
Human and Institutional Development Forum

**Annual Report
2017-2018**

Organisational Profile

Human and Institutional Development Forum (HIDF) is a support organization located in Bangalore. Founded in 2002, HIDF works with individuals, groups, organizations and networks associated with the development sector across India towards enhancing their efficiency and effectiveness. In doing so, we intend to contribute towards building a just and democratic society for communities to live life with dignity.

Purpose

To empower the poor, marginalised and discriminated sections of Indian society to live a life with dignity.

Partners

- Civil society organisations (CSOs) and non-governmental organisations (NGOs) engaged in implementation of development projects.
- Networks and alliances that pursue development objectives at the macro level.
- Informal sector communities such as construction, brick work, *beedi* rolling workers CBOs.

Core areas of engagement

- Building capacities of the organisations of the under-privileged to respond to growing marginalisation and vulnerability.
- Strengthening governance and financial systems of institutions in the development sector.
- Facilitating gender mainstreaming and institutionalisation.
- Accompanying partners in planning, monitoring and evaluation processes for sustainable impacts, and to develop context specific theories of change. Strengthening leadership in the delivery of development objectives.
- Conducting reviews and evaluations of development initiatives, programmes and policies.
- Conducting research, documentation and knowledge building for the social sector.

These engagements fall under 4 key thematic:

1. Identity, Dignity and Diversity (IDD)
2. Leadership and Organisational Change
3. Governance and Accountability and
4. Media and Communication

Organisational Model

A small and flat organisation, we work with a large resource pool of close to 60 professionals located across India. Drawing on their expertise and collaboration enables us to have wide geographical and thematic outreach. In the last decade alone we have been able to engage with about 150 organisations. We have also trained 50 individuals as Organisational Change Facilitators, who are an extension of our resource pool.

Strategies:

HIDF adopts multi- pronged strategies in supporting civil society organisations. They include:

1. Accompaniment support
2. Building people's and institutional competencies
3. Research and Knowledge Building

We believe in multi stakeholder approaches to bring about social transformation, and to this tune all our work is accomplished through partnerships that we develop. Our partnerships take the following forms:

1. Strategic Partnerships -

Long term partnerships made with other institutions for the purpose of extending human and institutional development opportunities to the social development sector. Both HIDF and the partner institution, through defined roles, collaborate on certain themes, contributing specific expertise and human and material resources.

2. Limited Partnerships -

Short term partnerships formed with organisations to work on mutually agreed specific issues.

Acknowledgements

We thank all the support organisations and individuals who enabled us to engage with various partners and communities. It is this support that has impacted many partners and communities to live life with dignity.

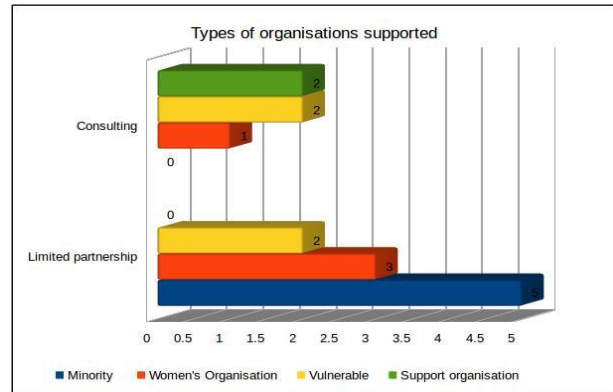
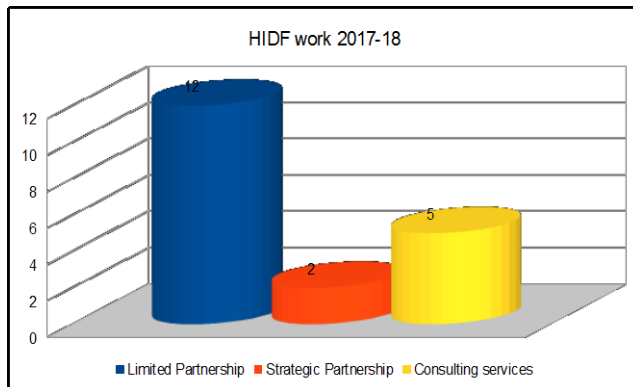
We thank in particular, MISEREOR, National Foundation for India (NFI), European Union (EU), UN Women, Ideal Center for Social Justice (CSJ), Swallows India-Bangladesh, Clean Clothes Campaign (CCC), Association for India's Development (AID) US for their strong support and belief in us. We also thank all our associates and resource persons who worked with us and enabled us to contribute to the sector. We look forward to continued meaningful collaborations and partnerships with them in the coming years.

Our work would not have been possible without the dedicated involvement of extended resource support. We thank Dr. Anuradha Prasad, Dr. Eswar Prasad, Dr. Uma Ramaswamy, Mr. Gagan Sethi, Mr. Senthil Athiban, Mr. Mohan Krishna, Mr. Haritha Sarma, Ms. Srilakshmi Divakar and so many others who are unmentioned here but whom we deeply appreciate and sincerely thank for having invested both in our growth and that of HID Forum. We also thank our Governing Board members for their active role and contribution in providing strategic direction for HID Forum. Dr. Uma Ramaswamy has resigned as HIDF board member of HIDF. We take this time to thank her for her deep passion and concern and her contribution to HIDF.

Overview of the year

2017-18 was an exciting year for us at HID Forum. We continued on our journey in the organisational transformation of HIDF, engaged with critical stakeholders and issues that are close to us, made new connections and engaged in diverse collaborations. The year was also marked with new learnings for us as an organisation.

We continue our work under key partnerships and with using multi-pronged strategies enabling us to support our partners to be effective and adaptable.



We collaborated with a total of 20 partner organisations during 2017-18 under various partnerships

List of organisations we engaged with during 2017-18 under our different partnerships

#	Name of the Organisation	Location
I. Limited Partnership		
1	<i>Thamate</i>	Tumakuru, Karnataka
2	<i>Garment Mahila Karmikara Munnade</i>	Bangalore, Karnataka
3	<i>Karnataka Sexuality Minority Forum</i>	Bangalore, Karnataka
4	<i>Ebenezer</i>	Bidar, Karnataka
5	<i>HELP</i>	Davanagere, Karnataka
6	<i>Sahara</i>	Kalburgi, Karnataka
7	<i>MWF</i>	Delhi
8	<i>GATWU</i>	Bangalore, Karnataka
9	<i>Sangama</i>	Bangalore, Karnataka
10	<i>Conare</i>	Rangareddy, Telangana
11	<i>Women's Collective</i>	Chennai, Tamil Nadu
12	<i>Neralu Beedi Workers' Union</i>	Davanagere, Karnataka
13	<i>Dalit Human Rights Forum</i>	Karnataka
14	<i>Mobility India</i>	Chamarajanagar, Karnataka
15	<i>Sadhana Mahila Sangha / Janasahyog</i>	Bangalore, Karnataka
16	<i>Dhwani Foundation</i>	Bangalore, Karnataka
17	<i>Samvada</i>	Bangalore, Karnataka
18	<i>Association for Persons with Disability (APD)</i>	Bangalore, Karnataka

13 organisations were supported under Limited Partnerships, 5 organisations under the servicing Partnership and we continued our collaboration with 2 organisations as part of the Strategic Partnership building processes with them.

We initiated 2 new engagements this year with organisations that work with women garment workers and the manual scavenger community in strengthening their systems and structure. Most of our partners work with sexuality minorities, with grassroots women's organisations such as those of sex workers and with vulnerable groups like disabled persons and so on.

Our engagements with each of our partners offered us unique experiences and have enhanced our learning. We worked with a range of organisations in terms of nature and size - NGOs, resource organisations, CBOs, People's Organisations and support organisations.

As part of our strategy of people's and institutional competencies building, we offered diverse learning platforms to various individuals from the sector. We supported members from 15 partner organisations to participate in a Basic Lab on Human Process offered in Kannada language in collaboration with the Indian Society for Applied Behavioural Science (ISABS), strengthened a garment sector workers' organisation through a series of capacity building initiatives and facilitated capacity building workshop for *beedi* workers in Davanagere district.

We successfully engaged with several support organisations during the reporting period which enabled us to reach out to as many as 36 organisations. We are in high appreciation of the lives and communities these organisations touch through their work.

Under our servicing strategy, we supported 5 organisations in strengthening their governance. These small and mid-sized organisations were from diverse work areas and included a sex worker's collective, an organisation that works on disability, another one that works on youth and a support organisation that works with multi sectoral-partners.

Under our strategic partnerships, we have long standing associations with Group Relations India (GRI) and Trust for Development Services (TfDS). In collaboration with GRI, we offered yet another programme on 'Listening to the Unconscious in self, groups and Systems (LTTUC)' and a Group Relations Conference (GRC). We collaborated with TfDS to develop knowledge a product on our experiences with the Community Learning Programme. We have also developed other programmes in partnership with TfDS that we plan to offer early next year.

We are happy and excited to have brought out a manual for the CLP programme and a learning document of our engagement with the garment workers. During the year we also published a position paper based on our experiences of offering 5 batches of the CLP programme in Karnataka state. An evaluation of the CLP programme was conducted during this year. One of the intentions of the conducting the evaluation was for it to inform our future plans of scaling up the programme in the coming years.

We would like to thank all our partners for making this year meaningful.

Team HID Forum

Details of our work

I. Limited Partnerships:

These are short term partnerships limited to working on specific issues and with mutually agreed upon objectives. Currently our Limited Partnerships are with grassroots organisations and women's organisations focusing on issues of identity, dignity and diversity.

Many organisations find it difficult to undertake institutional building due to financial and other resource constraints. HIDF mobilises resources to the best of its ability for such programmes. However, some of the partners do have some financial resources to contribute to the partnership.

We supported 13 organisations in the last year. They broadly fell under the following organisational types and thematic:

1. Sexuality minority.
2. Informal Economy – largely community based organisations working with *beedi* workers, garment sector workers and construction workers.

Needs of the organisations:

There was a wide array of institutional building needs among the partner organisations. Thematic experts were brought in where specialised understanding was required. Most of the organisations were small and mid-sized systems and a few were large networks and membership-based organisations.

Following is a consolidation of the areas of institutional building needs of the partner organisations:

- Strategic direction and planning.
- Enhancing leadership capacities.
- Increasing awareness on laws.
- Strengthening identity of the organisations.
- Facilitation of network appraisal and areas for strengthening.
- Senior Leadership Transition.
- Strengthening of community through:
 - Capacity building for members
 - Profiling of CBO workers.
- Incubation support.
- Institution building appraisals of partner organisations in Karnataka that works with sexuality minority, *Adivasis* and Dalits, women and disability community.
- Strengthening of programmatic interventions in working towards prohibition of manual scavengers and accessing their entitlements.

Areas of Human and Institutional Development (HID) intervention:

The Limited Partnership approach includes a spectrum of strategies that we deploy based on the needs of organisational systems. These include accompaniment support, capacity building, HR support and so on. In 2017-18, the HID interventions made among our partner organisations can be consolidated as follows:

1. Strengthening civil society organisations for effectiveness
 - Institutional Building / Organisation Development / Organisational Capacity Assessment - needs appraisal of partner organisations.
 - Co-creating interventions that result in strengthening the partners and increasing their effectiveness.
 - Support membership based People's Organisation in moving towards being independent from incubation.
2. Support in conceptualisation of people's organisations and clarifying the role of promoting organisation.
3. Providing programmatic support to partners in strengthening their engagement* with community and impacting lives.
4. Capacity Building of individuals and organisations.

Highlights and experiences:

A. Large systems:

- Our engagement with the CBOs involved providing capacity building on leadership, increasing their membership, and facilitating OD appraisals. One of the challenges we faced in this engagement was in developing resource materials in Kannada language. This involved translating materials from English within a short time frame. This experience has taught us that the need for developing such OD materials in Kannada is very critical.
- With some organisations we approached the OD process through the formation of OD groups. This approach created increased involvement as representatives from various districts had to coordinate, talk about the needs to change and converge to the idea of change.
- With other CBOs, the engagement involved capacity building of leaders from different districts. The personnel were available only on Sundays and so all the workshops had to be organised then. A series of trainings were facilitated during the year on leadership, communication, labour laws and the need for CBO. A major highlight was that the CBO leadership identified 10 second-line leaders. These individuals underwent facilitation trainings on certain methods and techniques that could help them in facilitating small and large worksite level meetings.
- A highlight in our engagement with a 1-lakh strong grassroots women's organisation involved developing processes around the concept of what a learning organisation is and how to document organisational learning. Through the means of a workshop which was attended by the EC members of the organisation, we were able to create an innovative methodology of using 'self' level experiences in institutional documentation. This created a positive outlook on how institutional documentation and learnings can be captured. At the end of the exercise women were able to collect around 200+ stories of change among themselves.

B. Small and medium systems:

- Our engagements with small and medium systems involved programmatic support, accompaniment, institutional building support, designing and facilitating strategic planning and strengthening organisational identity.
- HID Forum and Thamate collaborated last year to work with the manual scavenger community in Tumkur district. We collaborated with Thamate again this year, to take up an institution building agenda for itself and for a forum for manual scavengers.
- We facilitated strategic planning processes for certain partner organisations.
- We offered HR support to certain partners to strengthen their programmatic interventions. These HR holders are in many cases facilitating the development of people's organisations. As part of our commitment, we offered 3 such HR support:
 - HR support was offered to an individual who works in a partner organisation in Delhi. The organisation has developed and deepened the by involving the staff in looking into its various institutional building needs. This is strengthening the organisation's programmatic approach. As part of the support, the partner organisation has developed a strong strategic direction for its programmes in the coming years.
 - We offered a HR support to a partner organisation in Gulbarga district. Through the HR staff, the organisation successfully initiated the establishment of a people's organisation of construction workers. HID Forum has been co-journeying with the organisation in this intervention, providing an understanding of the initiative and facilitating interventions to address the CBO's capacity building needs. Through the partner organisation, HIDF played a critical role in helping create the right environment for the birth of the CBO, in facilitating the role of promoting agency, and in providing support during its infancy stage.
 - The 3rd HR support was offered to an community educator in Koppal district who works for the causes of local *Devadasi* women. Under the programme, the educator mobilised *Devadasi* women from around 15 villages to come together for their capacity building. Our focus in this initiative is to enable the educator to become a point person in Koppal for facilitating this.

On the whole, our work with the HR holders and their organisations has helped us gain a multifaceted understanding of the sector, the issues faced and the types of institutional building interventions required for such organisations. Through these experiences we have been enriched with learning about the spectrum of development needs in the sector.

Overall Impacts of Limited Partnership:

Most of our work in institutional building was focused on system change like leadership transition and strengthening systems in organisations, while some other aspects focused on vision, mission, and strategy development. We also provided support in interventions around strengthening the programmatic approach of partner organisations. Following are some major impacts of our work under limited partnerships:

- Facilitating 4 partner organisations to successfully engage in mobilising, creating awareness and helping in accessing entitlements. Partners were able to reach out to nearly 2000 members of the community to increase awareness on their entitlements.
- Facilitating the strengthening of 10 civil society organisations through the development of strong systems, responsive structures, a proactive board and clear change maps to guide the organisations. The partners now have a greater understanding of change among themselves, have developed stronger systems of planning, clearer strategic direction and areas for engagement, stronger programmatic approaches and road maps for programme development. The engagement has also resulted in increased involvement of the board in responding to the needs of the organisation.
- Facilitating the strengthening of 4 organisations in community interface. This has been through taking up issues of programmatic development of select partners, particularly in identifying active community members to develop from within the community, developing change maps for programmatic areas, thematic engagements and organisational programme direction. Discussions with these leaders have brought in greater ownership and stake in the interventions of the organisations. The partners are now planning to build capacities of the community.
- Facilitating the successful establishment of a people's organisation or CBO by a partner organisation and clarifying both their roles. We believe that this engagement and support has enabled the people's organisation to slowly but firmly establish itself as an agent for working for the workers, has increased the promoting agency's understanding of development perspectives through capacity building and has created the conditions needed for growth of the CBO. Our engagement has for the first time enabled the CBO to discuss the issue of gender and the role of women in organisation.
- Notable impacts of our engagements with 4 other CBOs included strengthened governance, leadership development and membership strengthening. We are happy to have developed a learning document out of this experience.
- Supporting senior leadership – Educating Executive Committee members on the concept of 'learning organisations'. One of the partner organisations went through an experiential learning on organisational learning and how to capture experiences of the organisation's journey. This intervention has given us the insight of using individuals as critical sources of organisational history and how individual experiences in organisations can be resources of change.

II. Strategic Partnership:

These are broader, long term institutional partnerships on specific themes with focus on extending HID opportunities for the social development sector. In such partnerships the institutions involved, contribute their specific expertise and human and material resources. Specific roles that each organisation will play in every engagement are clearly defined and agreed upon. Strategic partnerships can involve more than two institutions to work on a particular theme. During the year we offered various programmes and learning events in collaboration with Group Relations India (GRI) and Trust for Development Services (TfDS).

1. Workshop on Listening to the Unconscious (LTTUC):

HIDF offered 2 LTTUC programmes in collaboration with GRI. This programme has been designed to be offered to a mixed group from the social sector. The main task of these workshops is to provide a conceptual base on how unconscious processes in 'self' impact groups and society. Having a mix of members from different backgrounds provides unique opportunities to examine one's unconscious projections on the 'other' and how this impacts groups that one is a part of.

2. Basic lab on human processes (BLHP):

HIDF supported 15 partners that it has engaged with to participate in a BLHP. This lab was organised by ISABS in Kannada. The basic tasks of the lab are to explore the behaviour of the self with respect to others in groups, and others' behaviour on the self, understanding the critical aspects of personal development and working upon them, understanding and identifying feelings and working effectively with them. Participants of the lab shared that it was very useful in helping understand their own behavioural patterns and in providing insights on how to be effective in both personal and professional roles.

III. Services:

Services is an approach where clients pay us for certain services we offer. HIDF provides services to many organisations. Under this approach, we successfully engaged with as many as 36 partners of various support organisations. We are very appreciative of the lives and communities they touch through their work. Following are the HID needs we identified in the partners organisations and the interventions we made.

- Institutional building appraisals of 6 partners in Karnataka that involved assessing them on various institutional dimensions and enabling the promoting organisation in planning a road ahead for supporting them
- Developing governance capacities among senior leadership and operational managers of 25 partners to ensure that governance is strengthened.
- Support in developing a strategic plan for a federation of disabled people's organisations.
- Capacity building of members of a partner organisation that works with sex workers.
- Leadership training for youth in urban Bangalore.

Highlights / Experiences:

1. We engaged with a large system that works primarily for the disabled community. The client organisation's requirement was institutional building for its 6 partners in Karnataka state. We collaborated to design an assessment tool and use it to assess the relevance and effectiveness of the partner organisations. 4 external resource associates were invited to be part of this intervention. At the end of the process, a detailed change road map was developed for each partner as well as a plan for the client organisation to provide future

support. This exercise exposed us to the diverse nature of organisations that work in the most backward regions, engaged with the most vulnerable communities with bare minimum access to social inclusion and in a constant struggle for dignity.

2. We worked with a support organisation in Bangalore which works with 25 partners in Karnataka. Through workshops, we provided capacity building support on strengthening governance to senior leaders and operational managers of the partner organisations.
3. Another organisation located in Bangalore provides support to a sex workers organisation / CBO. In collaboration with the organisation, we designed and facilitated capacity building workshops on leadership, group building, communication & feedback and documentation of organisational learnings for the CBO.
4. Another large system working with the disability community invited us to provide support to a people's organisation of the disabled in developing a strategic plan. This engagement was enriching as the people's organisation comprised of members with multiple forms of disability including visual impairment. The promoting agency wanted to develop a strategic plan for the people's organisation.
5. A Bangalore based organisation that works on youth empowerment invited us to design and facilitate leadership modules for youth from around Bangalore. Offering insights on leadership was helpful for the youth to develop their leadership competencies.

Impact:

Most of our work on institutional building involved developing institutional building appraisals and road maps for strengthening organisations.

Following are some major impacts of our interventions:

- In our work of developing institutional building appraisals for the 6 partner organisations they appreciated the areas highlighted as key elements because they provided a direction for their futures. The sponsor organisation developed a deeper understanding of the HID needs of its partners from evidence based on the appraisal report and recommendations.
- The governance workshop was appreciated by the participating senior leaders and operational managers. Their organisations now have a deeper understanding of the areas in governance they need to focus on. The sponsor organisation now has a clearer road map for supporting its partners in the future.
- The members of the disabled community establishing their own federation was a key highlight in our engagement, as the federation now has a strategic plan for 3 years with expectations from the promoting agency.

Most of our assignments involved supporting partner organisations and support organisations. We have been able to reach 36 diverse grassroots organisations through this initiative. We are happy that some of these partners have approached us for further support.

Research and knowledge building:

Research and knowledge building is a theme that cuts across our work. All our research is based on our experiences with grassroots organisations and organisations working with the most vulnerable communities. We think that there is a dearth of knowledge products and articles on several HID

themes in the context of the development sector and hence developing such practice- based articles and research is critical for our work. Our outputs in the area of research and knowledge building in 2017-18 are as follows:

1. CL Educator programme:

- Manual on CLP - being empowering and useful, this programme has gained momentum with different organisations. At this juncture, we have taken forward our experiences and learnings and collated them in the form of a manual for use at a wider sector level.
- We have also published an experience document of having offered 5 batches of CLP so far. We thank TfDS and Ms. Vanya Joseph for their efforts in helping write this document. We also thank Dr. Uma Ramaswamy for her valuable feedback.
- An evaluation of the CLP programme was conducted during the last year. The evaluation has provided us with insights into taking this programme to the next stage in its growth path. We thank TfDS for undertaking this assignment for HIDF.

2. Learning document of experiences with Garment workers:

HIDF has developed a learning document for garment sector workers. The document highlights the need for various laws to safeguard workers' interest and skills along with insights and learnings for HIDF. The manual is the outcome of a 4 year accompaniment support through our limited partnership approach. We thank Dr. Uma Ramaswamy for her continuous support and feedback in making this happen.

Capacity building programmes for HIDF team members:

The team attended various capacity building programmes to strengthen their professional competencies:

- Labour economics – conference – Ms. Anjali Lal
- Design Thinking – fund raising workshop – Mr. Krishna Setty
- Listening To The Unconscious - Mr. Chandrashekhara H.R.

Learnings and Challenges:

- It has been a very humbling and enriching experience for us this year to work with partners functioning in the regions with high vulnerability due to socio cultural situations and inadequate facilities. These are the areas and constituencies which are affected by high income disparities, difficult livelihood opportunities, social exclusion and low acceptance. The experience brought us to the realisation of the need for community based organisations that can mobilise communities and give them platforms to voice their concerns.
- We are reminded about the role of civil society organisations by the openness of the partner organisations to the need for change. Our appreciation also comes from the fact that these organisations bring so much passion and empathy to work with the type of communities they work with.
- With many partners we noticed that systems in place are very rudimentary. There is an urgent need for continuous capacity building on issues like gender-sensitisation, understanding human processes, and other such critical aspects among staff at various levels.

- Identifying and mobilising community to build community leadership has been a challenge for us, particularly since the community has not been approached by mainstream agencies. We believe that this arena of work has to be tentative and our approach very flexible. It is a matter of learning- on- the- job for the team with constant dialogue.
- There has been an increased awareness and enthusiasm among vulnerable communities to better their situations. Shifts as small as access to entitlements or even a dialogue with these communities are first time experiences for them. This rise in enthusiasm has strengthened our belief in the need for engagement, but at the same time has also put us on the alert on what we can and cannot do.
- We are engaged in strengthening diverse people's organisations like those of construction workers, the sexuality minority community, *Devadasi* women, garment workers and so on. A challenge for us is to be focused on the different development levels, needs and expectations of these various groups.
- Many organisations now carry a project based identity. On the parallel, there seems to be growing work in the area of governance strengthening. The changing environment and lack of trust on civil society organisations has created this need. Given this scenario, it is critical to develop sponsorship from civil society organisations to strengthen governance to remain adaptable and relevant. This trend also puts us on the path to develop strategies for advocating such a change among organisations. Diversification of board, increasing the engagement of the board, and re-looking at vision, mission and values seem to be a theme cutting across some organisations. The need for clarifying boundaries and roles of board engagement seems to be the need particularly of smaller systems and community based organisations.
- The role of leaders of CBOs is at times, unconsciously building a dependency model with the members, thereby creating situations where second line leadership becomes difficult. This in turn has affected the collective processes. A challenge is to engage with leadership effectively to develop a collective reading of the CBO and needs for institutional building agenda. We have faced situations where, when we raised such issues with the leaders, the institutional building process was withdrawn or delayed. We take this as a learning to delve deeper to understand the entry process with such partners.
- Another challenge has been where CBOs have grown to become people's institutions. Such CBOs become preoccupied in many project commitments which delay engagement on much needed institutional building processes.
- Women in the construction industry have almost no mobility and barely any representation in other organizations. One of the major challenges might be to get the entire leadership of the CBO to build an understanding of gender issues and being in a position to advocate with the women to fight for equal pay and mobility within the industry. The issue of women's representation in organisations are not particular to any one form, we have experienced that it is a sectoral need.
- It is essential as a forum for us to provide support to committed organisations that are working with vulnerable communities. These are organisations that have very limited support to hold necessary staff.

- It is also very critical that while such vulnerable communities come together to form people's organisations, they keep the core secular values in place and be as inclusive as possible. We are humbled with our partners for demonstrating such values in action.

Annexures

OUR PEOPLE

Our Board:

HID Forum functions through a collaborative and inclusive culture, with professionals from diverse backgrounds. This enables HIDF to be responsive, creative and offer the type of support needed in the sector. Following are the board members of HIDF:

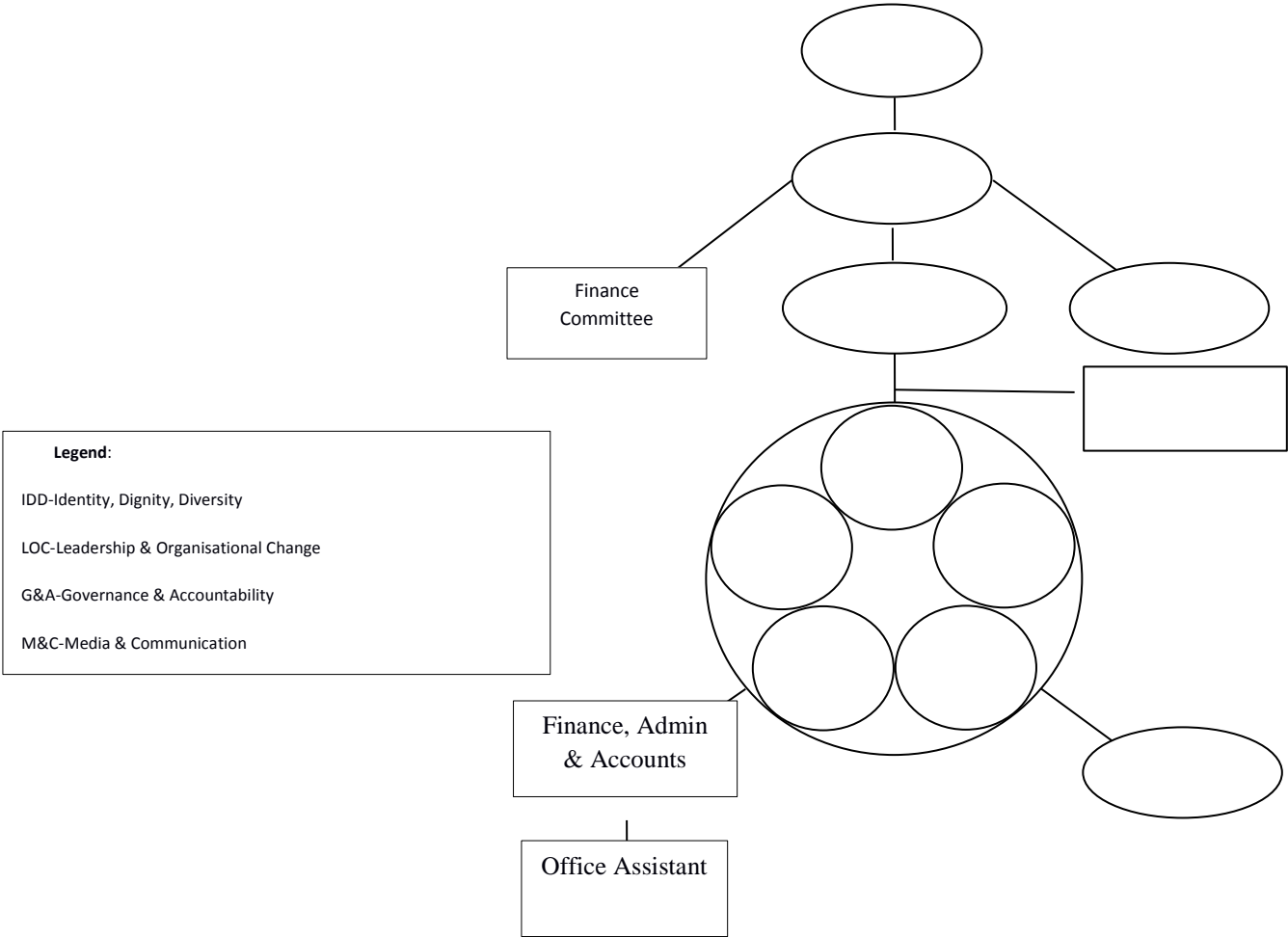
#	Name	Position	Professional details
1	Gagan Sethi	Chair Person	Development educator, with expertise in human and institution development and gender. He co-founded Janvikas and incubated 12 other reputed civil society organizations. He is on the governing boards of an impressive number of civil society organizations, facilitating their strategic board governance.
2	Dr. Anuradha Prasad	Member Secretary	Founder Director of HID Forum. She is a 'Human Process' professional; a Professional Coach, Tavistock methodology of understanding unconscious processes. She has held positions of Dean (Social Development) and President of India Society for Applied Behavioural Science (ISABS), and is currently Trustee of Group Relations India (GRI) and the President of Kutch Mahila Vikas Sanghathan.
3	Ms. Sanmita Kamat	Co-Chairperson	Sanmita comes from a strong corporate background having held various positions in leading corporates like Walmart International, Tata Medical Center, Globus and Westside. She has worked with organisations like CRY as Associate General Manager and ICCO as Head of CSR and Sustainability.
4	Prof A. Uday Bhaskar	Joint Member Secretary	Prof Uday holds a Ph.D from IIT - Delhi and Masters degree in PM&IR. He is currently an Associate Professor at the Institute of Management Technology, Ghaziabad. He has been associated with a large number of MDPs for public and private sector clients like GMR Group, EIL, Indian Oil Corp, NTPC, FAB India, Hero Honda, Hindustan Zinc Limited, Indian Economic Service, and more. He has authored many articles in leading journals and conferences.
5	Dr. Lakshmi Lingam	Member	Professor at the Tata Institute of Social Sciences for the past 28 years. She is a teacher, researcher and an activist on gender and human rights. She is on the Curriculum Advisory Boards of several Women Studies Departments in Indian Universities as well as Technical and Ethical Advisory Board member of several NGOs. She was a member of the National Resource Group of the Government of India, Mahila Samakhya program under the Ministry of HRD.
6	Dr. Rita Naronha	Member	A retired professor, Rita taught social work at the School of Social Work, Roshini Nilaya, Mangalore, Karnataka. She has held board positions in the Centre for Development Studies and Education, KROSS and other institutions.
7	Ms. Shwetha Kumar	Member	Shweta is a HR professional with 19 years of experience in HR Consulting and HR Management. She has worked across different countries, industries and organizations. She is passionate about the infinite potential of human transformation and her defining personal values are authenticity and a never-ending pursuit of excellence.
8	Dr. Uma Ramaswamy	Member	A Sociologist by discipline, Dr. Uma holds a PhD from Delhi School of Economics. She taught at Miranda House, University of Delhi and later in the Central University, Hyderabad. For the past two and half decades, she has been offering her expertise to the development sector

			as a Researcher, Evaluator, Knowledge Builder and a gender practitioner.
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Our team:

SI No	Name	Position
1	Ms. Anjali Lal	Anchor – Informal Sector
2	Mr. Badari Narasimha	Finance and Administration Executive
3	Mr. Chandrashekhara H R	Field Programme Officer
4	Ms. Manjula	Office Assistant
5	Mr.Venkatesh Prasad	Anchor Programme Management

Structure and management



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 Renewal of Registration No. 0300011182016 dated 06.08.2016

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

Name & Address of Main Bankers:

IDBI Bank Ltd.,

IDBI House, 58 Mission Road

Bangalore – 560 027

Ph: 080 22279576-79, Fax: 080 22276364

Mission

“HIDF creates & facilitates spaces for individuals and institutions to learn & grow together; accompanies civil society organisations, builds competencies and supports systemic change through grassroots interventions”.

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 Board members 2017-18

#	Name	Age	Sex	Position on Board	Area of competency	Meetings attended
1	Gagan Sethi	61	Male	Chairperson	Governance and Organisational development	2
2	Dr. Anuradha Prasad	58	Female	Member Secretary	Organisational Development and gender mainstreaming	2
3	Dr. Uma Ramaswamy	77	Female	Member	Women's Development and corporate social responsibility	2
4	Dr. Rita Noronha	66	Female	Member	Social work. Teaching & Research	2
5	Ms. Sanmita Kamat	42	Female	Member	CSR and Sustainability	2
6	Dr. A Uday Bhaskar	43	Female	Member	Human Resource Management	2
7	Dr. Lakshmi Lingam	60	Female	Member	Gender, Research and Teaching	1
8	Mr. Arbind Singh	51	Male	Member	Social entrepreneur and Activist	0
9	Dr Vinod Jain	49	Male	Member	Microfinance, Livelihoods	0
10	Ms. Shwetha Kumar	42	Female	Member	Human resource Development and Management	0

- The HID Forum Board met 2 times in the fiscal year 2017-18 on 4th August 2017 and 23rd March 2018.
- 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 organization'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 Forum to any Board member.
- No honorariums paid for consultancy services of Board Members.
- No other reimbursements have been made to any other Board member.
- Total cost of national Air travel by all during the year: Rs.62,009/-
- Total cost of international travel by all staff during the year: Nil

Staff Details (as on March 31, 2018)



Gender	Paid Full time	Paid Part time	External Resource persons	Unpaid Volunteers
Male	3	0	4	0
Female	2	1	4	0


Distribution of staff according to salary levels (as at March 31, 2018)

Slab of Gross Salary(in Rs.)Plus benefits paid to staff	Male	Female	Total
<5000	0	0	0
5,000 - 10,000		2	2
10,000 - 25,000	0	0	0
25,000 - 50,000	2	1	3
50,000 - 1,00,000	1	0	1
1,00,000 >	0	0	0
Total	3	3	6

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

Audited Financial Reports:

HUMAN AND INSTITUTIONAL DEVELOPMENT FORUM (HIDF)			
# 21/4, Prakriya, 2nd Cross, 1st A Main, Atmananda Colony, Sultan Palya, R.T.Nagar Post Bangalore - 560032			
CONSOLIDATED BALANCE SHEET AS AT 31.03.2018			
LIABILITIES	Schedule No.	Amount	Amount
FUND			
a.Utilised Fund	1	33,79,897	
b. Corpus Fund	2	23,48,700	
c. General Fund	2	11,41,227	
d. Other Funds	3	12,37,064	81,06,889
CURRENT LIABILITIES			
a. Project Funds	4		3,83,477
b. Expenses Payable			2,39,895
c. Duties and Taxes Payable			600
TOTAL			87,30,861
ASSETS			
FIXED ASSETS			
	1		33,79,897
CURRENT ASSETS			
a. Deposits and Receivables		1,57,842	
b. Tax refund receivable		2,78,964	
c. Cash in Hand		7,428	
d. Cash at Bank:			
In Current and savings account		39,044	
In Deposit account		48,67,686	53,50,963
TOTAL			87,30,861
For HID FORUM		As per our report of even date	
 Anuradha Prasad (Member Secretary) Place: Bangalore Date: 10.08.2018		For G Anantha & Co. Chartered Accountants (Firm Regn No 005160S)	
		 Rani.N.R (Partner) Membership No. 214318	

HUMAN AND INSTITUTIONAL DEVELOPMENT FORUM (HIDF) # 21/4, Prakriya, 2nd Cross, 1st A Main, Atmananda Colony, Sultan Palya, R.T.Nagar Post CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31.03.2018			
PARTICULARS	Schedule No.	RESTRICTED FUND	UNRESTRICTED FUND
INCOME			
PROJECT INCOME			
Grants recognised as Income	4	84,79,631	
OTHER INCOME			
Donations			68,150
Interest on fixed deposits			2,82,789
Interest on savings account			28,723
Trainings and workshop			90,997
TOTAL		84,79,631	4,70,659
EXPENDITURE			
PROJECT EXPENSES			
	4	84,79,631	
OTHER EXPENSES			
Administration expenses			1,56,535
Depreciation			3,89,523
Excess of expenditure over income for the year transferred to General Fund		-	(75,399)
TOTAL		84,79,631	4,70,659
For HID FORUM  Anuradha Prasad (Member Secretary) Place: Bangalore Date: 10.08.2018		As per our report given to For G. Anantha & Co. Chartered Accountants Firm Regn No. 005180S * BANGALORE - 4 * Rani.N.R (Partner) Membership No. 214318	

HUMAN AND INSTITUTIONAL DEVELOPMENT FORUM (HIDF)
 # 21/4, Prakriya, 2nd Cross, 1st A Main, Atmananda Colony, Sultan Palya, R.T.Nagar Post
 Bangalore - 560032

CONSOLIDATED RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31.03.2018

Amount in `

RECEIPTS	AMOUNT	PAYMENTS	AMOUNT
Opening Balance		Project Expenses	
Cash in hand	9,864	Accompaniment of Projects	50,21,559
Cash at Bank	5,61,708	Capacity Building Programmes	3,71,183
Fixed Deposits with IDBI Bank	35,55,798	Documentation	50,000
		Programme Staff Costs	16,85,325
Project Funds		Unspent balance returned to Swallows	5,82,513
MISEREOR	45,02,175	Repair and Maintenance	8,351
Clean Clothes Campaign	1,29,587		
National Foundation for India	25,31,292	Administration Expenses	
Association for India's Development	21,50,217	Postal & telecommunication	86,341
		Operational Expenses	2,00,643
Other Income		Governance Costs	1,78,880
Consultancy	66,997	Insurance	12,276
Donations	68,150	Books & Periodicals	2,838
Trainings and workshop	24,000	Audit Fees	1,47,500
		Repairs and Maintenance Cost	2,32,327
Interest Received from Bank		Staff Costs	6,18,944
Interest received on Fixed deposits	3,91,208		
Interest received on Savings bank Account	9,177	Current Liabilities	
		Duties and Taxes	81,907
Current Liabilities		Tax Deducted at Source	22,030
Programme Advances	2,16,601		
		Closing Balance	
		Cash in hand	7,428
		Cash at Bank	
		In Current and savings account	39,044
		In Deposit account	48,67,686
TOTAL	1,42,16,774	TOTAL	1,42,16,774

For HID FORUM

 Anuradha Prasad
 (Member Secretary)
 Place: Bangalore
 Date: 10.08.2018

As per our report of even date
 For G Anantha & Co.
 Chartered Accountants
 Firm Regn No 005160S
 BANGALORE
 Rani.N.R
 (Partner)
 Membership No: 214318