy plan period.

We have started building contacts with RDPR, IT & Labour departments. We plan to invest time and resources in the coming year to strengthen connects between Government & NGOs, create tailored offerings such OD programmes and MIS for Government funded NGOs.

During the year we have initiated internships with two universities. We have also collaborated with Christ University to build the curriculum for our Donor education initiative. In the upcoming year we aim to create more internship opportunities for students, initiate research on OD, strengthen our Partnership to deliver the Donor Education programme and offer OD Courses for students in the social work departments.

Organizational updates

We are actively working towards strengthening our internal capacities aimed at optimizing our teams and functions. By realigning our resources and operations, we are confident that we can better meet our strategic goals and propel our organization to new heights.

Centralised Helpdesk department

Based on positive feedback regarding the effectiveness of our helpdesk support and its importance, Helpdesk is centralised as a cross functional team continuously engaging with NGOs and facilitating change across OD initiatives. This will empower our helpdesk to drive implementation on the ground, improve accessibility, and serve as the primary point of contact for NGO partners.

Enrolment Department

To better understand the unique requirements of the diverse NGOs applying for the OD programmes, a dedicated team is set-up. The enrolment team consults and offers the best suitable OD programme based on the applicant's size, interest and maturity levels.

Training department

Training, which was an integral part of each of the OD programmes, has been made a separate vertical with a team of master trainers who support training requirements across the organization.

Monitoring and evaluation department

A new vertical is being set-up to undertake assessments of the Organisation Development programmes of Dhwani. While assessing partners' growth against the Niranthara Index, the team also works towards defining outcomes and assessing impact from the OD initiatives. We are setting up basic framework and standards for various interventions and defining outcome assessment methodologies to gauge programme outcomes and impact.

Decentralization of roles and responsibilities:

We have announced a new authority matrix to empower more individuals within the organization with additional roles and responsibilities, and decision-making powers.

We have also appointed KCJM associates as our internal auditor. These quarterly audits are helping is implement best practices in NGO financial management.

Employee engagement and upskilling

The Dhwani team has experienced a significant 40% growth, which has brought in a wider range of skills and expertise. Our new team members in Orissa and Mumbai are actively involved in our new projects.

Key goals for the next year

- **Geographic expansion to Odisha, Jharkhand, AP and Telangana states while we continue to work in Karnataka and Tamil Nadu.**
- **Increase partner reach by extending OD programmes and services to 1600 new NGOs.**
- **Launching new initiatives – Organisational Capacity Building programme for Federations and Donor Education programme for CSRs and Foundations.**
- **Develop fund raising team at Dhwani to enhance our partners visibility and donor linkages.**
- **Invest resources on HR and Communication to align with the growth.**

Trustees

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

Advisory members

Mr M J Aravind
Mr Rajiv Kuchhal
Mr Krishna Kumar
Mr Ramesh Emani
Mr Jayachandra
Mr Kishore Udiaver
Mr Rangarajan Padmanabhan

External Committee Members

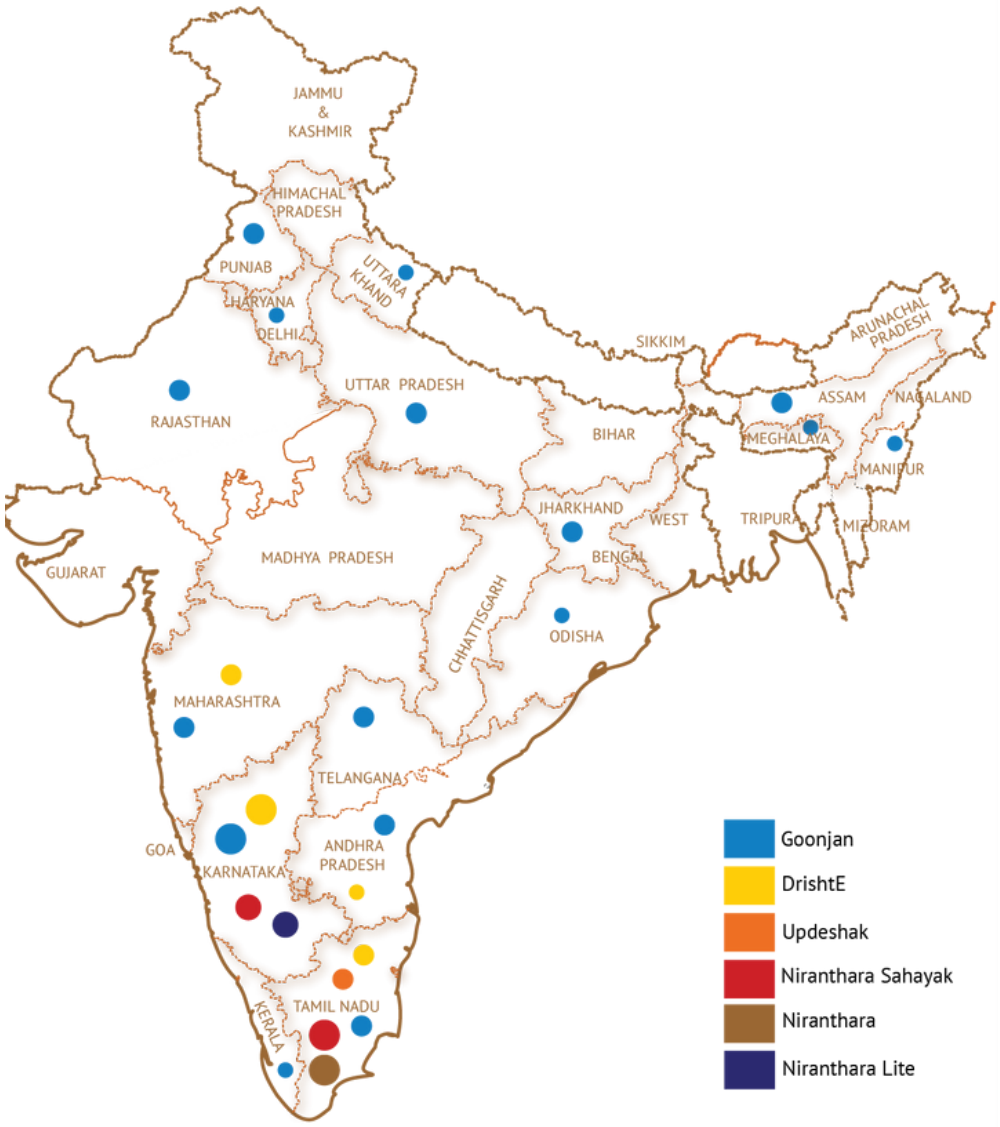
Ms Anitha Bhat (Prevention of sexual Harassment at Workplace)
Mr Nagasimha (Child Protection Policy)

Dhwani Foundation Executive Team details

Our team is led by Mr KN Gopinath as the Executive Director and Ms Suma Ravi as the Director of Programmes. We are a team with 27 employees and 5 consultants (20 men and 12 women).

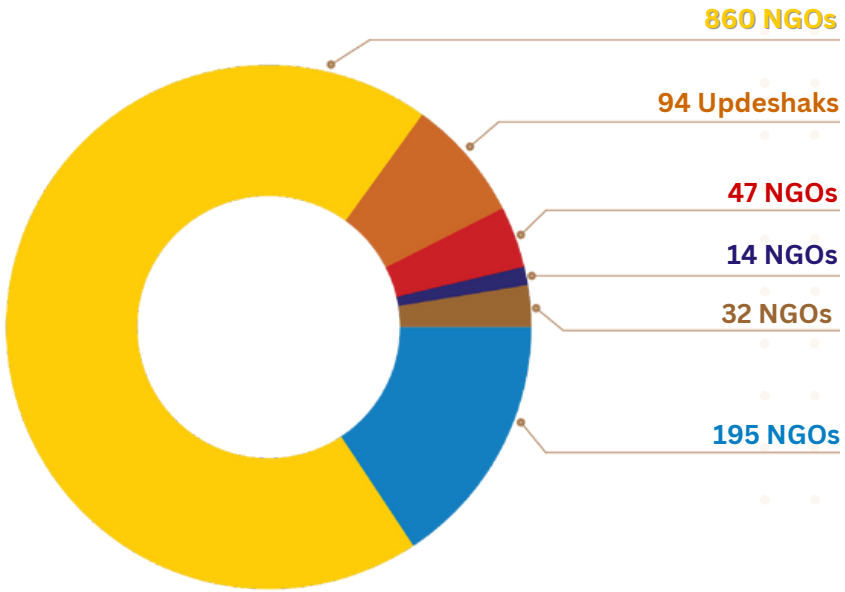
The highest paid full-time employee earned Rs 1,91,800/- and the lowest paid full-time employee earned Rs 30,000/- per month. There was no remuneration, fees or conveyance paid to any trustee or advisory board member during the financial year 2022-23.
There were no international travels.

Overview of our NGO partners



Diverse Domains of partner NGOs

- Education
- Skill Development
- Healthcare
- Women Empowerment
- Livelihood
- Child rights
- Agriculture
- Rural Development
- Environment
- Social Action
- Agriculture
- Water Conservation
- Sanitation
- Disability Community
- Human Rights
- Psychiatric & Counselling
- Community Development
- Disaster Management
- Special Education
- Child Rescue
- Children Home & Child care
- Gender Sensitivity
- Rehabilitation
- Social benefits



Collaborations and Partnerships

Key Donors

Azim Premji Foundation

Mr MJ Aravind

Mr Rajiv Kuchhal

Partnerships

ON OMIDYAR NETWORK INDIA

Caring Friends
Helping Good NGOs Perform Better

Banking partners

SBI

HDFC BANK

Knowledge partners

SATTVA
Delivering High Impact.

dasra

The Bridgespan Group
Collaborating to accelerate social impact

Specialised service providers

Asteya

GURUJANA JEEVIKA PVT LTD

Technical partners

SENSEI TECHNOLOGIES

EDMINGLE

1NGO
Digital Empowerment

TEKDI

Sikshak Partner
RCRC North East Chapter

Internal Auditors
KCJM & Associates

Statutory Auditors
Gouthama & Co

We acknowledge the Government, all our Partner NGOs, Resource persons, Resource organizations and all the well wishers who have directly or indirectly supported us and contributed to our amazing journey this year.

Financials

DHWANI FOUNDATION
614, 2nd Main Road, J P Nagar 3rd Phase,
Bengaluru

Balance Sheet as on March 31, 2023

Particulars	Note No	As at March 31, 2023	As at March 31, 2022
Liabilities			
General Fund:			
Opening Balance		1,13,19,154	92,48,533
Add : Surplus for the year		57,63,904	20,70,620
		1,70,83,059	**1,13,19,154**
Current Liabilities:			
Other Current Liabilities	1	14,977	46,734
Duties & Taxes	2	3,75,688	2,62,004
Payable to Employees	-	-	-
		3,90,665	**3,08,738**
Total		**1,74,73,724**	**1,16,27,893**
Assets			
Property, Plant and Equipment	3	7,89,340	5,63,574
Investment:			
Fixed Deposit		-	27,00,000
Deposits:			
Other Deposits	4	30,000	30,000
Bank Balances:			
State Bank of India A/c No: 1919		1,51,46,387	30,42,273
HDFC Bank A/c No: 0306		14,70,930	52,29,606
Loans and advances:			
TDS Receivables		7,581	36,882
Advances to Employees	5	25,911	560
Other Advance	6	3,575	24,997
Total		**1,74,73,724**	**1,16,27,893**

The Accompanying notes form an integral part of the financials statement 1 - 21

As per our report of even date
For Gowthama and Company
Chartered Accountants
Firs No: 005917S

H V Gowthama
Partner
Membership No:014353
ICAI UDIN: 23014353BGXGJV3458

Place: Bangalore
Date: 03/08/2023

For and on behalf of
Dhwani Foundation

Manju Kuchhal
Managing Trustee

Place: Bangalore
Date: 03/08/2023

Sivaguru S
Hon. Secretory

Place: Bangalore
Date: 03/08/2023

DHWANI FOUNDATION
614, 2nd Main Road, J P Nagar 3rd Phase,
Bengaluru

Income & Expenditure Account for the year ended March 31, 2023

Particulars	Note No	As at March 31,2023	As at March 31,2022
Income			
Grant Received from Azim Premji Philanthropic		-	1,49,06,400
Donations	7	5,55,90,000	3,80,05,000
Contribution from Upadeshak Member		-	1,13,500
Donation towards COLA		-	31,00,000
NGO Partner's Contribution Towards Programs		6,65,000	-
Interest Income		5,20,086	6,00,326
Other Income		29,931	-
Total Income		**5,68,05,017**	**5,67,25,226**
Expenditures			
Niranthara Lite	8	10,05,560	-
Niranthara batch II & III	9	27,19,477	1,01,56,260
Niranthara Classic	10	5,76,830	-
Niranthara Sahayak	11	1,35,29,948	19,00,468
Niranthara Shikshak	12	15,000	9,88,378
Nikhaar - Marketing Support	13	29,51,140	42,29,353
Upadeshak - Good Governance	14	10,79,293	18,38,847
Goonjan - MIS Software	15	93,32,751	33,54,481
DrishtE - E-learning Platform	16	30,80,857	65,06,662
Staff welfare fund support to Partners	17	19,89,563	-
Donor Engagement	18	2,66,210	-
VOICE & Government Interface	19	69,18,875	63,66,804
Admin/Finance/ HR / Communication / Other Expenses	20	75,75,609	70,33,155
COVID-19 Response project	21	-	1,22,80,198
Total Expenditure		**5,10,41,114**	**5,46,54,605**
Excess of Income over expenditure		**57,63,903**	**20,70,621**

The Accompanying notes form an integral part of the financials statement 1 - 21

As per our report of even date

For Gowthama and Company
Chartered Accountants
Firs No: 005917S

GOWTHAMA & COMPANY * CHARTERED ACCOUNTANTS * Bangalore-69 FRN # 0059175

H V Gowthama
Partner
Membership No:014353
ICAI UDIN: 23014353BGXQJV3458

Place: Bangalore
Date: 03/08/2023

For and on behalf of
Dhwani Foundation

Manju Kuchhal
Managing Trustee

Place: Bangalore
Date: 03/08/2023

Sivaguru S
Hon. Secretory

Place: Bangalore
Date: 03/08/2023

dhwanifoundation.org
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Follow us

DHWANI FOUNDATION
Reg no: BNG(U)-KNGR/541/2005-200

ADMINISTRATIVE ADDRESS
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+91 80 4957 6030

REGISTERED ADDRESS
Nirvana, #329, 18th Cross, Ideal Homes Layout, Phase 1, Raja Rajeshwari Nagar, Bengaluru 560098