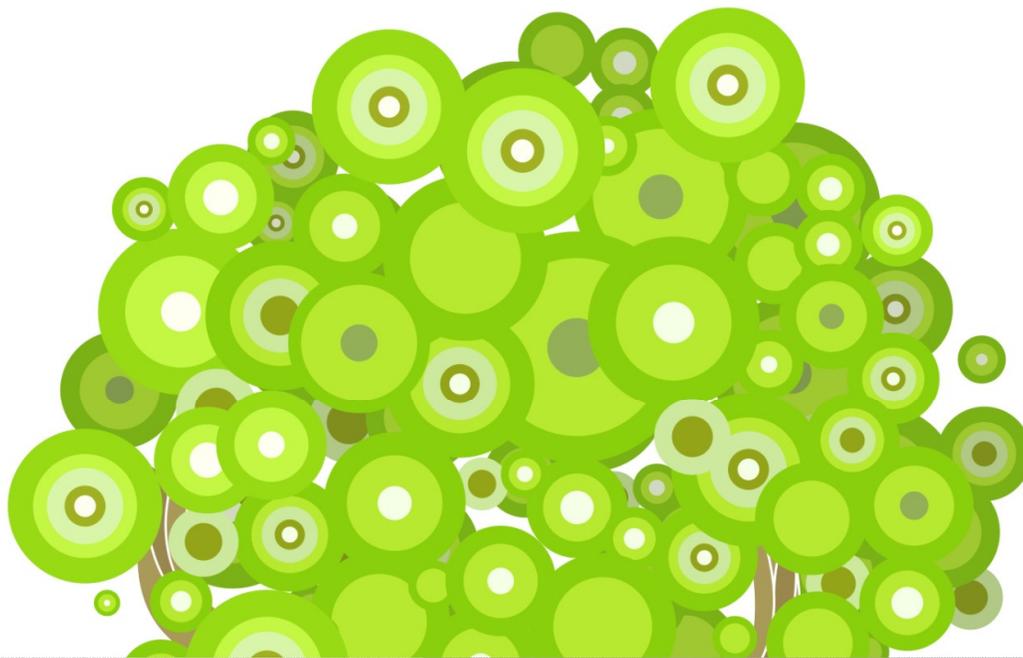


2013-14



HUMAN AND
INSTITUTIONAL
DEVELOPMENT FORUM

ANNUAL REPORT



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Note from the Director

I am glad to present the Annual Report of Human and Institutional Development Forum for the year 2013-14.

Civil society is facing numerous changes and challenges both externally and internally. Funding and political environments, as well as social shifts, are putting many NGO’s (even well-established and accomplished ones) at a crossroads in terms of their vision, structures and systems. There has rarely been more need for HID competencies.

HIDF is stepping up to those challenges – revising and updating its competency building programs, breaking boundaries that enable us to access new populations, and building internal skills that allow us to shifting in response to changing needs and climate. Organizationally, we introduced an updated website, worked with organisations with increasing size and scope, and further developed our own internal systems.

I would like to acknowledge all the care and support we have received over the last year from funders, partner organizations, resource persons, associates, fellows and all other stakeholders. Thanks to all of you.

Haritha Sarma
Executive Director

Introduction to HID Forum

The Human and Institutional Development Forum is a capacity building organization located in Bengaluru. Since its founding in 2000, HIDF has worked with individuals, groups, organizations and networks associated with the development sector across India towards enhancing their efficiency and effectiveness. In doing so, we contribute towards building a just and democratic society.

The Primary Tasks of HID Forum

HIDF's primary tasks are:

- 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

HIDF's three domains include:

1. Providing organizational change support through accompaniment

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

2. 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.

3. 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 throughout the sector.

Organisational Change through Accompaniment

This year, HIDF continued to work with NGO's in planned processes of change through the approach of accompaniment. Accompaniment is participatory, involving HID Forum and the

client organisation working in partnership towards achieving the desired change. It involves dialogue, designing interventions, giving support in implementation and providing feedback towards addressing the development needs of the organisation.

Our accompaniment work during 2013-14 involved engaging with a variety of organisations (type, size and sector) and in a variety of time frames (short term to more than a year). Interventions ranged from visioning to streamlining governance, to strategic re-orientation, to building competencies among staff. While some engagements were continuations from the previous year and were happening for a second or third time, some others were new, giving us fresh insights into aspects of development organisations in terms of how they function as well as the environments or sectors they operate in. Our knowledge on OD – given that it unfolds uniquely in each situation – was enriched through our various engagements. Some of the notable accompaniment processes in the past year include:

Strategic orientation of Eklavya, Bhopal

HIDF has been engaged with Eklavya in an institution building (IB) process since July 2012. During this year the HIDF team and Eklavya ODSS (Organisational Development Sahyog Samuh) have planned and implemented many workshops and meetings to help Eklavya in their performance.

The first meeting in this year was held in June 22-24. HIDF team and Eklavya ODSS met in this two day meeting to reflect on three areas:

1. Experience of ODSS
2. Role of ODSS
3. Their change facilitation agenda

The HIDF team was able to respond to these as well as address certain issues and doubts among the IB anchoring team members regarding processes and roles in the IB process. The workshop was held at Eklavya training centre, Bhopal and had 28 staff of Eklavya, including all 6 members of ODSS. The workshop was facilitated by Haritha Sarma and Gagan Sethi.

As part of this workshop, role of the ODSS and the support required from the sponsors of OD process were discussed and boundaries were determined. It was decided that this OD process would require minimum 16-18 months to complete the action plan. At the end of the workshop, this action plan was shared with the sponsor team for inputs.

Another reflection event was held from October 28-30, 2013 for the senior leadership to create a common understanding of the ID processes in Eklavya and improve staff performance within their roles. This workshop was facilitated by Mr. Aroon Joshi and Gagan Sethi. In this workshop, the sponsor group was able to look at the deficits they have at the senior level and learn how to build strong second line leadership roles in Eklavya. The sponsor group decided to shortlist a set from the organisation that should be provided spaces and challenges during the next year to test their readiness and competence of taking on such roles becomes evident to Academic Council and Executive Council.

Capacity Building of field level Resource Persons of CiNi, Jharkhand

Collectives for Integrated Livelihoods Initiative (CiNi) has invited HIDF to support for two IB interventions in their project areas in Jharkhand.

Haritha Sarma from HIDF visited CiNi partners on 14-15 November 2013. During this meeting, he had face to face discussions with support team at the field. Institution building plans were made along with the programme head who anchors the local resource person building programme. Based on this visit, HIDF conducted a two modular staff capacity building programme with an overall objective to 'enhance the effectiveness of the community level resource persons in engaging, organizing and enabling the community members towards achieving the strategic outcomes of the project' from February 25th to 28th, 2014.

The programme covered individual and group communication, structure and functioning of community based organizations, village level change processes, do's and don'ts of community level action, etc.

Support to Rehnuma Entitlement Centre in Gulbarga Karnataka

HIDF, with the funding support by National Foundation India, has set up the Rehnuma Entitlement centre in Gulbarga, Karnataka. The project is implemented by Sahara, an NGO situated there. The entitlement centre has been the mediator between people and government officials in accessing schemes and benefits that are meant for minorities. The major work was to give awareness, trainings, advocacy, information about schemes and benefits. The centre also has brought right holders and duty bearers on one platform to discuss the people's issues and made duty bearers responsible for the effective implementation of the programs. The committed and strategic action of the centre has given positive results, and given rise to many new challenges.

HIDF assists the project staff in planning, monitoring and organizing capacity building programs. In this reporting period HIDF has assisted Rehnuma Entitlement Centre in systematizing their review meetings, program planning and reporting. We have contributed to systematize their financial management by introducing good financial management systems like – advance request, salary to the beneficiaries account, proper accounting system etc. So far HIDF has facilitated 5 of their meetings.

Business Planning and Teamwork Retreat with ICCo



HIDF staff designed and delivered a 2.5 day staff retreat for Inter-church Organization for Development (ICCo), an international funding organisation. The event incorporated experiential exercises and reflective space to consider their roles and interpersonal dynamics as team members. In addition, HIDF facilitated the creation of a business plan that reflected changing organisational priorities and new areas of work. HIDF staff continued to support the business plan development after the retreat, helping ICCo meet its internal deadline with full staff participation.

Strengthening the Performance Appraisal System of Timbaktu Collective:

Timbaktu Collective is a Voluntary Organisation that was initiated in 1990, to work for sustainable development in the drought prone Anantapur district of Andhra Pradesh.

Timbaktu Collective, a long-term associate of HIDF, approached us to assist in developing a performance appraisal policy, a better working appraisal system and to help facilitate appraisals adopting the revised system. The process involved examining the existing feedback culture of the organization, identifying appropriate key result areas throughout different levels of the organizational structure and designing a process for implementing the review. Interactions with the program directors and steering committee members resulted in identifying that the organisation needs better follow up and capacity building after the appraisal process.

Other engagements included:

- ❖ Headstreams, Bangalore – Programme Planning
- ❖ Dalit Bahujan Chaluvalli, Karnataka (Role Strengthening)
- ❖ Cividep, Bangalore – Strategic Planning
- ❖ Equations, Bangalore – Partnership and Networking strategy, strategic planning
- ❖ Makkala Jagriti – Communication training, retreat facilitation
- ❖ Mahila Karmikada Munnade, Bangalore – Support in generating fundraising proposal

Building People's Competencies

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.

The past year's highlights in this aspect of our work follow.

Multi- Modular Events

CLM- strengthening People Centred Advocacy

Community Learning Movement (CLM) is a grass roots level advocacy-building program initiated and supported by National Centre for Advocacy Studies (NCAS). The program structure of CLM consists of six modular training programs spanning a year among village level volunteers. The program covers various topics such as RTI, forest rights, land rights, human rights, and livelihood issues. At present, seven organisations in Karnataka are a part of CLM.

The 6th module was held at Bangalore from May 21-23, 2013. Part of the event included review and evaluation of the participant's work. A few of the participants from the previous batch also joined to encourage the outgoing participants. 17 participants were given certificate of participation at the end of CLM round 1.

HIDF decided to offer the programme a second time after the success of the first CLM- RPB. Dileep Kamat was invited to be part of the core group which also included Haritha Sarma and Joseph Anthony from HID Forum. CLM, second round commenced in November 2013 and came to an end in the first week of March 2014. Sixteen participants from Karnataka completed the programme.

HID Forum has also designed a multi modular program to develop a resource pool of facilitators who can take CLM forward in other areas of the state.

Organisational Change Facilitation Programme (OCFP)



HIDF continued its flagship OCFP programme. This programme is designed to build a cadre of individuals who can take forward HIDF's agenda to fill the gap of OD professionals in the sector. The program offers understanding on concepts and skills relevant for facilitating organisational change in development organisations.

The fourth Organisational Change Facilitation Program commenced in November of 2012 and concluded in January 2014. Of the 15 people

who enrolled, 13 completed the 13 month program. Five of the 13 were certified as organisational change facilitators to address the change facilitation needs of the developmental sector.

Learning Event 4 was held from September 2-7, 2013 at Lucknow. It was facilitated by Tejinder Singh Bhogal and Sankar Subramanyam. LE 4 focused on the theme 'Organisation change facilitation and Intervention'. The learning event was followed by Application Project Review and formal closing ceremony in the month of January, 2014.

Open Learning Events

Group Relations Conference

Group Relations Conferences are temporary institutions for learning through direct experience. They are designed to provide a variety of opportunities for members to exercise leadership and authority in here and now situations, unravel and deal with the problems and resistances encountered in doing this, and manage oneself in role. These explorations, experiences, and insights lead to transformed ways of being and relating in a range of interpersonal, institutional and societal spaces.

This year 35 participants enrolled in the Group Relations Conference.

Muslim Leadership program: Consultation on Development of the Muslim Community and the Role of Civil Society Organizations

HIDF conducted a 2 day consultation on Development of Muslim community and the Role of Civil Society organizations as one path towards building leadership in civil society. The program was held on 27 and 28th of August 2013 in Bangalore. Retired IPS officer Mr. Nisar Ahamed and Mr. Abbas Sharif, Asst. to the Principal Secretary, Minority Welfare Department, Karnataka attended the programme as resource persons. Thirty five Muslim friends from various civil society organizations across Karnataka took part in the program.



As a result of this consultation participants created a Forum of Muslim NGO at the State Level where they could discuss various issues of Muslim communities. They discussed the 15 point programme for the minority welfare and advocacy plans to increase the benefit to needed people. This was the very first programme in the state of Karnataka where officials from the concerned departments were present and participants could clarify their doubts and put forward their grievances regarding implementation of the schemes.

This civil society forum of Muslim NGOs also decided to bring out a Monthly Magazine called "MUSLIM VOICE" in Kannada. HIDF organized a meeting on September 19th 2013 to support this initiative. This meeting was facilitated By Mr. Mangluru Vijaya, a prominent thinker and writer in the development sector. An issue has been published every month from December 2013.

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Grakoosa Capacity Building Program

GRAKOOSA is a state level union of unskilled workers in Karnataka with a membership of 35000 unskilled laborers. Its main aim was to work towards effective implementation of NREGA, (National Rural Employment Guarantee Act of Indian Government) in Karnataka. After working for 2 years on this program, Mr. Abhay, founder of Grakoosa approached HID Forum to build capacities of their district coordinators. HID Forum designed and facilitated a 3 - modular programme along with Mr. Dileep Kamath, a resource person from Karnataka. As a result they are now capacitated to take forward the work of Grakoosa and deal with challenges at field.

Workshop on Listening to the Unconscious

This workshop was held in October 2013 at Bangalore. Its primary objective was to explore in the here and now, conscious and unconscious materials that surface during various events and sessions of the workshop in terms of group processes. The workshop thus offered opportunities to enhance one's understanding of unconscious processes in groups and individuals and how they affect each other as well as an exploration of the implications

of the above for one's work in groups and institutions. The workshop had 19 participants with Rosemary Viswanath and Anuradha Prasad as consultants. Anuradha Prasad directed the programme.

Other HIDF engagements in this area included:

- ❖ Two sessions with postgraduate students of Azim Premji's University
- ❖ Workshop on Unconscious Dynamics for the students of Bharathidasan Institute of Management

Competency Building Support to Other Organisations

UNICEF , India

The UNICEF, India invited Human and Institution Development Forum to facilitate an initiative that addressed issues of diversity in their four regional field offices. Mr. Haritha Sarma, the Executive Director of HIDF and Ms. Monijinir Byapari, from Church of North India – Synodical Board of Social Services (CNI-SBSS) were contracted to undertake this initiative. The purpose of the initiative was:

- To diagnose and analyse the nature of organizational practices in the field offices that are enabling and limiting.
- To engage the staff of these offices in exercises that sensitize them to both the visible and hidden processes of inclusion and exclusion present in their office environments; and
- To create a consensus around a new protocol/charter of conduct with grievance redress mechanisms that all staff agree to abide by for the next one year, at which time it will be assessed and revised.

There was conscious effort to combine conceptual inputs with contextual learning exercises to address issues of gender and diversity, culture of the organization, team orientation, core dimensions of the organization and unconscious processes that tend to influence behavioural patterns in this field office. The workshop design combined group discussions, role plays, sharing of experiences and reflective exercises. The workshop concluded with the staff working in groups and in the plenary to develop a charter of conduct and action plan.

Research and Knowledge Building

Broadly, our research and documentation help us in developing knowledge on HID themes and building perspectives. The outcomes of the research and documentation that HID Forum has undertaken have been manifold. At the organisational level, they have provided us with ideas for capacity building programmes and supported us in monitoring our accompaniment work. At the sectoral level, they have contributed to building knowledge on and demystifying HID, and contributed to ongoing debates or action on development issues of current importance.

Some of our notable activities in this area of our work follow:

Discussion paper on Senior Leadership Transitions

This year HIDF published a discussion paper titled “Successful Leadership Transitions in Civil Society”. This paper reviews current themes in the area of leadership transition, both in the corporate sector (which influences thoughts and strategies in other sectors) and specifically in civil society. It investigates specific dilemmas of senior leadership transition, and further develops recommendations illustrated by 10 case studies of NGO senior leadership transitions in India. This paper was widely circulated and is available on the HID forum website.

Research paper on status of Muslim Families in Gulbarga

Sahara and HIDF partnered on research on the status of Muslim families in Gulbarga district. The research throws light on the economic and social status of Muslims in Gulbarga and their access to entitlements. The research findings will be used to create advocacy materials and it will be translated to Kannada and distributed among the people of the target area to create awareness about their economic and social status.

A Review and Evaluation of Community Learning Movement (CLM)

Community Learning Movement aims to build capacity of activists to take up rights based, people-centred advocacy on issues of marginalization at the village and panchayat level. CLM equips grassroots activists with knowledge, skill, information and perspective to function as resource persons and catalyst to mobilize and organize people to advocate for their rights.

Before initiating the 3rd capacity building program, HID Forum felt the need to pause and revisit achievement of the program objectives. It was felt that, this would not only help to take stock of the work that has happened under this program till date, but help understand more closely the nature of changes happening at the macro and micro context today. The review thus sought to assess the nature of impact it has had on individuals and organizations that have undergone the CLM process. The review resulted in recommendations for restructuring and strengthening this program and increased knowledge on facilitating effective grass root level advocacy processes.

Enhancing the Quality of Pedagogy and Curriculum of Regional Social Work Colleges

HIDF plans to work with education institutions, especially regional social work colleges, towards strengthening academics and pedagogy by building capacities of teaching faculty. The overall objective is to introduce and integrate HID into the course curriculum. HIDF will support 1 social work college each year.

Joseph Antony and Ashly Tom from HID Forum visited Post Graduate centre of Bangalore University in Kolar District of Karnataka in the month of November. The team initiated discussions with the director of the university and the head of the social work department. In December 2013, HIDF staff held a session with social work students of the first year to identify their understanding of the subject and the areas to be enhanced to improve the curriculum.

At present HIDF is building skills as an add-on to the existing curriculum as a pilot and then extend it to the few other regional colleges of the university.

Audited Financial Information for the Period Ending 31st March 2014

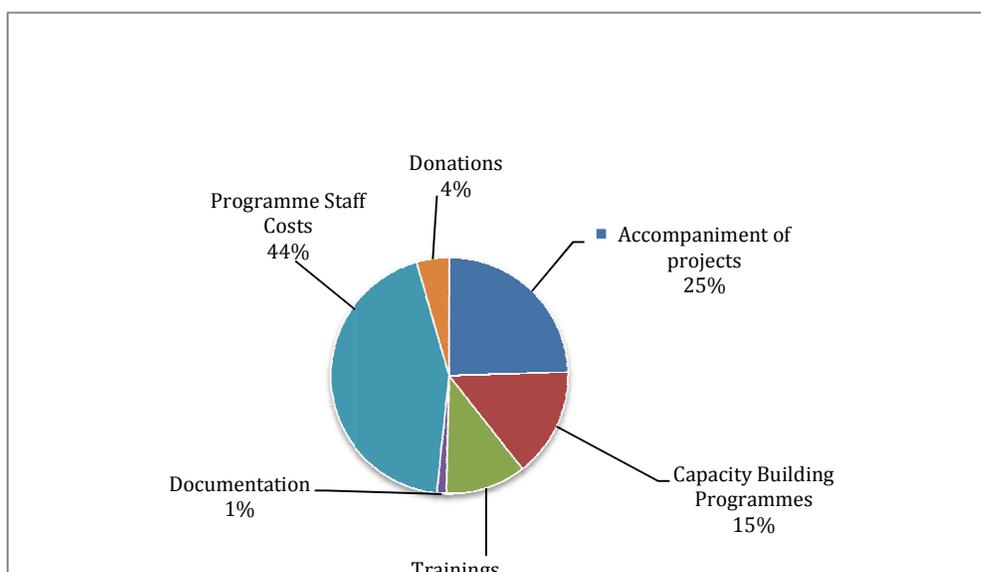
Balance Sheet as at 31.3.2014

Liabilities	INR	Assets	INR
Capital Fund	52,46,584	Fixed Assets	52,46,584
Corpus Fund	1,068,065	Investments/Deposits	1,689,023
Other Funds	1,714,995	Cash & Bank Balances	2,96,313
Current Liabilities	27,182	Current Assets, Loans & Advances	8,24,906
TOTAL	8,056,826	TOTAL	8,056,826

Income & Expenditure Account for the year ended 31.3.2014

Expenditure	INR	Income	INR
Capital Costs	197,418	Specific Funds (Grants)	3,979,627
Programme costs	2,550,178	Donations & Contributions	31,840
Programme Staff Costs	1,964,455	Consultancy & Other Income	1,188,332
Institutional Costs	766,065	Bank Interest	189,728
Admin Staff Costs	663,019	Excess of Expenditure over Income	751,608
TOTAL	6,141,135	TOTAL	6,141,135

Percentage of Expenses, Programme Interventions



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

Name & Address of Auditors:

A.R.Rao & Rajan
Chartered Accountants
186/A, 1st Floor, Near Nataraja Theatre
Venkataranga Iyengar Street, Sheshadripuram
Bangalore – 560 020
Tel : 080-23461983, 23565243
e-mail: arraoandrajan@gmail.com

HIDF has qualified for listing on the Guidestar India website as well as the Help Your NGO website. These websites serve as portals for NGO information across India – connecting resources and those who need them.

Governance Details

Details of Governing Body members 2013-14

	Name	Age	Sex	Position on Board	Area of Competency	Meetings Attended
1	Uma Ramaswamy	74	F	Chairperson	Project Evaluation Gender, Research and Knowledge Building and Organisational Development	2
2	Sushma Iyengar	46	F	Member	Strategic planning, Gender and Equity	1
3	Aroon Joshi	75	M	Member	Institutional Building	1
4	Rita Norohna	58	F	Member	Advocacy Movement building and Social Work	1
5	H S Vijaya Kumar	55	M	Member	Organisational Administration and Agricultural economics	1
6	N. Srinivasan	54	M	Member	Expert in Microfinance and OD	1
7	Anuradha Prasad	53	F	Member	Institution Building, Project Evaluation and Gender	2
8	Haritha Sarua	42	M	Member Secretary	Institution Building, Project Evaluation and Gender	2

The HID Forum Board met 2 times in the fiscal year 2013 -14 on dates 17.08.2013 and 26.03.2014.

- 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 organisation for participating in Governing Board Meetings/General Body Meetings.
- The following reimbursements of travel expenses and contributions towards professional expertise extended for the effective implementation of HIDF's

programmes have been made. This is discussed at Finance Committee and the Governing Board.

Board Member	Date	Honorarium	Travel
Uma Ramaswamy	11.10.2013	1,44,000	
	31.03.2014		703
	23.08.2014		280
Anuradha Prasad	1.11.2013	36,000	
	14.03.2014	20,000	
	14.03.2014	40,000	
	31.03.2014		1,242
	2308.2014		1,225
Aroon Joshi	2.12.2013	40,000	
	17.08.2013		5,193
	1.11.2013		13,957
	2308.2014		1,980
V. Rukumani Rao	23.08.2014		3,341
Rita Norohna	23.08.2014		1,944
TOTAL		2,80,000	29,865

- No other reimbursements have been made to any other Board member.

Staff Details as of March 31, 2014

	Paid Full Time	Paid Part Time	Volunteer (paid)	External Resource Persons
Female	4	0	1	8
Male	4	0	0	8

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

Total cost of national air travel by all during the year: **Rs. 347650/-** (including reimbursed to Board members as above)

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