



# Annual Report

2009-10

Human and Institutional Development Forum

Bengaluru



HID Forum

#26, Jayashree Nilaya, Old Kanakapura Road, Basavanagudi, Bangalore -4,

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## *Introduction to HID Forum*

Human and Institutional Development Forum is a support organization working towards developing and enhancing the competencies of individuals, groups, and organisations, in their endeavour to bring about social change through development processes. Operating out of Bengaluru, HID Forum has since its birth in 2000, worked with partners in various parts of India. HIDF associates with partners who work for the betterment of the marginalized and underprivileged.

### **The Primary Tasks of HID Forum**

- Developing and strengthening HID capacities in individuals and organisations in their complex role of empowering disadvantaged communities.
- Promoting the relevance of HID in development organisations
- Exploring the conceptual and methodological base of HID based on experiences and by
- Appropriating best practices from the environment

### **The three domains in which HID Forum works in**

- *Providing Organizational Change and accompaniment support*

This domain of work involves working with organizations in identifying change needs and strengthening their effectiveness. The focus of this work will be predominantly organizations involved in grass root level action.

- *Building people's competencies towards enhancing efficiency and effectiveness of social change work.*

This domain is about creating learning opportunities for people to gain and enhance relevant knowledge, skills and attitudes to perform their roles more effectively. This in turn enables individuals to locate the change needs and facilitate change processes at self and organizational levels. Hence individuals become sources of and resources for change. HIDF networks with other support organizations in offering competency-building programmes.

- *Research and knowledge building*

This enables us to explore themes and methodologies related to institution building processes (such as leadership, gender mainstreaming, methodologies in organizational change facilitation and management) in different contexts. This informs our work and helps develop a knowledge base on HID.

## Constituency

HID Forum works with individuals and organisations involved building a just, gender sensitive democratic society.

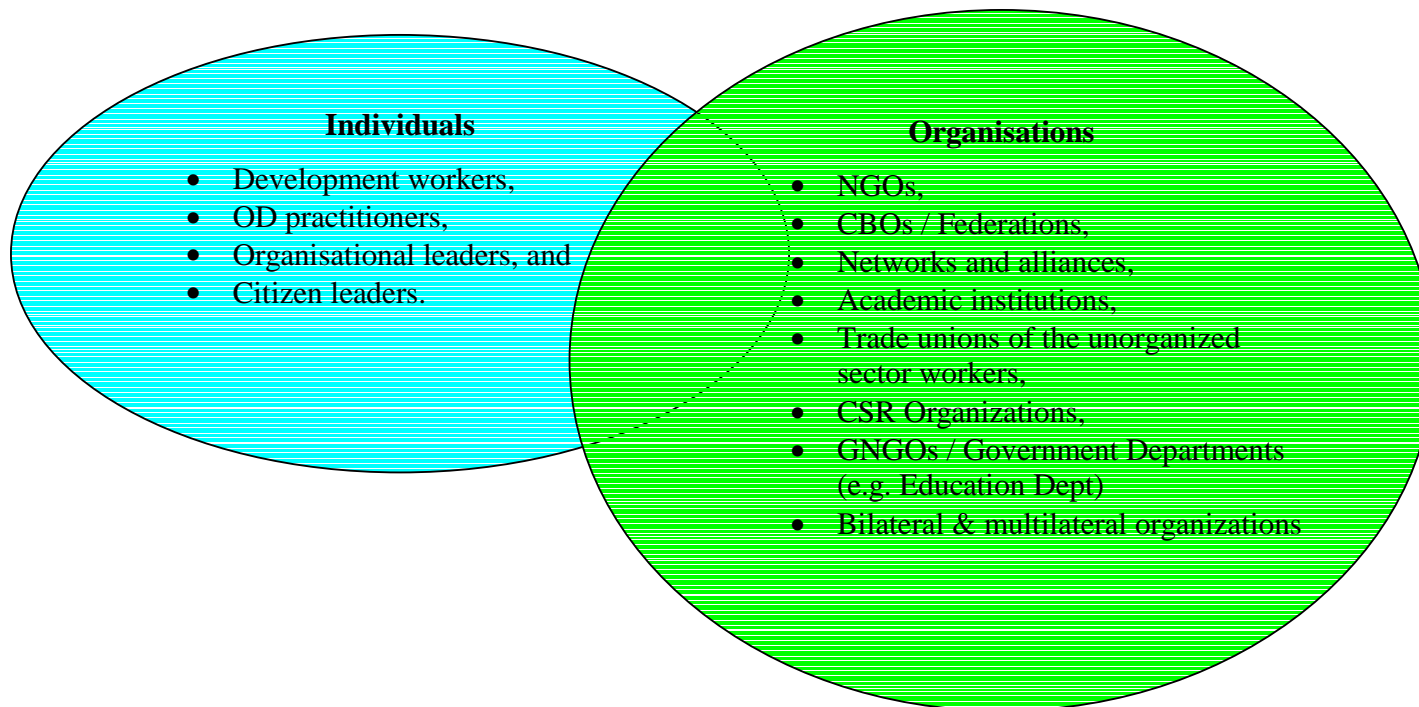
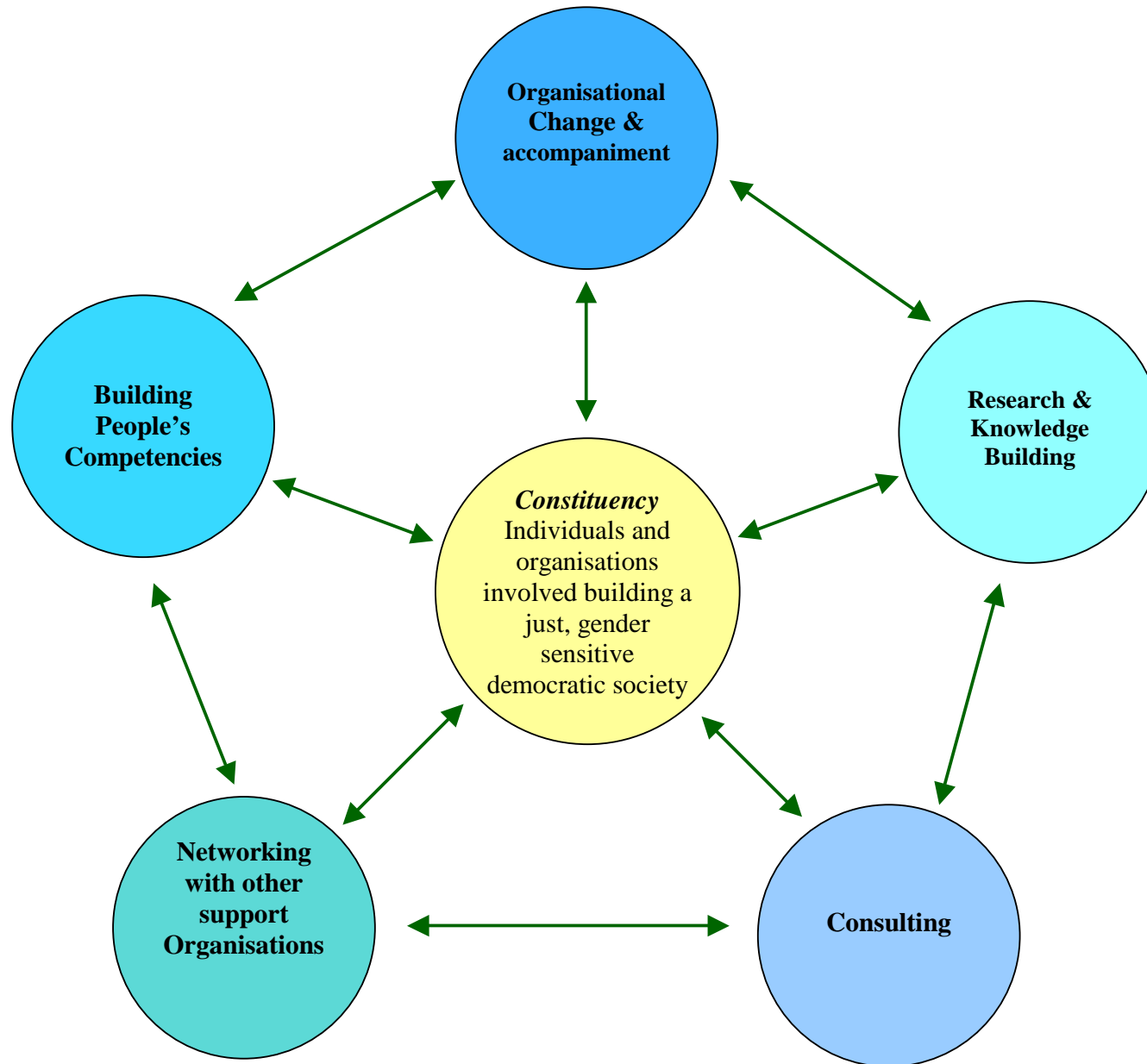


Fig 1: HID Forum's Constituency and Strategies





## *Highlights of the past year...*

- HID Forum's involvement in strengthening the Community Learning Movement\* through building a resource pool capable of designing and facilitating community level advocacy processes.
- A review and impact assessment of the Organisational change facilitation programme, offered twice by HID Forum between 2007 and 2009, clearly reflected its contribution to building competencies for identifying, understanding and dealing with change processes among those who participated in the programmes. There has been a clear indication for its need in the sector as an intervention to spread awareness on the necessity of planned change management and make it more accessible to development organisations by building a resource pool of agents to facilitate change. This has heightened HIDF's resolve to continue to refine and offer the programme in the years to come as one of its key interventions in the sector.
- The HID Fellowship programme, which emerged as an offshoot of an earlier action research on HID needs of fellowship programmes, has developed into a full-fledged capacity building programme. The programme

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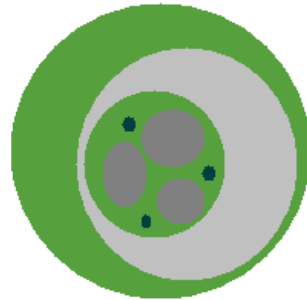
\* The Community Learning Movement has been initiated and promoted by the National Centre for Advocacy Studies (NCAS), for accountable governance. CLM aims to strengthen the capacity for people centered advocacy and social action through community mobilization and empowerment among grassroots civil society

completed its first cycle and has entered into a second one. The structure of the programme has enabled HIDF to ensure that internal resources to identify and manage change are available to organisations. Participating organisations have expressed the benefit of having their staff members trained in such competencies.

- HIDF offered its third GRC on the theme “Exploring and managing differences in groups and organisations” slowly increasing its identity in the circuit of organisations offering such programmes based on behavioral sciences. The outcome of the GRCs offered by HIDF has been an increased appreciation of the use sensitivity to psychodynamics in various contexts of development work.
- The Fellowship programme, OCFP and GRC have brought in diverse set of people in to the arena of our influence. These initiatives have strengthened the national level presence of the organisation.
- HIDF launched a web resource on institution building in the sector known as [www.changepaths.org](http://www.changepaths.org). The website is intended to be a virtual resource of perspectives, methodologies, contacts and events on initiating planned organisational and institutional change in different segments of the development sector.
- HIDF initiated exploration into the theme of noteworthy models of leadership in the context of institution building in the sector. Three case studies developed from the experiences of institution builders will contribute to a series on the theme.

- A framework for assessing the impact (outputs and outcomes) of HID interventions in development organisations has been developed. The framework will be available as a tool for OD practitioners and change facilitators to assess their interventions.
- Through our fellowship holders, we have had the opportunity to look at new areas of exploration such as HID needs of /gaps in the implementation of government schemes such as the special component plan
- Working with building and strengthening of union of workers of the unorganized sector was a new area we entered into (the last time HIDF associated with such unions was way back in 2003). This and our work with a NGO that works for domestic worker's rights It has opened up scope for further exploration and intervention in this sector.
- Our partnership with SRTT in providing technical support has provided an opportunity for HIDF to reach out diverse organisations located in the different parts of the country. Our understanding on several sector specific HID issues in the fields of education, tribal livelihoods and health is growing.

# Programmes



## *Providing Organizational Change & accompaniment support*



Accompaniment involves working together for desired organisational change. As a methodology it involves dialogue, designing interventions, giving support in implementation and providing feed back towards addressing the development needs of an organisation.

OD, involves change processes in organisations or groups that are planned and implemented with their complete participation. In being so, it provides definite scope for empowerment. Each year, OD provides challenging and exhilarating experiences for HID Forum. Given that each organisation or group is unique as a result of the internal aspects that comprise it and external elements that constantly impact it, OD has provided us opportunities to encounter new, varied and unique experiences and is rife with learnings

In the year that was, HID Forum accompanied around 15 organisations through processes of change. While some OD processes came to an end, some others continue to be work in progress. The notable ones were:

- HIDF forum has been supporting Quest Alliance, an NGO in Bangalore, which promotes the use of technology to enhance the quality and relevance of formal elementary education and employability training for disadvantaged children and youth. Support has been in the form of incubating the organisation during its transformation from a project of IYF and a CSR initiative, into an independent NGO. The ongoing incubation support which initially involved help in financial management has evolved in to support in strategic reorientation of the organisation and strengthening of administration.
- HID Forum worked with Vidyaniketan an NGO whose aim is to uplift the social, education, health, and environmental and economic status of the deprived and needy through a process of arriving at new and more relevant and focused strategies after having operated in the various areas of the sector for over 24 years. While arriving at new strategies is work in progress, the process helped bring to light issues related to leadership which HID forum has offered to help the organisation with.
- A similar process took place during our engagement with CIVIDEP when it invited HID forum to facilitate a strategic planning process for the organisation. Issues related leadership surfaced and there were clear indications for need for decentralization of power and/or a change in the leadership expressed by those in positions of second

line leadership. CIVIDEP is an organisation that helps organize workers (of garment and information and communication /electronics industry) so that they may be aware of and exercise their rights and conducts research on the effects of corporate activities on communities and the environment. CIVIDEP is also engaged in activism and advocacy at the local, national and international levels, campaigning with other organisations and individuals for workers' rights and corporate accountability.

- HID Forum has been collaborating with Kuvempu Trust to strengthen the construction worker's union- Kattada Karmikara Panchayati Sangha, Chitradurga. HID Forum has facilitated clarifications of roles within the union and those of the various stakeholders. It has also suggested the setting up certain systems for the union's smoother functioning.
- CREA, located in Delhi is a feminist human rights organization that promotes, protects, and advances women's human rights and the sexual rights of all people. IBTIDA is a network of women from various community-based organizations formed by CREA as an initiative to work on building community based leadership. HIDF has been working on developing a monitoring and evaluation system for this initiative taking into consideration that the groups are from different cultures, contexts, ideologies and fields.
- Prajadhikara Vedike is a platform for advocating pro-poor policies in Karnataka. HIDF has been an active member of Prajadhikara Vedike's executive committee. HIDF has been involved in the process and has raised

questions related to HID needs of Prajadhikara Vedike. HIDF continues to be an active executive committee member in PVK

- HID Forum has been providing support to BGVS in strengthening its financial systems.
- HIDF provided assistance to CCN, in identifying issues related to leadership, organisational structure, roles and responsibilities and in planning interventions to address these issues.

## *Training and Capacity Building*



Training and capacity building is about strengthening individuals' capacities in their roles as change agents in organisational and institutional settings. While training is a part of accompaniment processes, HIDF also designs, organizes and facilitates open learning events on themes relevant to HID.

All of our training and capacity building programmes in the last year have been multi-modular except for the Group Relations Conference. Programmes being multi modular have enabled the learnings of the participating individuals to permeate in to the systems they operate in. They have also helped us to develop relationships beyond the individual with the organisations they are from. The programmes we offered in the last year are as follows:

### **Community Learning Movement- Training of trainers:**

Community Learning Movement (CLM) is a grass roots level advocacy-building programme initiated and supported by National Centre for Advocacy Studies (NCAS). At present, four organisations in Karnataka are a part of CLM. The programme structure of CLM consists of conducting six modular training programmes spanning a year among village level volunteers. HID Forum felt the need to create a resource pool of facilitators who could take CLM forward in other areas of the state and hence designed a six-module learning event intermodular assignments for participants. The first 2 modules of the programme have been held covering a structural analysis of society and Human Rights. Thirty individuals are participating in this programme.

### **Paralegal Training programme**

The paralegal training programme that HID Forum initiated in 2007 with two organisations in southern India- Malar at Nagerkoil Tamilnadu and MACTS, Timbaktu Collective, Andhra Pradesh, came to an end in September 2009.

Aimed mainly at addressing domestic violence from a social justice point of view, the long-term programme which was designed on the lines of that held by the Indian Institute of Paralegal Studies (IIPLS), Pune has gradually helped the trainee women develop competencies required for paralegal intervention- ability to identify local issues, basic knowledge of rights, law and procedures to work as a link between disadvantaged and the existing systems including legal, to realise better social justice. 20 women from MACTS and 23 women from MALAR, who have a bent towards activism and community work, underwent training, which involved learning events and field activities.

### **Group Relations Conference:**

Having recognized the use of GRCs in providing opportunities to understand processes happening at the group, interpersonal and individual levels, which in turn helps while consulting to organisations and groups on various OD processes, HID Forum has been offering GRCs to the development sector since 2006. Five of HIDF's staff members have attended GRCs and have personally benefited from them in work the environment and beyond.

Encountering differences (during the GRC) was something significant. Initially I was assuming a lot of things. Later found it was so different. I got to know much about gender differences and how to handle one's expressions. I found out a lot about time and role. The GRC helped me in working more on maintaining my role and relationship, whether personal or professional. The GRC has helped me look at things objectively- my own authority and decision making ability.

GRC Participant

My experience of this GRC was excellent. As a learning opportunity, it was really a timely one for me. Some of the issues that were a bit dormant came up more prominently for me, pushing me to commit to work on them. I have now initiated deeper personal work, for which the trigger has been the GRC.

One of the significant learnings is the assumptions and the images I carry of roles, organizations, etc. and their impact in my effectiveness at multiple levels. On a few critical issues, it has been helpful.

GRC participant

HID Forum offered its third Group Relations Conference on the theme “Exploring and Managing Differences in Individuals Groups and Organisations”. The conference aimed to provide an opportunity to examine through reflection dialogue, and active experimentation, how diversity and difference (of gender, culture, education etc) influences the manner in which we associate and relate with others unlike us- be they individuals or groups in society at large or in work settings leading at times, to various levels of conflict. The conference drew 16 participants from the corporate and development sectors. A staff of seven individuals with vast experiences in behavioral sciences and GRC methodology held and facilitated the various events in the conference.

### **Capacity building in HID for HIDF Fellowship holders:**

Integrating learnings from the action research on HID dimensions of fellowship programmes, HIDF developed and designed the ‘HID fellowship program’ a 4-modular, yearlong programme. Drawing somewhat from the design and curriculum of the OCF programme, this programme is geared towards developing resources within organisations who have clear contextual understanding of issues and are available at any given point in time to provide

appropriate support in holding the processes of institutional building in the organisation. What makes this programme distinct from the OCF programme though, is that true to the definition of a fellowship, learning is in the company of peers through on-the-job learning process and a small amount of financial support for travel based on the specific organisational situation is provided to some participants (need-based). The 4-modular program covers aspects of personal development and professional development through a continuous process of learning and reflection. 3 Modules were completed in the last year. 12 individuals who are mostly from funding partners of SRTT are participating. A similar programme was designed and offered to the 12 regional fellows of HIDF being supported through MISEREOR who are associated with varying kinds of community-based organisations located in Karnataka, Tamil Nadu and Andhra Pradesh.

"I see a shift in my journey - professionally and personally, much grown".

"The programme has helped me in widening ideas along with perspective"

Fellowship holders

### **Fellowship Support:**

During the last year, HIDF has supported 22 individuals. Our fellowship includes financial and mentoring support. HIDF's fellows have come from various backgrounds in the development sector from different parts of the country.

Through our fellowship support, we have been able to provide committed individuals in the development sector foot holds to move ahead in their journeys towards reaching the goals they have set for themselves or their organisations. On the parallel, the fellowship period has given them opportunities to learn about HID and its relevance in their work. Tasks taken up under the fellowship have broadly fallen into conducting action research studies and creating different forms of organizations to mobilize people towards strengthening community level action.

Following is a brief overview of the fellowships offered this year for developing professionals in the field of HID

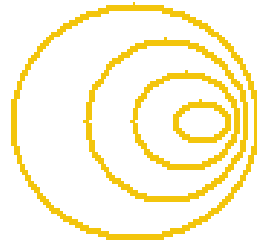
<b>Name</b>	<b>Organisation</b>	<b>Topic of Fellowship</b>
Ms. Pushpa and Ms. Geetha G	Meera Mahila Foundation, Davangere, Karnataka	Building Federation of Dalit/Muslim Women in Davangere
K.V. Chandrashekar	Independent	Holding the secretariat of a non party alliance that fights for people's rights, Exploring HID/OD needs of Dalit organisations in Karnataka
Narkis Begum and Hamsun Begum	STEPS, Pudukottai, Tamil Nadu	Documenting case-studies of the interventions of the Muslim women's Jamaat in social justice related issues in Pudukottai TN
Ms. Haseena	Vanasiri Rural Development	Conducting a study of socio-economic status of marginalized

Ms. Farzana	Society, Ranebennur, Karnataka	communities in Ranebennur and helping form CBOs as an intervention.
Mr. Veeresh Mr. Mohan Nayak	Lambada Hakkalu Vedike, NarayanpetAndhra Pradesh	Understanding the socio-economic status of the Lambda community in 20 of their <i>Tandas</i> in Narayanpet Taluk and Mobilising youth to form and strengthen CBOs for their socio-economic and cultural development of the Lambada tribals
Mr. Obalesh Bheemappa	Tamate, Tumkur	Conducting a sample study on the implementation of the Special Component Plan in three districts of Karnataka to look for gaps and arrive at solutions and working towards multi-stakeholder accountability towards the SCP's effective implementation and outreach.
Mr. Bairesh Mr. Chandpeer	Kattada Karmikara Panchayati Sangha, Chitradurga, Karnataka	Holding and coordinating the strengthening of a union of construction workers
Rajesh Singhi	IBTADA, Alwar, Rajasthan	Strengthening Second Line Leadership in IBTADA
Gaipuichung Kamei	RNBA, Manipur	Vision-building of RNBA's regional resource centre
Chandra Kumar Deori	Sahayog Community Coordination Network (CCN) Visakhapatnam	HR System management
Ayan K Deb	Collectives for Integrated Livelihoods (CInI),	Developing M&E for CInI

Jamshedpur

Tasneem Khorakiwala	Collectives for Integrated Livelihoods (CInI) Jamshedpur	To understand partners perception about the various services that CInI is offering in the “here and now”; Analyse and help define the way CInI team can function
Maumita Chatterjee	HIDF Forum, Bangalore, Karnataka	Developing M& E system for capacity building programme of CREA/HIDF
Nirmala Krishna	HIDF Forum, Bangalore, Karnataka	HID needs of CLM RPB project
Rajgor Bhupendra Dayaram	KMVS, Bhuj, Gujarat	Improving Organisation Climate (culture)

## *Knowledge Building and Action Research*



Knowledge building through studies and action research aims at exploring new areas of HID intervention. It helps in building perspectives and gives direction to programmatic action. As a part of this area of our work, we also endeavor to help our partner organisations build their capacities in conducting simple studies and surveys to help them in their work and not mere studies of academic nature.

Some of our notable achievements in the last year under this domain of work have been as follows:

- **Case studies on institutional builders**- HIDF initiated research on leadership in the context of institution building. Four leaders from different institutional settings were interviewed. Their journeys and work involved in building institutions have been captured as case studies. These case studies will serve as learning material for understanding and anchoring institutional building processes.
- **Web resource on Institution building** - HIDF developed and launched Web resource called [changepaths.org](http://changepaths.org) on perspectives, methodologies, contacts and events on HID in the development sector.
- **Framework on impact assessment** - A framework for assessing the impact (outputs and outcomes) of hid interventions in development organisations has been developed. The framework will be available as a tool for OD practitioners and change facilitators to assess their interventions.

## *Support to other Organisations*



HIDF provides support to organisations in the development sector on different HID needs. This helps us in keeping ourselves updated with emerging issues in the sector and broadening our network of contacts.

### **Organisation HID Forum supported in various capacities in 2009-10:**

- **ISI** - ISI organized a 2-day workshop for women of the Domestic Workers Union to look at rights for women in the unorganized sector. During this workshop, HID forum facilitated a session on globalization and its impact on the unorganized sector.
- **INWENT-** Inwent is a German-based capacity building organisation working to streamline capacity building efforts with the unorganized sector in Karnataka. This initiative is planned to be implemented in 5 districts as a pilot project in Karnataka. INWENT requested HID Forum to contribute by designing the capacity building process aimed at district officials, staff of workers' facilitation centres and community. HID Forum contributed

towards this and developed detailed modules to introduce the concept of social security and perspective-building on gender.

- ***Chikmagalur Multipurpose social service society (CMSSS)*** - CMSSS situated in Hassan requested HIDF to design and facilitate a 3-day gender integration workshop for partners of Save the Family project. 27 members participated. The workshop was facilitated in collaboration with Mr. JK Setty.



## *Challenges & Key learnings*

- It is important to situate organizational change process not just as a strategic need but also a maintenance function. It is important for organizations to carry our systems checks and integrate various capacity building processes towards institution building on a continuous basis.
- In offering fellowships it is important to achieve a balance between building competencies of fellows, sustaining the rigour of research orientation till the end and actively experimenting with the building of organizations.
- It has been a challenge to develop and provide training materials in regional languages.
- Demonstrating the impact of HID interventions at the field level is an important and a complex issue. While it is relatively easy to observe the impact of the change process within the sphere of organisational functioning, demonstrating the impact at the field level needs active partnership of the organization. It is also true that not all HID interventions have direct bearing on the project outcomes. There is a need to further enhance the impact assessment mechanisms, which will directly and indirectly demonstrate the effectiveness of HID interventions
- The articulation of HID has to be demystified and its impact needs to be convincingly demonstrated. There is a need to further build perspectives, methodologies and approaches on this.

**Table 1. Organisations HIDF supported and collaborated with in 2009-10**

<b>Organisation Development</b>		
<b>Organisation</b>	<b>Constituency</b>	<b>HID Issues addressed</b>
QUEST Alliance, Bangalore	NGO → Marginalised youth and children	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Strategic Re-orientation</li> <li>• Strengthening of Administration and Administrative systems</li> </ul>
Vidyaniketan Bangalore	NGO → women, Dalits, tribal communities, landless laborers and unemployed youth.	Strategic re-orientation
CIVIDEP, Bangalore	NGO → Workers of garment and IT industries, unions of these sectors	Strategic re-orientation Leadership
Kattada Karmikara Panchayati Sangha, Chitradurga,	Union → construction workers	<ul style="list-style-type: none"> <li>• Systems development</li> <li>• Structure -Role clarification</li> </ul>
SATHI, Bangalore	NGO → Children, Youth	<ul style="list-style-type: none"> <li>• Assessment and strengthening of internal learning and capacity building and work towards enhancing it</li> <li>Assessment of capacity –building needs of staff</li> </ul>

Muskan, Bhopal	NGO → Marginalised children	OD needs assessment
Lokmitra, Lucknow	NGO → Weaker sections of society-Women, children	
BGVS, Bangalore,	Collective → children	Strengthening of financial Systems
JVT, Nandurbar Maharashtra	NGO → marginalised, tribal communities;	Strengthening of financial Systems
HSS Nandurbar Maharashtra	NGO → marginalised rural communities	Strengthening of financial Systems
PUKAR, Mumbai	NGO → Youth	Setting up an appraisal system
PRADAN	NGO	Review of Grant
KMVS, Bhuj	Collective → Women	
RNBA, Imphal	Support NGO	Capacity building of Regional Resource Centres
1. CREA, Delhi and Members of 2. IBTIDA: 1. MP.H.W.S Society 2. Sarvo Prayas Sansthan Madhubani, Bihar 3. Nari Nidhi	NGO → women, sexuality minority community	Developing Monitoring and Evaluation system

<ol style="list-style-type: none"> <li>4. Aakansha Sewa Sadan, Bihar</li> <li>5. Mahila Samity, M.P</li> <li>6. Virangana Mahila Vikas Sansthan, Jhansi</li> <li>7. Singbhum Gramin Unnayan Mahila Samity</li> <li>8. Lok Prerna Kendra, Jharkhand</li> <li>9. Nav Nirman Mahila Kendra</li> <li>10. Jan Sahayog Trust, Jharkhand</li> <li>11. Vasi Sewa Sadan, Kannauj</li> </ol>		
<p>Prajadhikara Vedike, Karnataka</p>	<p>Network/Alliance of around 50 organisations across Karnataka → poor and marginalised communities</p>	<ul style="list-style-type: none"> <li>• Identifying HID needs of the alliance</li> </ul>
<ol style="list-style-type: none"> <li>1. Vanasiri Rural Development Society (VRDS)</li> <li>2. Spoorthi, Davangere</li> <li>3. SPANDANA, Belgaum</li> <li>4. People's Voice for Social Justice, Davangere</li> <li>5. Nirmana Samsthe, Haveri</li> <li>6. SWARDA-K, Davangere</li> <li>7. Meera Women Foundation, Davangere</li> <li>8. Saki Trust, Bellary</li> <li>9. Samatha, Ramanagara</li> </ol>		<ul style="list-style-type: none"> <li>• Capacity building of resource persons for promoting and strengthening of people-centered advocacy at community level</li> </ul> <p><i>Community learning Movement resource person building programme</i></p>

10. Chaitanya Trust, Ramanagara 11. Tamate, Tumkur 12. VIMUKTI, CHIKKODI 13. Jagruthi, Khanapur 14. United social welfare association of Belgaum, Belgaum		
<b>Training and Capacity building</b>		
<b>Organisation</b>	<b>Constituency</b>	<b>HID Issues addressed</b>
1. Malar 2. Timbaktu MATCS	CBO, Women’s collective→ women, Dalits	Building a cadre of paralegal workers  <i>Paralegal training programme</i>
1. Vikas Sahyog Pratishthan 2. HID Forum 3. Tata Teleservices Ltd 4. ICTs for Development 5. Solution Exchange 6. Equations, Bangalore 7. Harsha Trust, Orissa 8. Gangaram Hospital, Delhi 9. Asian Paints, Mumbai 10. John Deere Technology Center, Pune 11. Coastal Gujarat Power Ltd. Mumbai	NGOS, Funding agency, Corporate organisations	<ul style="list-style-type: none"> <li>• Enabling sensitivity towards conscious and unconscious processes at personal, interpersonal and group levels</li> <li>• Heightened awareness on task, time, role and value boundaries; impact of personal and collective unconscious in managing them</li> <li>• Exploring authority issues</li> </ul> <i>Group Relations Conference</i>

12. Action Aid, Delhi		
<ol style="list-style-type: none"> <li>1. Meera Women’s Foundation, Davangere</li> <li>2. Tamate, Tumkur</li> <li>3. Vanisiri Rural Development Society, Ranebennur</li> <li>4. Lambada Hakkalu Vedike, Narayanpet</li> <li>5. Steps, Pudukottai</li> </ol>	NGOs, CBOs→ marginalised-Dalits, women, Minority communities, children	<ul style="list-style-type: none"> <li>• Building and strengthening of a federation of Dalit/Muslim Women</li> <li>• Exploring HID/OD needs of Dalit organisations in Karnataka</li> <li>• Conceptualization of interventions of the Muslim women’s Jamaat in social justice related issues</li> <li>• Exploring needs marginalized communities and their mobilization into CBOs</li> <li>• Building and strengthening of Youth-led, CBOs of marginalised communities</li> <li>• Examining gaps in the implementation of the Special Component Plan</li> <li>• Holding and coordinating the strengthening of a union of construction workers</li> </ul> <p><i>HID Fellowship programme</i></p>
<ol style="list-style-type: none"> <li>1. IBTADA, Alwar, Rajasthan</li> <li>2. RNBA, Manipur</li> <li>3. Sahayog Community Coordination Network (CCN), Visakhaptanam</li> <li>4. Collectives for Integrated</li> </ol>	NGOs, Networks, Collectives	<ul style="list-style-type: none"> <li>• Strengthening Second Line Leadership</li> <li>• Vision-building</li> <li>• HR System management Developing M&amp;E systems</li> <li>• Improving Organisation Climate (culture)</li> </ul>

<p>Livelihoods (CInI), Jamshedpur 5. KMVS, Bhuj, Gujarat</p>		<ul style="list-style-type: none"> <li>• HID needs of collective</li> <li>• Developing M&amp; E system for capacity building programme</li> </ul> <p><i>HID Fellowship programme to build internal Change facilitators</i></p>
<p><b>Support to other Organisations through consulting, Networking</b></p>		
Organisation	Constituency	HID Issues addressed
ISI		Facilitation of a session on globalization and its impact on the unorganized sector
INWENT	Support Agency	designing of capacity building process on social security and gender for district officials, staff of workers' facilitation centres and community
SRTT	Funding Agency	Technical Support in strengthening SRTT's Institution-building initiative
Chikmagalur Multipurpose social service society (CMSSS)	NGO	Facilitation of Gender Integration workshop
Centre for Governance Studies	NGO	Designing of CB programme on BGO Governance

**Table 2. Capacity building of HIDF staff**

<b>Learning event/programme</b>	<b>Dates</b>	<b>Attended by</b>
HID Fellowship Programme 2009-10		Nirmala Krishna Maumita Chatterjee
Internal learning event to understand rights related policies and programmes. (With a focus on right to work, right to food and right to information) facilitated by Mr. Dileep Kamath on	July 28, 2009.	Haritha Sarma Nirmala Krishna Vanya Joseph Maumita Chatterjee Badari Narasimha Sreejith Sreekandan Prathiksha Rao
Internal learning event on Gender construct and engendering process for HIDF staff, facilitated by Haritha Sarma	September 19, 2009	Maumita Chatterjee Brinda Pancholi Nirmala Krishna Prathiksha Rao Vanya Joseph
Internal learning event on didactic principles facilitated by K.V. Eswara Prasad.	May 26, 2010	Nirmala Krishna Haritha Sarma Vanya Joseph Maumita Chatterjee
GRC on exploring and managing differences in groups and organisations	February 5 to 10, 2010	Haritha Sarma

## **Professional Engagements / Membership in Boards**

Dr. Anuradha Prasad:

- Professional member, Social Development of the Indian Society of Applied Behavioural Science
- Board member, Kutch Mahila Vikas Sanghatan, Bhuj
- Member, International Forum for Social Innovation (IFSI), France

Haritha Sarma

- Member, Prajadhikara Vedike Karnataka

*Financial information of the year 2008 –09*



AUDITED FINANCIAL INFORMATION FOR THE PERIOD ENDING 31<sup>st</sup> MARCH 2010

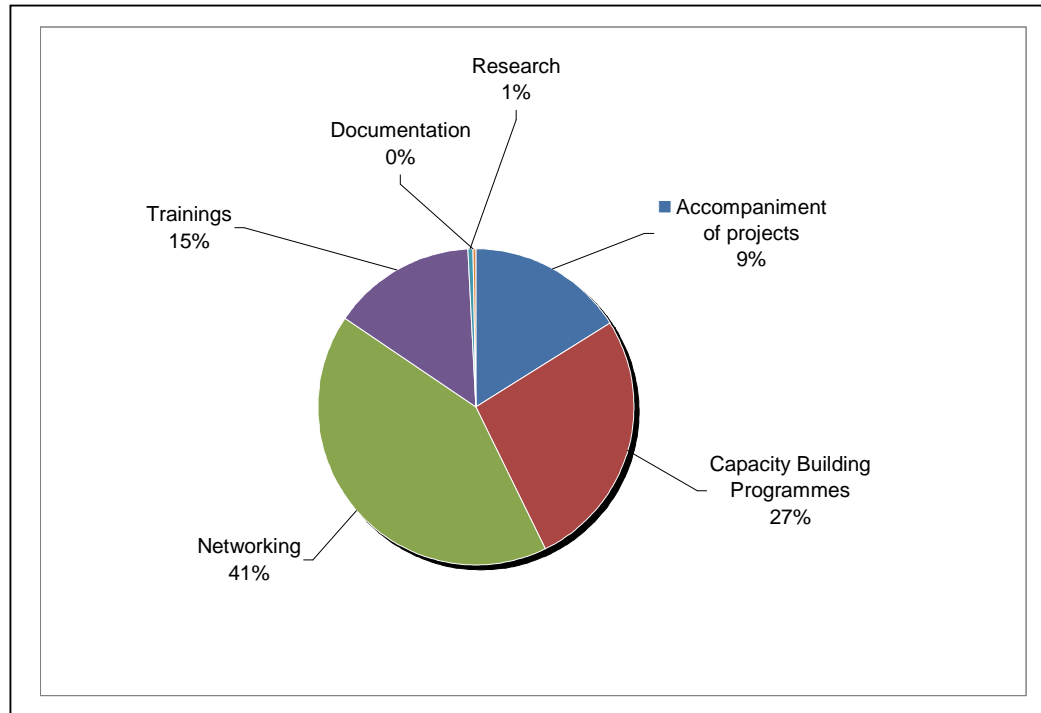
**Table 3. Balance Sheet as at 31.3.2010**

<b>Liabilities</b>	<b>Amount</b>	<b>Assets</b>	<b>Amount</b>
Capital Fund	397,378	Fixed Assets	397,378
Other Funds	8,310,903	Investments	2,500,000
Current Liabilities	4,76,272	Current Assets, Loans & Advances	6,287,603
<b>TOTAL</b>	<b>9,184,553</b>	<b>TOTAL</b>	<b>9,184,553</b>

**Table 4. Income & Expenditure Account for the year ended 31-3-2010**

<b>Expenditure</b>	<b>Amount</b>	<b>Income</b>	<b>Amount</b>
Capital Costs	73,213	Specific Funds (Grants)	3,657,090
Programme costs	7,241,246	Donations & Contributions	240,250
Staff Costs	2,154,671	Consultation Fees	420,561
Institutional Costs	1,078,029	Interest & Other Income	264,911
		Excess of Expenditure over Income	5,964,347
<b>TOTAL</b>	<b>10,547,159</b>	<b>TOTAL</b>	<b>10,547,159</b>

**Fig 2. Percentage of Expenses Programme Interventions**



**Audited by:**

**M/s. A.R. Rao & Rajan** Chartered Accountants

186/ A, 1<sup>st</sup> Floor, Near Nataraj Theatre, Venkataranga Iyengar Street, Seshadripuram, Bangalore 560 020

**Ph: 91-80-23461983, 23565243.**

**Email:** arraoandrajan@rediffmail.com, raoandrajan@indiatimes.com

# *Compliance Report – Credibility Alliance Norms*

## **Identity**

- HID Forum is registered as a Society with The Registrar of Societies, Bangalore - Registration No. 326/02-03 dated. 18.07.2002
- MoA available on request
- HID Forum is registered under Section 12A of the Income Tax Act, 1961 - Registration No. DIT (E)/12A/Vol.I/H-379/02-03,
- HIDF is recognized under Section 80G of the Income Tax Act, 1961, DIT(E)/BLR/80G@/167/AAATH2780G/W-1/2007-08 for the period from 01.04.2007 – 31.03.2010
- HID Forum has been allotted Permanent Account No. AAATH2780G by Income Tax Dept
- HID Forum has been allotted Tax Deduction Account No. BLRH017870 by Income-Tax Officer, TDS, Bangalore
- HID Forum is registered under section 6 (1) (a) of the Foreign Contribution (Regulation) Act, 1976 - FCRA No.094421188 dated. 21.09.2005

Visitors are welcome to the addresses given on the “contact us” link on our website.

## **Name & Address of Main Bankers:**

IDBI Bank Ltd.,  
IDBI House, 58 Mission Road  
Bangalore – 560 027  
Ph: 080 22279576-79, Fax: 080 22276364

## **Mission**

- Developing and strengthening HID capacities in individuals and organisations in their complex role of empowering disadvantaged communities.
- Promoting the relevance of HID in development organisations
- Exploring the conceptual and methodological base of HID based on experiences and by appropriating best practices from the environment.

## **Vision**

We have co created HIDF as a world class learning institution. We proactively locate, train nurture and empower people and organisations to actualize their potentials in self, community and organisations.

We provide space for learning, sharing, and experimenting in a way that the best tools and technology are made available to the constituency at least possible costs.

We have made the forum an exciting place to be associated with. There is passion for excellence and a culture of mutual appreciation with minimal hierarchy and a tremendous sense of ownership

**Governance:****Details of Governing Body members 2009-10**

	Name	Age	Sex	Position on Board	Occupation	Area of competency	Meetings attended
1	Ms. Sushma Iyengar	46	F	Chairperson	Member Trustee/Vice President Kutch Mahila Vikas Sangathan	Women's development and Corporate Social responsibility	1
2	Mr. Gagan Sethi	53	M	Vice-chairperson	Managing Trustee, Janvikas	Governance and Organisational Development	2
2	Mr. Aroon Joshi	75	M	Member	Retired	Human Resource Development	2
3	Ms. Jyothi Raj	55	F	Member	Director, Rural Education for Development Society, REDS	Dalit empowerment	2
4	Dr. V. Rukmini Rao	59	F	Member		Women's Development	1
5	Dr. H S Vijaya Kumar	53	M	Member	Prof., Department of Agri Business Management, University of Dharwad, 580 005	Agronomics	1
6	Mr. Mahaboob Batcha	50	M	Member	Managing Trustee, SOCO Trust, Madurai	Human Rights	1
7	Dr. Anuradha Prasad	53	F	Member	Freelance consultant	Organisational Development and gender mainstreaming	2
8	Mr. Haritha Sarma	36	M	Member Secretary	Executive Director, HID Forum	Organisational Development and gender mainstreaming	1

- The HID Forum Board met 2 times in the fiscal year 2008 -09 on dates April 6, 2008 and February 6th 2009.
- Minutes of the Board Meeting are documented and circulated.
- A Board Rotation Policy exists and is practiced
- The Board approves programmes, budgets, annual activity reports and audited financial statements. The Board ensures the organisation's compliance with laws and regulations.

### **Accountability and Transparency**

- No remuneration, sitting fees or any other form of compensation has been paid since inception of the Foundation, to any Board member.
- The following reimbursements have been made to Board Members:
  - Sushma Iyengar – Rs. 27,350/-
  - Gagan Sethi – Rs. 19,340/-
  - Rukmini Rao – Rs. 5,540/-
  - Anuradha Prasad – Rs. 2,161/-
  - Bose Croos – Rs. 625/-
  - Aroon Joshi – Rs. 500/-
- No other reimbursements have been made to any other Board member.

**Staff Details (as at March 31, 2009)**

Gender	Paid Full time	Paid Part time	External Resource persons	Unpaid Volunteers
Male	3	0	15	0
Female	5	0	9	0

**Distribution of staff according to salary levels (as at March 31, 2010)**

Slab of gross salary (In Rs.) plus benefits paid to staff	Male	Female	Total
<5000	0	1	1
5,000 – 10,000	0	0	0
10,000 – 25,000	2	3	7
25,000 – 50,000	1	1	2
50,000 – 1,00,000	0	0	0
1,00,000 >	0	0	0
<b>Total</b>	<b>3</b>	<b>4</b>	<b>7</b>

Total cost of national Air travel by all during the year: Rs. 4,22,721/- (including reimbursed to Board members as above)

Total cost of international travel by all staff during the year: Nil

## *Thank You*

We take this opportunity to thank all our friends and well-wishers who have guided, supported and encouraged us in our work. In particular, we acknowledge the invaluable support we received from Janvikas, our Governing Body members and our auditors M/s. A.R. Rao & Rajan.

We thank the many resource persons who shared their knowledge and skills and joined us in taking forward the mission of human and institutional development. Also, to our funding partners Katholische Zentralstelle für Entwicklungshilfe e.V., Germany and Sir Ratan Tata Trust, Mumbai, individual and institutional donors, our grateful thanks for the continued support in our work.

### **HID Forum**

# 26, Jayashree Nilaya

Kanakapura Road

Basavanagudi

Bangalore –560 004

Telefax: 080 2657 8193

Email: [hidforum@vsnl.com](mailto:hidforum@vsnl.com)

Website: [www.hidforum.org](http://www.hidforum.org)