

# Annual Report 2023-24

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Bridging Gaps Building Bridges

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Dhwani Foundation



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# Message from the Managing Trustee

At Dhvani Foundation, we strive to build bridges between different sector stakeholders. We have been actively working with external partners to bring professional quality services to the sector. We started many years ago with **Goonjan**, our MIS platform, where entire development and support to NGOs is provided by a professional software company. This has been instrumental in making reliable organisational data available to the NGOs for them to use it for decision-making and impact assessment.

We further extended our offerings to provide grassroots NGOs with quality marketing collaterals – both digital and physical. We worked with digital media companies that could create sector-oriented videos and brochures for the partner NGOs. We enhanced the services by tying up with companies that handle social media for the partner NGOs. This gave a lot of visibility to the organisations and made them discoverable on the internet.

A few years ago, we launched **Sahayak**, a programme where we partnered with a few companies to provide shared services like managing Compliance, Finance, HR etc., to the sector. This was done so that world-class services can be made available to the NGOs who otherwise find it difficult to access good talent in small, rural corners of the country. This initiative has seen us put persistent efforts in the last 2 years in defining and then redefining the programme so that we can make it work for both the service companies and the NGOs, and today we have close to 100 grassroots NGOs using this service.

We consulted many industry-led federations last year and one of the key highlights was the way they worked together for the benefit of all, whether that was to present a collective voice or for peer learning, despite the competition they might have among each other for funding. This year we started working with some of the federations from the southern states of India. The intent is to strengthen these groups so that they can partner with policymakers by bringing in the voice and experience from the ground through grassroots NGOs. They can act as a bridge between society and the government at large. This year marked the completion of ten years of the CSR Act in India. While this was a great initiative by the government, we still see the gap in CSRs being able to reach out to the more vulnerable communities. How do we bridge that gap?

Often, the CSRs struggle with their internal bandwidth and it's easier most times to fund the NGOs that are large, well-known and geographically well-placed. We have been working to bring the CSRs to interact with the NGOs that work in remote areas of the country who find it difficult to otherwise reach these CSRs.

**Bridging Gaps, Building Bridges** across the stakeholders – this will be our focus in the coming years towards our vision for a Credible and Vibrant Social Sector.

**With best wishes**

Manju Kuchhal



# Executive Director's Note

This year has been an incredible journey of new experiences, milestones, and challenges. I witnessed our team members, both new and existing, working very hard to elevate Dhvani to new heights. Senior members' trips to our newly expanded states in North India and the visits from our Odisha and Jharkhand teams to the Bangalore office were enriching. These interactions fostered new learnings, cultural exchanges, useful insights, and immense joy. This has arguably been our busiest year yet in driving our mission of 'Organization Development (OD), aimed at building a Vibrant and Credible Social Sector.'

Externally, we've seen a surge in discussions about the importance of OD and the need to invest more in grassroots initiatives. Noteworthy developments include Dasra's progress with the 'Rebuild India Fund,' Caring Friends', 'Staff Revolving Fund' to address HR issues, Sattva's 'India Partner Network,' and APF's 'Grants for small and emerging NGOs and CBOs.' These developments strengthen the work that Dhvani believes in, and we are happy that we partnered with all these external players at different levels.

In 2023-24, we achieved key milestones, such as expanding to five states, including Odisha and Jharkhand, through our **Niranthara Classic** programme; developing an OD program for NGO federations, supporting six federations in South India; establishing a Donor Engagement intervention to enhance our partners' visibility and advocate for OD investment; supporting 60 NGOs in Karnataka and Tamil Nadu through the **Sahayak** (our Shared Service Programme), which we remodelled to reach more states and organisations; and making the **Niranthra DrishtE** (our E-Learning Programme) available in five languages. These interventions allowed us to support over 1,400 NGOs this year.

We've made significant investments in **Goonjan** (our MIS Programme), enabling NGOs to manage their data and make data-driven decisions. This year, we crossed 220 NGO partners across 16 states using **Goonjan**.

Continuing our tradition of exploring new avenues for the social sector, we piloted three new interventions this year— **Niranthara Lite**, a programme to support emerging NGOs; **Sahayog**, a staff revolving fund for HR investment among our partners; and **Grants+**, a donor engagement initiative providing a platform for emerging CSRs to interact with experts. However, we faced challenges in some areas, such as engaging with the government, collaborating with academia, and establishing a domain support system for our partners. Our dream of building an alumni network only began to take shape at the end of the year.

Dhwani has grown nearly 100% in all aspects compared to the previous year. But we are aware that the sector is under a huge transition and NGOs need to meet various stakeholder needs. We have a long way to go, in building these capabilities among many more organisations.

This success is due to our partners' belief in our interventions, our donors' investments, our technical partners' support, and the extensive efforts of our trustees, advisory members, and staff.

**With best wishes**  
KN Gopinath



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# Investing in Organisational Development through an important Transition Phase



SIMCODES, Dindigul.

*A common observation of grassroots NGOs is the presence of a passionate and charismatic founder-leader. Right alongside them the next set of people are largely from the same community and with their shared vision. This passionate and committed group is often led by a call to justice and help for their communities that propel them to action. While none can question the service or solutions extended going well beyond just largesse or good intentions, there is a resounding sense of being overwhelmed by the complexity and inter-relatedness of the problems at hand. Many Grassroots NGOs feel the weight of not being able to carry on with their good work while struggling to juggle other aspects of running a successful organisation.*

*NGOs are increasingly recognising that serious investments and engagements in Organisational Development (OD) that go beyond one-off training sessions is perhaps the need of the hour. Although at a nascent stage, the social impact sector - especially the small and medium NGOs - is seeing a surge of enthusiasm for OD programmes by embracing and committing themselves to this process of change.*

*Why so? The traditional thinking here might have us believe that it's the CSRs that is driving this call for professionalism. Truth is, the need is all around - from the Govt., the Donors, as well as the Community itself who is ready to gain access to the schemes, services, and programmes beyond awareness and knowledge acquisition.*

*NGOs are seeing this need as a path forward for their own progress and sustainability, which is a positive and welcome shift for the sector. Understanding that processes enhancing operational efficiency—such as strategic planning, leadership and talent development, technological adoption, compliance and governance expectations, and of course fundraising—can be a staggering challenge for these NGOs, we are nonetheless witnessing them actively seeking out the necessary frameworks.*

*This willingness to change, and sustain, inspite of being completely unprepared and really quite out of their depth and domain, is the source of inspiration for Dhwani to keep doing what we are doing, keep learning from the field and doing things better!*

*Between Government seeking more accountability; Donors not wanting to invest in flash-in-the-pan NGOs or Programmes; and the Community itself demanding that the NGOs work faster and smarter we surely are in a Transition Phase. And we must all work harder.*

A Niranthara Sahayak (our Shared Services Programme) session underway at an NGO in Tamil Nadu.





# The Past Year at a Glance

This year has taken us to new horizons in our work with new OD offerings for very small and budding grassroots NGOs as well expansions to two new territories - Odisha and Jharkhand. The year also saw reinvention of our efforts with Federations of NGOs, towards the donor community and also a redesign of our approach to create shared services for NGOs. We evolved, upgraded, redesigned and reinvented our existing initiatives to meet the joint vision of our partners and us. Our OD programmes currently reach and support around 1,400 grassroots organisations, a testament to our commitment to bringing vibrancy and credibility in the social sector.



## Expansion of Impact

Stressing our commitment to impact more vulnerable communities, we expanded our OD interventions to new geographies encompassing a comprehensive approach to uplift and empower these organisations ensuring they receive the support and resources needed for lasting change. **Niranthara Classic** was launched in Odisha and Jharkhand, two states ranking among the lowest on the Human Development Indicators with 32 NGOs in each state. With severe grassroots challenges faced by these states, the NGO sector showed great excitement and support in welcoming our intervention. By deepening our reach in these states, we aim to address systemic problems and promote sustainable development.

## Remodelling for Sustainability

We consider ourselves a laboratory for innovation, unafraid to acknowledge when something is not working. In this spirit, we have extensively remodelled our **Niranthara Sahayak** and **VOICE** (our Federation Enablement Programme) initiatives and launched new, improved versions of both programmes to ensure they can achieve the meaningful results we envisioned.

## Graduation of Partners

This year strengthened our belief in OD with 93 partner organisations graduating from different OD interventions. Four batches of **Niranthara Lite** programme graduated with an impressive average SAT score of 78%. We onboarded five **Niranthara Sahayak** batches among which, one graduated in January and three will graduate in June. These graduating partners bear testament to an extensive journey of process review, continuous handholding, classroom training and peer learning on impact parameters, and stringent assessments.

## Quest to diversify data management impact through MIS

To intensify the scope of data storytelling, our core MIS and Tech tools underwent significant upgradation and innovation. **Goonjan** (our MIS Programme) has completed 70% of its upgradation. **Goonjan** also spread its reach by onboarding NGOs from three new states—West Bengal, Chhattisgarh, and Gujarat. The **SAT** (our Self-Assessment Tool), an index developed for NGOs has been extensively utilised by 275 partners for self-evaluation.

## Strengthened measures to influence policy making

NGO federations hold the capability to be a strong voice for the sector that can influence policy. Supporting this vision, **VOICE** (our Federation Enablement Programme) onboarded six federations from South India with a reconstruction of framework, redesigning of approach, and solidifying a long-term OD programme.

## Visibility beyond grassroots

In attempts towards evangelising OD in the ecosystem we set-up focused efforts and resources in donor engagements and communications. Programmes under our donor engagement initiatives have strengthened our recognition within the donor community resulting in close collaborations with esteemed partners such as Dasra, Caring Friends, and the Azim Premji Foundation (APF).

## Rebranding to a new look with strengthened vision

With the vision of **Bridging Gaps** and **Building Bridges** in the social sector and move towards vibrancy and credibility, we underwent a rebranding. With this we launched a new look with vibrant messaging indicated by our brand colours, fonts, logo, and other graphic elements. Our passion towards making the social sector vibrant and credible remains as strong as before.





ODAM, Tiruchuli.



CHANARD, Dindigul.



# Programme Highlights of the Year

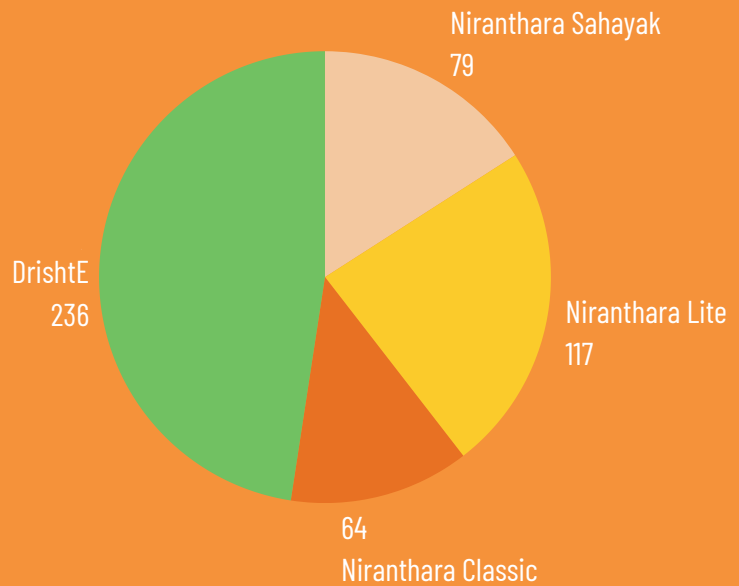
## Niranthara Programmes

**496**

NGOs engaged through various  
Niranthara programmes



In 28 Indian States



## Graduating Partners

**19** 

Niranthara Sahayak

**103** 

Niranthara Lite

## New Partners

 **1157**

Niranthara DrishtE

 **25**

Niranthara Sahayak

 **64**

Niranthara Classic

 **117**

Niranthara Lite

## Goonjan

**35** 

New Partners

**7 lakhs**

New Beneficiary Data

**3** 

New States



YouTube tutorials in  
5 languages

## Updeshak

**33** 

Updeshak mapped

## VOICE

8 Federations engaged

OD for 6 New Federations launched

2 Federations concluded

### Donor Engagement Initiatives

38

NGOs supported through Sahayog

2

Grants+ webinars conducted

10

Representations from donor community

579

Webinar attendees

9cr

Dasra funding for 18 Dhwani partners

1.3cr

Funding for 28 Sahayog partners

### Plans that did not work out

#### Shared Services Module of Niranthara Sahayak

The concept of shared services noted a slower acceptance among the Sahayak partners leading us to a critical revisit of the module and a remodelling of the approach. The modified approach enables our Niranthara Sahayak partners to choose between one-time service or recurring services from the service provider. The remodelled programme has been introduced with the fifth cohort consisting of 28 Tamil Nadu NGO partners.

#### Establishing a Central Enrolment System

We experimented with a Central Enrolment Model and reached out to sector experts in new states to strengthen our network. However, our efforts did not yield the expected results. Hence, we have now introduced a state team concept where the state teams themselves act as an umbrella to lead all enrolments specific to the state.

#### Government Engagement

There was limited time and resources invested towards the initiative this year, hence no progress achieved here.



MGENM, Namakkal.



# Our Initiatives with Grassroots Organisations

# Niranthara DrishtE

## Scaling Organisational Development through eLearning

**Niranthara DrishtE**, our eLearning programme, has been developed to disseminate the collective knowledge of Niranthara to a diverse range of NGOs across India. The platform, powered by Edmingle Software, has successfully overcome previous technical challenges and now serves 1157 organisations spread across 26 states and 4 Union Territories from the northernmost reaches to the southernmost tip of the country.

The introduction of Tamil content has significantly broadened our outreach in Tamil Nadu, enabling us to engage with 250 NGOs. We have laid the groundwork for the forthcoming Hindi and Telugu versions, which are nearing completion and are slated for release in the upcoming year.

**DrishtE** is now set to evolve into a holistic learning ecosystem that supports not only eLearning but also a hybrid model of instruction. We are incorporating digital content into our various training programmes, with integrated tools for virtual classrooms, scheduling, and assignment management.

Our ongoing efforts to refine the platform have resulted in catering to low-bandwidth environments, foster community engagements through group messaging, and provide personalised support via a dedicated helpdesk.

Key partnerships and collaborations include partnering with two federations and networks to complete **DrishtE** as an initial knowledge base for NGOs.

### Key highlights:

- Enrollment of 1,157 NGOs in DrishtE, offering courses in English, Kannada, and Tamil.
- 236 completed the course
- Launch of DrishtE in Tamil saw over 250 NGO registrations.
- Progress in Hindi and Telugu content localisation, with 100 educational videos produced in each language.
- Implementation of Edmingle to support DrishtE and other training programmes.
- A more efficient onboarding, thanks to our efficient email-based registration process.

Future objectives encompass the integration of Self Sign-in capabilities, increased engagement to boost course completion rates, pilot implementations in new regions with streamlined support, and the expansion of **DrishtE's** educational offerings to academic institutions as part of a comprehensive finishing school program.

**We remain committed to enhancing OD through strategic eLearning solutions.**

## Stories from the ground

“

At Mother Theresa Research and Development Society, we've been providing education, livelihood support, and shelter to children, women, and the destitute for 24 years. We recognised the need for our organisation to develop further and sought a programme for change. When Niranthara was announced four years ago, we applied but couldn't join due to selection criteria. However, about a year ago, we learned about DrishtE eLearning in Tamil, and I immediately dove into it. The programme was a pleasant surprise—simple, easy to understand, and allowing me to learn at my own pace. The short 8-to-10-minute videos were like reading a book in no time, covering topics like 12A, 80G, and more. It provided a clear picture of what was expected of our organisation and where we needed to make changes. I've already completed the learning and eagerly await the Niranthara Lite programme, where I can implement all that I've learned with the support of the Dhvani team.

”

*Mother Theresa Research and Development Society, Telangana*



# Niranthara Lite

## Organisational Development for early-stage organisations

Designed for small and budding NGOs, **Niranthara Lite** is a 4-month-long OD intervention aimed at addressing some of the key needs of basic Compliance and Governance requirements, Functional Finance and Accounting Systems, and Human Resource Management knowledge.

Through this programme, we worked with 117 NGOs from across 29 Districts of Karnataka in the past year. 103 NGOs completed the programme. The average endline score of 78% reinforces our belief in this programme and the need for a customised OD intervention for very small organisations.

The programme also went through rigorous testing during the year with two major revisions including additional modules such as implementation of Tally, Branding Website, Social Media creation and basic skills in Fundraising to enable growth in these organisations. The programme also aims to get these NGOs connected to larger networks like Sattva's IPN and Give India as a step forward towards building credibility and accountability.

A notable partnership with Fevourd-K allowed us to extend **Niranthara Lite** as a service for the members of the Fevourd-K federation and 42 NGOs benefitted from the programme.

117  
NGOs

78%  
Average endline score

90%

NGOs digitised data  
on Goonjan.

95%

NGOs developed  
websites and  
social media





In our next move, **Niranthara Lite** is set to launch in Tamil Nadu and Odisha, with Shared Services as key implementing partners for compliance and finance aspects of the program. This initiative will also include branding and fundraising components to help these NGOs raise funds locally.

## Stories from the ground

In 2010, Shree Banashankari was founded in Jamkhandi, Bagalkote, with a mission to address the high dropout rates among schoolchildren due to poor school conditions. Their leader, Sujata, was deeply moved by the number of children out of school and decided to start a small school to provide education to children from economically disadvantaged families. Over the years, they expanded their efforts to include computer education programmes for women and young children, aiming to equip them with valuable skills. They also played a crucial role in empowering women through Self-Help Groups (SHGs) in the region.

Despite their dedicated work, they struggled to secure donor support. They lacked proper documentation and faced multiple rejections from potential donors. They were often puzzled, wondering why they couldn't secure funding even though they had 12A and 80G certifications. It was only when they participated in DrishtE that they realised the importance of comprehensive documentation and governance practices. This revelation led them to seek a programme that could address these gaps, and they found the solution in Niranthara Lite.

The first major change involved dedicating time to board meetings and ensuring all their organisational documents were in place. With commitment and support from the Dhwani team, they transformed significantly. From an initial baseline score of 18, they soared to an impressive 94.54 in just four months of training. It was tough and required a lot of commitment, but with the Dhwani team's support, they always felt encouraged and capable.

Today, Shree Banashankari stands as a testament to what dedicated effort and proper guidance can achieve. They are optimistic about the future, aiming for even greater heights.

*Shree Banashankari Lingayat Education and Rural Development Society, Bagalkote*

# Niranthara Sahayak

## Organisational Development with recurring services

The **Niranthara Sahayak** programme has steadfastly pursued its mission to empower NGOs through a comprehensive 15-month journey. This innovative programme, tailored for organisations with an annual revenue over Rs 30 Lakh, seamlessly blends capacity building with recurring services, delivered via a shared service model.

The cornerstone of **Niranthara Sahayak** is to instil resilience, sustainability, and growth within NGOs by enhancing their organisational processes and systems.

### NS-2 Batch Success

Celebrated the graduation of 19 NGOs, despite a modest 23% drop rate and an impressive average score of 93%. The graduation event was a great success with 200+ attendees including partner NGOs, donors and well-wishers

### Strategic Redesign and Process Streamlining

The launch of a redesigned **Niranthara Sahayak** was undertaken. The redesigned programme offers greater flexibility for the NGO partners to explore shared services and adopt based on their aptitude or requirements.

### Ongoing Support

60% of the graduating batch has chosen to extend their collaboration with service providers into the new financial year, indicating acceptance of the services offered.

### Programme Expansion

With NS-1,3,4 batches nearing completion, we anticipate the graduation of 28 NGOs in June 2024.

### Tailored Automation

Introduction of GreytHR, voucher approval systems, and dashboards for monthly reports. A gradual but steady adaptation of these systems is noted, enhancing visibility and process efficiency within the NGOs.

### Widening Footprint

A total of 79 NGOs across two states engaged with us by March 2024. We are also venturing into the state of Andhra Pradesh, with over 25 NGOs lined up for enrolment.



## New Tamil Nadu Batch Launch

Introduction of a new batch in Tamil Nadu, showcases a promising uptake of the recurring service model. The redesigned **Niranthara Sahayak** programme also saw:

- Efficient Onboarding: The new TN Batch of 13 NGOs experienced a swift onboarding process, completed within a month.
- Personal Engagement: The service provider team's in-person visits have fostered genuine connections, with the service provider team gaining a deeper appreciation of the NGOs' impactful work.
- Process Improvement: This hands-on approach has significantly reduced the onboarding duration compared to the previous online method.





Bro Siga Animation Center, Vyasarpadi.

# Niranthara Classic

## Organisation Development through institutional capacity building

**Niranthara Classic** aims at strengthening institutional capacity in grassroots organisations through an 18-month OD programme followed by 10 months of follow-up, monitoring and handholding.



The Cohort at Odisha was launched with 32 partners. The Niranthara Classic programme in Odisha achieved significant milestones this year, including shortlisting 157 organisations, conducting five orientation programmes for potential partners, onboarding 32 new partners, successfully launching the program in August 2023, and completing a baseline assessment using **SAT** (our Self-Assessment Tool). The senior management team's visit to all 32 partners at their doorsteps was a crucial step toward better understanding of the organisations.

This year's focus was on training in Compliance Management and Governance, Finance & Accounting Management, with partners actively engaging in policy review and implementing policies. 31 days of trainings around Compliance Management, Finance & Accounting Management, and Governance were conducted for leaders, compliance and finance managers (CFMs), and board members in different batches. An average of 90% attendance ensued in all training of CFM and Leaders.

To strengthen the financial transparency and accountability 11 partners adopted Tally software. 21 partners upgraded to the higher version of Tally. 7 partners undertook Professional Tax registration.

All 32 partners developed and implemented POSH & CPP policies in their organisations. In efforts to improve external engagement and networking, our partners engaged with 4 Donor Institutions, 7 Government Representatives and 8 Institutions involved in Philanthropy.

### Peer training

Promoting peer learning, nine CFMs were trained on accounting using Tally by peer trainer groups. These peer trainers also supported the training on fundamental skills like Gmail account creation, Google Forms/Sheets usage, Google Drive management, WhatsApp location sharing, and conducting polls and more.

### Early success

3 partners have established linkage with Funding Agencies and working towards mobilising funds. Five other partners got into non-financial partnerships with Social Security & Empowerment of Persons with Disabilities (SSEPD) of the Government of Odisha.

## Stories from the ground



Ahinsa Club, an NGO operates in the remotest parts of western Odisha, an area surrounded by dense forests and natural resources but plagued by drought, migration, and numerous health hazards. Despite these challenges, Ahinsa Club has made meaningful contributions to the field of organic farming. However, even after 30 years, the organisation struggles with a lack of professionalism, systems, and processes necessary to become a more credible, vibrant, and sustainable entity. Recognising these gaps, Ahinsa Club joined the Dhwani Foundation's Niranthara Classic programme in August 2023.

The partnership with Dhwani Foundation began with a baseline assessment, which scored the organisation at 22.53, highlighting a significant lack of professional competencies. However, the leadership at Ahinsa Club demonstrated a strong commitment to change, with 100% attendance from key members at change management workshops.

As part of the transformation, Ahinsa Club developed and adopted policies on the Prevention of Sexual Harassment (POSH) and Child Protection Policy (CPP). They also completed the professional tax registration of the organisation and received assistance with installing a licensed version of Tally for better financial management. Additionally, they revisited their finance, procurement, and other related policies to ensure better governance and efficiency.

The organisation's interest in inducting Updeshaks, or independent board members, further reflects their dedication to organisational improvement. This progress caught the attention of the Azim Premji Foundation, which has asked Ahinsa Club to submit a proposal, signalling a promising future for the organisation.

Through its partnership with Dhwani Foundation, Ahinsa Club is on a path to becoming a more professional and sustainable organisation, poised to make even greater contributions to organic farming and community development in Odisha





We expanded the **Niranthara Classic** programme into Jharkhand in February 2024 with 32 grassroots NGOs. These NGOs represent 16 different districts of Jharkhand working in various domains.

Out of 137 organisations that expressed interest in enrolling in the programme, 90 participated in eight orientation sessions. During the enrolment process, we interacted with 48 organisations through panel interviews.

With the 32 final organisations, we launched the programme. Proceeding on to the kickstart of the organisational transformation journey, we conducted the first training session on Compliance Management.



The OD programme run by Dhvani Foundation is a very tedious change-making programme that brings positive and quality changes to the functioning of NGOs. The programme also helps fulfil the mandatory compliance requirements for NGOs. The Niranthara Classic programme is very effective and powerful for the overall development of NGOs.

*Mithilesh Kumar Vishwakarma - Secretary, Multi Art Association*

I was very happy to be part of the training programme and learned about the eight key areas of the OD programme that NGO partners need to master. I gained more clarity on compliances such as 80G, 10BD, 10BE, 12AB, PAN, TDS, and TAN. I thank trainer Ms. Reshma, Dr. Anangadev, and the entire Dhvani Foundation Jharkhand team for their proficiency on the topic and their excellent behaviour. I pledge to make positive changes in my organisation and express my happiness that Dhvani Foundation selected my organisation for the OD programme.

*Mr. Umesh Tiwari - Secretary, Samajik Parivartan Sansthan*



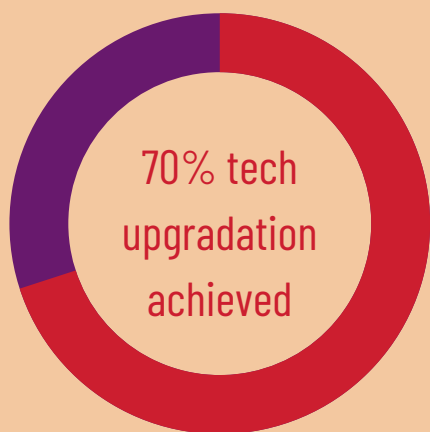
# MIS and Tech

## Leveraging Technology for Data Storytelling

MIS & Technology is Dhvani's initiative to bring affordable technology solutions to the sector. In today's world, it is imperative that every organisation adopts suitable technology solutions to improve their operational efficiencies and to ensure that accurate, credible data is available.

**Goonjan** is an established & stable cloud-based MIS software, purpose-built for the development sector and is in use for more than a decade. This is an integrated solution for managing programme-related data across all stakeholders like Beneficiaries, Donors, Volunteers, and Staff. This is also very effective for monitoring the outcome of programmes.

Being used by NGOs across India, **Goonjan** has 7 lakh beneficiary data stored. Moreover, this year, Goonjan underwent a comprehensive technology upgrade and rolled out nine new modules for our partners to record extensive data.



**SAT** (our Self Assessment Tool) is another offering by Dhvani's technology team. This platform allows an organisation to assess themselves on parameters constituting the Niranthara Index for Organisation Processes & Best Practices, and identify gaps in their operations to mitigate. Aiming to help organisations understand the areas that they are strong and the areas they have the scope to improve, **SAT** can develop automated reports for in-depth analysis.

**SAT** is extensively used with 400 assessments done, and an internal pool of 13 trained assessors. **SAT** continues to evolve with automated reports developed and self-signon features. Currently, there are 350 users and 240 NGOs using the tool.

**35**

New NGOs onboarded

**400**

Assesments in SAT

**7 lakhs**

Beneficiary Data



## Stories from the ground

FVTRS is an NGO enabling people in the unorganised sector and the marginalised youth across India through skill development tailored to their specific requirements. FVTRS has been empowering these individuals and enhancing their employability in the job market since 1993. The organisation is based in Bangalore, Karnataka and works in different states of the country with 59 coordinating locations, and 274 training centres in collaboration with the government, private sector and NGOs. FVTRS provides various training for around 83 trades.

As a partner, FVTRS adopted Goonjan in 2022 for capturing their beneficiary data and data on their training sessions. FVTRS has been one of the few organisations that could digitise information of 12,339 beneficiaries in Goonjan MIS in a short time. At FVTRS, Goonjan is used by 100% of its staff across 13 Indian states.

After trying numerous software, Goonjan's simplicity helped them maintain a data bank. All field staff quickly grasped Goonjan, leading to hassle-free and timely data documentation. Credibility improved once donors could also monitor the data, upon giving access.

Beginning with a subscription of 4000 beneficiary counts in Goonjan, FVTRS has increased their beneficiary database counts to 14000 as their on-ground impact is reaching more and more people. Moreover, we applaud their motivated field staff who effectively use Goonjan and their robust process to see that no data goes undocumented. It is phenomenal to see FVTRS dedicated to being digitised and making a pathway towards transparency and credibility in the social sector.

Functional Vocational Training and Research Society, Bengaluru.

# Initiatives with other key stakeholders





## Strengthening NGO Boards

This programme particularly focuses on strengthening Leadership in NGOs by introducing expertise, diversity and best practices of NGO governance.

One major activity of the **Updeshak** programme is to bridge the resource gap that exists in the rural and remote areas where grassroots organisations operate by inducting independent directors to the NGO boards.

As a result of our targeted outreach, we received 268 applications from corporate and other professionals for the programme this year. Upon thorough assessment and interactions, we shortlisted 60 applicants who underwent comprehensive orientation of the programme.

We placed 29 Updeshaks as advisors and 4 became board members in grassroots organisations. The team also trained a pool of 130 existing board members on governance and its impact on grassroots organisations.

25 Joint visit to NGO leaders was completed which has helped Updeshaks to understand the sector and the NGO partners much better to further in their journeys.

As an effort to strengthen the NGO boards as well as provide opportunities to people from diverse backgrounds to understand the NGO sector, we are proud of how **Updeshak** programme results in a collaborative impact.

The **VOICE** programme aims to build vibrant, credible and sustainable social sector federations. We envision federations to be the voice for the sector and contribute towards effective policy-making and implementation.

Towards that vision, **VOICE** capacitates federations with better governance structures, and OD tools and strengthen member services for improved participation.

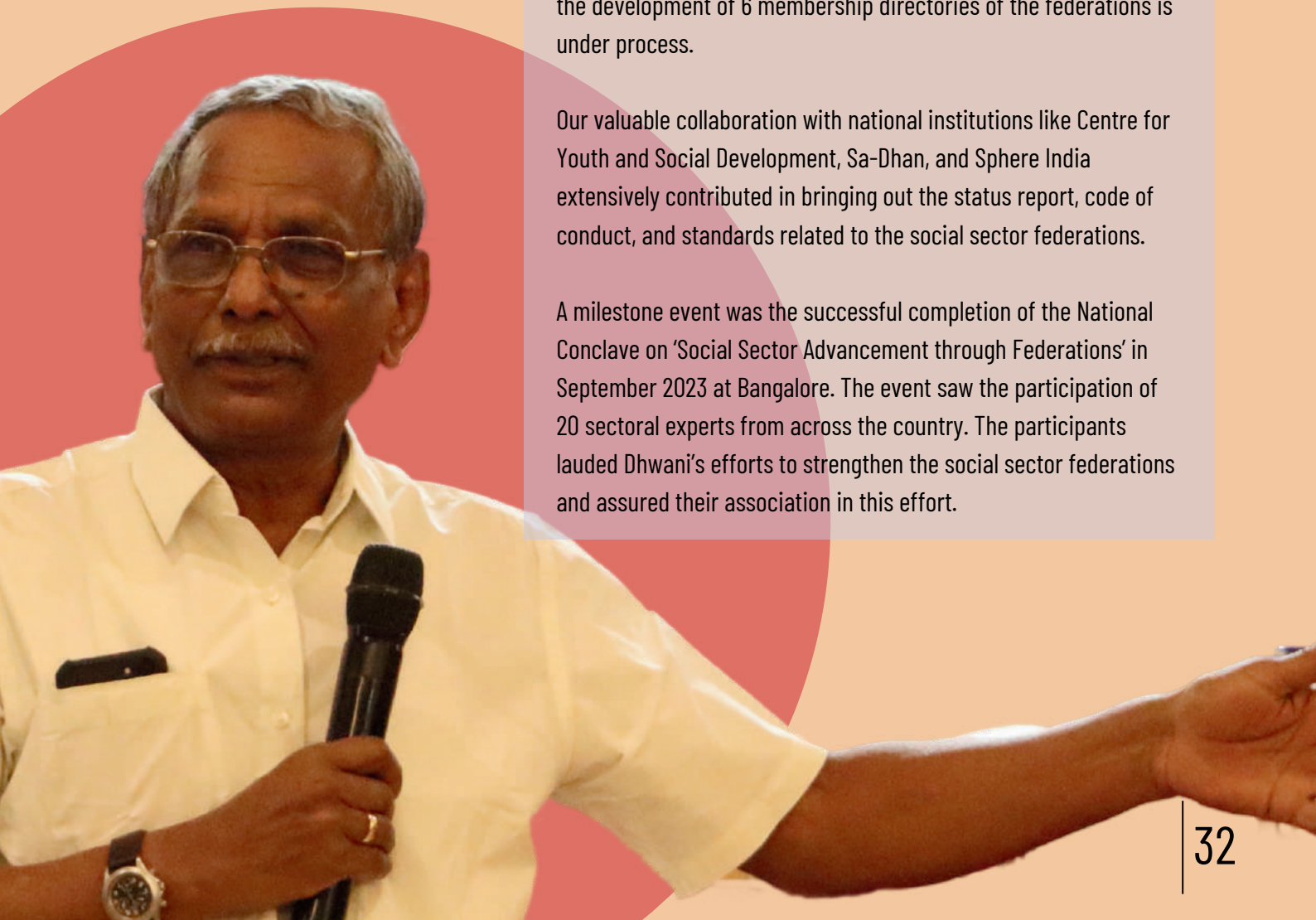
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### New Federations selected for engagement in South India

We completed **VOICE** with two federations- Fevourd -K and DNA. Moreover, 6 new federations have been identified for engagement. The comprehensive strategy to engage them has been finalised and we are expecting to launch the programme in December. Moreover, the development of 6 membership directories of the federations is under process.

Our valuable collaboration with national institutions like Centre for Youth and Social Development, Sa-Dhan, and Sphere India extensively contributed in bringing out the status report, code of conduct, and standards related to the social sector federations.

A milestone event was the successful completion of the National Conclave on 'Social Sector Advancement through Federations' in September 2023 at Bangalore. The event saw the participation of 20 sectoral experts from across the country. The participants lauded Dhvani's efforts to strengthen the social sector federations and assured their association in this effort.





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## National Conclave with 21 Participants

# MOU Signing with our new federation cohort



# Bridging Donor-Grassroots Gap

Grassroots organisations' biggest challenge is to secure funds. Given the geo-socio aspects and continuous interactions with our partners, we took measures and launched initiatives to bridge the donor-grassroots gap. Under this, we have three main programmes: **Grants+**, **Sahayog**, and **Partner Fundraising Support**.

The aim of these initiatives is to bring the donor community and grassroots organisations closer so that an enriching and influential social sector ecosystem is established making interactions and efforts more focused.

## Grants+

**Grants+**, a donor capacity building initiative, was launched as a platform to bring together both grassroots and donor perspectives. Launched in September, **Grants+** has conducted three webinars, engaged four representatives from the donor community, and reached an audience of over 500 that comprises of NGO professionals, CSR professionals, and other corporates.

The forum holds engaging discussions on topics such as How to Identify the Right NGO, Skill-Based Employee Volunteering, and NGO Partnership Management. As panellists, we have collaborated with representatives from Cognizant, Tech Mahindra Foundation, Child Rights and You, and Governance Counts.

We hope that **Grants+** will become a credible and resourceful platform that engages the donor community in understanding the multifaceted aspects of contributing to the NGO sector. This platform will also help NGOs gain valuable insights into achieving higher success rates when collaborating with donors.

## Sahayog

**Sahayog** is designed to empower Dhwani-partnered grassroots NGO staff through a revolving fund. The programme aims to support the financially struggling grassroots NGO staff completing 3 years at the organisation, by providing 2X salary as a zero-interest loan payable by salary debit.

**Sahayog** is conceptualised by Caring Friends and Dhwani, administered by NGOs themselves, and supported by an external donor. Upon successful set-up of Sahayog, NGO staff contribute a small amount on a monthly basis and further strengthen the fund.

To date, **Sahayog** has supported 38 NGOs with a grant of 1,06,13,687 benefiting over 449 grassroots employees in the 2023-24 fiscal year.

## Stories from the ground

I am Sivaroja, a nurse and multipurpose worker at Arvi Special School Theni branch, contributing to the organisation's mission for the past three years. Suddenly a health issue arose, that required nasal surgery with expenses amounting to fifteen thousand rupees. Faced with financial constraints, I had to borrow from my neighbour, incurring interest on the loan. Until September, I could only manage to pay the interest, leaving the principal amount pending. The turning point came when I received a loan through Sahayog. The amount of 35,000 rupees not only replaced the previous loan but also provided me with the opportunity to repay in monthly instalments directly from my salary. Currently, I am paying 3,500 rupees per month, and this system has brought immense relief and happiness into my life. More than just financial aid, Sahayog has instilled a sense of pride in my husband for the organisation I am associated with.

*Mis. Sivaroja, Multipurpose Worker, Arvi Special School Theni branch*



I am 53 years old and working in SIVA Trust for the last 18 years. I have two daughters, one is married and settled, and the second daughter is studying in college. For her college studies, I had availed an education loan from bank, and I have been repaying the same along with interest. When I got the interest-free Sahayog loan, it was very helpful to me to pay the bank interest and a portion of the loan amount. It is very easy to repay the Sahayog loan as it is deducted from my salary. I thank the Dhvani Foundation and the donors for helping me at this juncture.

*S.Umabathy, Community Organiser, Tirunelveli - Siva Trust*

## Partner Fundraising Support

We made significant efforts to connect our partners with potential donors and vice-versa to catalyse fundraising within grassroots. We collaborated with notable organisations that value our work and showed immense interest in interacting with our grassroots partners.

Our Partner's Meet in January facilitated connections between over 40 grassroots organisations and six donors, including representatives from Dasra, the Azim Premji Foundation, the Wipro Foundation, First Impact CSR IDFC First Bank, Accelerate Indian Philanthropy, and the ATE Chandra Foundation.

Our ongoing efforts in partner fundraising have also catalysed funding from Dasra for 25 Dhvani grassroots partners through their 'Rebuild India Fund' initiative.



SID, Kalluvillai.



CHANGE, Tirupattur.



WE Foundation, Mayiladuthurai.





Vidiyal Society, Sathyamanalam.



Aseer Vidhyalaya Society, Thettiode.



BRO SIGA animation Center, Vyasarpadi.



BEST, Salem.



Vanasiri Rural Development society, Karnataka.

# Organisational Updates

## Governance, Compliances & Administration

We enhanced our Advisory Committee by adding two members, Mr. Ashish Patel and Ms. Sonali Srivastava. By the end of the year, we finalised two more advisors, focusing on inducting grassroots NGO leaders into this important panel, Mr. Harish Babu and Ms. Yashodhamma, who are our Niranthara graduates. We look forward to their services in the coming year. Two of our senior advisors, Mr. Ranga Rajan and Mr. Kishore Udiaver, who supported Dhvani for a few years, have moved out of the committee. As of April 2024, we will have eight members serving on the advisory committee.

On the compliance front, we amended the Trust Deed, originally written in 2006, to align with our current core work, reform administrative methods, and enhance decentralisation. This has been approved by the IT Department.

We have applied for FCRA certification, opened a bank account with SBI, Central Delhi Branch, and completed the Home Ministry's due diligence process; we are now awaiting the final response.

The renowned firm KCJM & Co supported us with our Internal Quarterly Audits to ensure the best financial practices are in place. We have during the year revised the Finance and HR policies to support growth and smooth operations, supported by our Board.

We set up two branch offices in Bhubaneswar and Ranchi to support our programme expansion in the neediest regions of the country. These offices are registered under local PT authorities, and PT is paid to the respective state authorities.

Moreover, we started contributing to the Karnataka Government's Labour Welfare Fund. In the area of organisational growth, we also began accumulating funds for the gratuity of employees.

## Team Building and Structural Enhancement

The Dhwani team has expanded significantly, growing by 27 new employees to form a robust team of 45 across three state offices. To enhance our organisational framework and boost employee engagement, we implemented several key initiatives.



To strengthen our organisational structure, we defined clear bands and levels and revamped our compensation structure. This ensures a more transparent and equitable framework for career progression and rewards.

To foster a positive work environment and enhance employee engagement, we introduced several initiatives such as Maasik Manoranjan, Informal Meetings with Management, Dhwani Family Get-togethers.

Additionally, we incorporated technology to streamline team management. We implemented GreytHR for human resources management and Divas for efficient expense management.

These initiatives reflect our commitment to building a supportive and dynamic workplace, ensuring that our growing team is well-equipped and engaged to achieve our organisational goals.

## Steps towards visibility

We recently rebranded to better reflect our commitment to vibrancy and credibility within the social sector.

This rebranding exercise was pivotal in defining our core messaging and enhancing our visibility among stakeholders. As part of this process, we launched a new logo, identified key graphic elements, refined our brand messaging, and developed comprehensive brand guidelines.

Our overarching message, **'Bridging Gaps, Building Bridges'** encapsulates our mission and vision.

With refined communication channels, we are consistently focused on resource building to achieve our vision. Our social media platforms now reach over 5,000 followers, and our website attracts 10,000 visitors each month.

This strategic rebranding effort positions us to better connect with our audience and stakeholders, reinforcing our role as a trusted and dynamic presence in the social sector.

## Dhwani was seen this year at

### Dasra Philanthropy Week 2024

Dasra Philanthropy Week (DPW) of this year highlighted the need for investing in grassroots NGOs capacity building, Dhwani Foundation was invited to be on the panel of the event. This provided us a platform where we shared Dhwani's experiences, learnings, and perspectives on capacity building of grassroots NGOs.

### Odisha Vikash Conclave 2023

Dhwani Foundation was invited to the Odisha Vikash Conclave 2023, held in Bhubaneswar and organised by the Centre for Youth and Social Development (CYSO). During the engaging conversations in the learning track session 'Digital Technology for Development', we had the opportunity to showcase Dhwani Foundation's technological initiatives **Goonjan** and **SAT**, aimed at empowering the development sector.

### Mission Samriddhi Summit 9

We were invited to Mission Samriddhi Summit 9 held in Chennai. It was attended by over 275 delegates from 18 different locations in India, who came together to share their stories of change. Dhwani Foundation was invited to represent its OD model, **Niranthara Sahayak** in one of their sessions, 'Contextual Tech for CSOs.'



Vinaya Mallya representing Dhwani Foundation's MIS for Social Sector Initiatives

# Our plans for the future

In the year 2024-25 we have planned significant investments in Odisha and Jharkhand to support around 150 NGOs through our **Niranthara Classic** and **Niranthara Lite** programmes. Additionally, we are planning to expand our work to Andhra Pradesh. With these initiatives, Dhvani will operate in five states and aims to support over 2500 NGOs.

Another key investment will be in enabling federations of NGOs through our programme **VOICE**. We will partner with six federations in southern India, which collectively have a membership of nearly 400 NGOs working on the most vulnerable community issues in India.

We are deepening our work on donor engagement initiatives by expanding our **Grants+** programme and hosting CSR Round Tables. We plan to enhance our partners' visibility in donor circles too to in turn broaden their donor base.

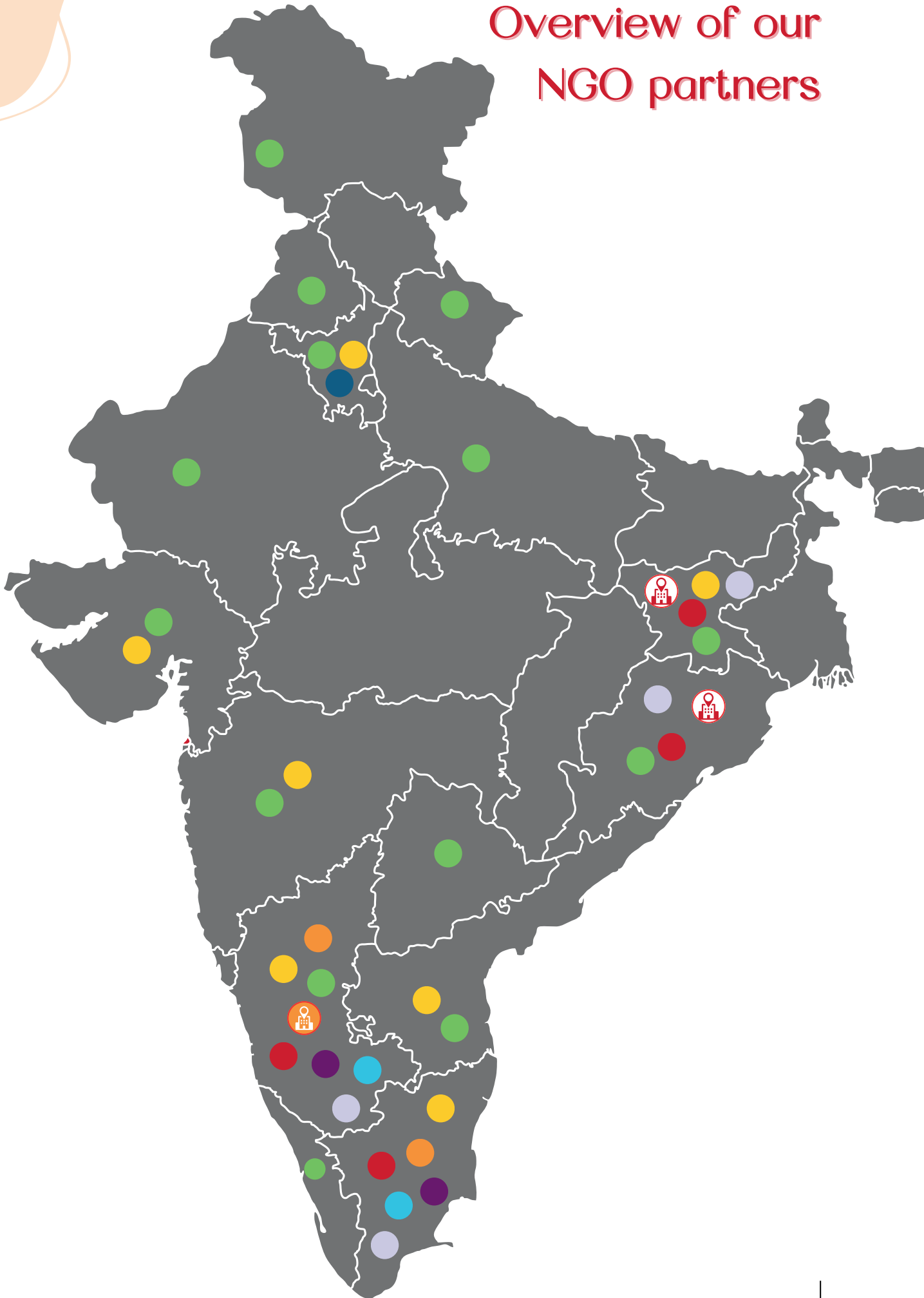
We are introducing an **alumni initiative** to create a common platform for all partners who graduate from programmes of Dhvani Foundation. This initiative aims to promote OD by providing a forum to upgrade skills and knowledge on new sector developments.

We are also revamping **Updeshak** to develop better strategies for enrolling a large number of independent board members and enhancing the skill sets of over 1,000 existing board members on our partners' boards.

We aim to expand **Goonjan's** reach to 500 NGOs by the end of the year. Additionally, we plan to launch **SAT** (our Self-Assessment Tool) as an independent tool available to any interested organisations, donors, and others.

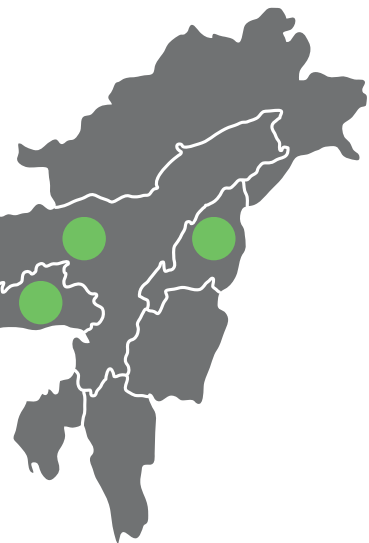
We are focusing on 'Impact Measures' by strengthening Monitoring & Evaluation and enhancing technology within Dhvani.

## 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
- Human Rights
- Psychiatric & Counselling
- Community Development
- Disaster Management
- Special Education
- Child Rescue
- Children Home & Child care
- Gender Sensitivity
- Rehabilitation
- Social benefits



 Niranthara DrishtE

 Niranthara Lite

 Niranthara Sahayak

 Niranthara Classic

 Goonjan

 VOICE

 Updeshak

 Sahayog

 Dhwani Foundation Head Office

 Dhwani Foundation Branch Office

# Trustees



Manju Kuchhal  
Managing Trustee



Dr S Rajagopalan  
Trustee



Pramod Kulkarni  
Trustee



S Sivaguru  
Secretary



Srikrishna Sridhar Murthy  
Trustee



MJ Aravind



Rajiv Kuchhal



Krishna Kumar



Jayachandra B



Ramesh Emani



Ashish Patel



Sonali Srivastava

## Advisory Members

### Dhwani Foundation Executive Team

Our team is led by Mr KN Gopinath as the Executive Director. We are a team with 45 employees and 6 consultants (28 men and 23 women).

The highest paid full-time employee earned Rs. 2,10,980/- and the lowest paid full-time employee earned Rs 30,000/- per month. (There was no remuneration or fee paid to any trustee or advisory board member during the financial year 2023-24. However, a sum of Rs. 133,173 was spent for field visits to support our expansion plans.)

There were no international travels.

# Collaborations and Partnerships

## Key Donors

- Azim Premji Foundation
- Mr MJ Aravind
- Mr Rajiv Kuchhal
- Caring Friends

## Banking partners



## Knowledge partners



## Specialised service providers



## Technical partners



## Internal Auditors

KCJM & Associates



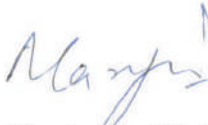



## Statutory Auditors

Gouthama & Co


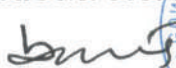
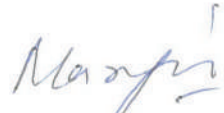

We acknowledge the Government, all our Partner NGOs, Resource Persons, Resource Organisations and all our well-wishers who have directly or indirectly supported us and contributed to our fulfilling journey this year.

Photo Courtesy: We acknowledge our partner NGOs for some of the photographs used in this report that were developed as a part of the branding and visibility exercise of Niranthara Partners.

# Financials

<div>  <div> <b>DHWANI FOUNDATION</b>                      614, 2nd Main Road, J P Nagar 3rd Phase,                      Bengaluru - 560078                 </div> </div>			
Balance Sheet As At 31.03.2024			
Particulars	Note No	As at 31.03.2024	As At 31.03.2023
<b>Liabilities</b>			
<b>General Fund:</b>			
Opening Balance		1,70,83,058	1,13,19,155
Add : Excess of Income over Expenditure		63,37,504	57,63,903
		<b>2,34,20,562</b>	<b>1,70,83,058</b>
<b>Current Liabilities:</b>			
Other Current Liabilities	1	13,986	14,977
Duties & Taxes	2	7,39,403	3,75,688
<b>Total</b>		<b>2,41,73,951</b>	<b>1,74,73,724</b>
<b>Assets</b>			
<b>Fixed Assets</b>	3	17,64,380	7,89,340
<b>Investment</b>	4	75,00,000	-
<b>Deposits:</b>	5	1,51,000	30,000
<b>Cash and Bank Balances:</b>			
Cash in Hand	6	29,631	905
Bank Balances	7	1,45,42,920	1,66,17,317
<b>Loans and advances:</b>			
TDS Receivables	-	38,129	7,581
Advances	8	1,47,891	28,581
<b>Total</b>		<b>2,41,73,951</b>	<b>1,74,73,724</b>
As per our report of even date			
<b>For Gowthama and Company</b> Chartered Accountants Firs No: 0059178  <b>H V Gowthama</b> Partner Membership No:014353 UDIN: 24014353BKEUW9961 Place: Bengaluru Date: 11/07/2024		<b>For and on behalf of Dhwani Foundation</b>  <b>Manju Kuchhal</b> Managing Trustee Place: Bengaluru Date: 11/07/2024	
 		 <div> <b>SUBRAMA NIAM SIVAGURU</b>                      Hon. Secretary  <small>                         SUBRAMA NIAM SIVAGURU                          Chartered Secretary                          614, 2nd Main Road, J P Nagar 3rd Phase,                          Bengaluru - 560078                          Phone: 9845412345                          Email: info@dhwani.org                          Website: www.dhwani.org                     </small> </div>	

# Financials

<div>  <div> <b>DHWANI FOUNDATION</b>                      614, 2nd Main Road, J P Nagar 3rd Phase,                      Bengaluru - 560078                 </div> </div>			
Income and Expenditure Account for the Year Ended 31.03.2024			
Particulars	Note No	As At 31.03.2024	As At 31.03.2023
<b>Income</b>			
Donation	9	8,75,72,000	5,55,90,000
Contribution	10	17,42,505	6,65,000
Interest Income	-	10,99,914	5,20,086
Other Income	-	931	29,931
<b>Total Income</b>		<b>9,04,15,350</b>	<b>5,68,05,017</b>
<b>Expenditures</b>			
MIS and Technology	11	1,60,42,135	93,32,751
Niranthara Classic	12	1,57,65,034	5,76,830
Niranthara Sahayak	13	1,58,95,856	1,35,44,948
Niranthara Lite	14	23,74,740	10,05,560
Upadeshak - Good Governance	15	20,63,286	10,79,293
DrishtE	16	46,45,619	30,80,857
Donor Engagement	17	31,01,004	2,66,210
Ext Interface and New Initiatives	18 & 19	40,71,682	69,18,875
Nikhaar - Marketing Support	20	-	29,51,140
Niranthara batch II & III	21	-	27,19,477
Staff welfare fund support to Partners	22	86,24,123	19,89,563
Admin/Finance/HR/Communication expenses	23	1,14,94,367	75,75,609
<b>Total Expenditure</b>		<b>8,40,77,846</b>	<b>5,10,41,114</b>
<b>Excess of Income over Expenditure</b>		<b>63,37,504</b>	<b>57,63,903</b>
As per our report of even date			
<b>For Gowthama and Company</b> Chartered Accountants Firs No: 0059178  <b>H V Gowthama</b> Partner Membership No: 014353 UDIN: 240143538k ELW09961 Date: 11/07/2024 Place: Bengaluru		<b>For and on behalf of Dhwani Foundation</b> <div>   <b>Manju Kuchhal</b>                      Managing Trustee                      Place: Bengaluru                      Date: 11/07/2024                 </div> <div>  <div> <b>SUBRAM ANIAM SIVAGURU</b>                      Hon. Secretary                 </div> </div>	







## **DHWANI FOUNDATION**

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

### **Head Office**

614, 2nd Main Road, 11th cross, 3rd Phase, JP Nagar, Bengaluru, India 560078  
+91 80 4957 6030

### **Branches**

**Odisha Office:** N1/67-A, IRC Village, Nayapalli Bhubaneswar, Odisha 751015

**Jharkhand Office:** Heeramani Bhawan, Ashok Kunj, Near ICICI Bank, Opp Ashok Nagar Road No.3,  
Ranchi, Jharkhand - 834002

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