

# Annual Report

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*HID Forum*

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## Introduction to HID Forum

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The Human and Institutional Development Forum is a support organization located in Bangalore. 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.

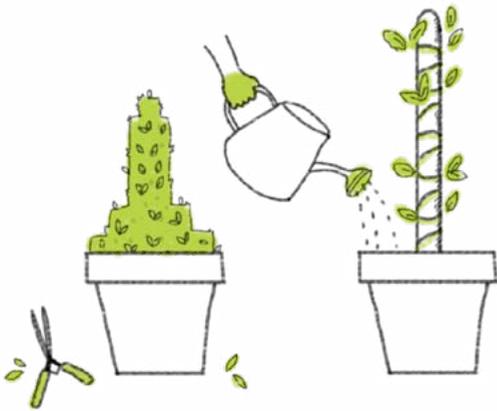
In doing so, we contribute towards building a just and democratic society.

# Mission of HID Forum

HIDF creates & facilitates spaces for Individuals and Institutions to learn & grow together; accompanies civil society organisations, builds competencies, and supports systemic change through grassroots and policy-level interventions.

## Our Strategies

1. Institution building support through Accompaniment
2. Building People's Competency
3. Research and Knowledge Building and
4. Consulting.



### *Institution Building 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.



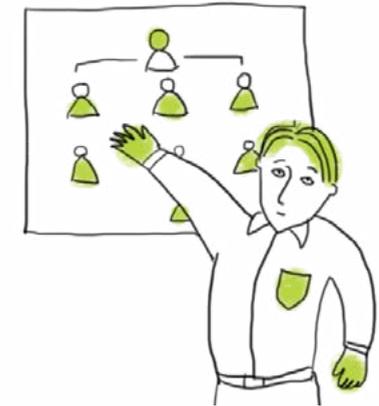
### *Building People's Competencies towards Enhancing Efficiency and Effectiveness of Social Change Work.*

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 throughout the sector.



### *Consultancy*

Consulting is one of the key strategies of HIDF. It enables the organization to offer its services to a wider spectrum of organizations, provides opportunities to interact with different types of systems and learn from them. It also brings financial sustainability base on HID throughout the sector.

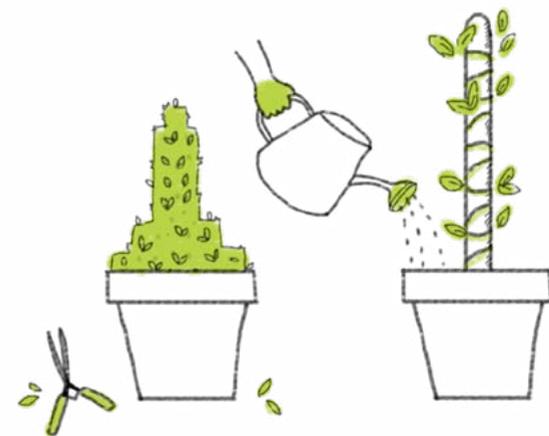


## Organisational Change Through Accompaniment

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The year 2014-15 has been an intense journey for HID Forum which saw many ups and downs and joyous year. HIDF continued to work with NGOs in planned processes of change through the approach of accompaniment. Accompaniment is a participatory process, 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 2014-15 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.





## HIDF ROLE

HIDF's support capacitated the organization to implement the program effectively and the impact is very much evident in the outcome of the program. The program is supported for the last two years by HIDF in collaboration with its implementation partner Sahara Gulbarga. We are helping the organization to raise funds to carry on the programs initiated by the entitlement centers through focused resource mobilization through local philanthropists and sharing the successes and the need for scaling up such programmes by influencing other civil society organisations.

During the reporting period local thinkers, business men, civil society organisations were reached out to bring the Muslim local leaders, thinkers and philanthropists, NGOs on a same platform and have discussion around the issues of the Muslim community. This process has created strong impressions in the minds of the leaders and they promised to extend their support to the centre to carry out the work more effectively.

Together with the fundraising agenda HIDF is also assisting the organization in planning, reporting and staff capacity building. In the last two years in Rehnuma Entitlement Centre 2298 people availed their entitlement benefits. In collaboration with Sahara - Gulbarga we conducted awareness program on prime ministers' New 15 point programs (SSA, IAY, SJSY, SJSRY, RGAY, Pension, Education scholarship, ICDS, Loan Schemes etc), status of Muslim minorities in India and their rights, awareness on Sachar committee report and recommendations and bring awareness in 21,359 people.

We also conducted training programme for 179 volunteers on RTI, NALSA, DALSA and leadership and gave Counseling and legal advice support to 1148 people.

*A unique and empowering approach, in promoting inclusive development of vulnerable Muslim minorities. Establishing and running an entitlement centre in Gulbarga for 2 years was a journey of constant fight to mobilize and build community awareness around socio-economic, political inequality and enkindle the fire to fight for their rights through participating in the governance.*

## 1) REHNUMA ENTITLEMENT CENTRE

**WHAT** Supported Rehnuma Entitlement Centre in implementing pilot program on accessing entitlements of Muslim minority community.

**WHERE** Gulbarga, Karnataka.



## HID ROLE

The changing need of Aneka is mainly twofold. One, Aneka has incubated another entity called Solidarity Foundation for the purpose of raising financial resource for organizations and groups working for sexual minorities. There was a felt need to separate these two identities and it is in this context that the leadership in Aneka needs a change while the present leader was transitioning into solidarity foundation. Aneka requested HID Forum's support during leadership transition during July 2014. A system wide engagement and focused discussion with leadership and involvement of the board has enabled the transition process for the organisation.



## 2) ANEKA

**WHAT** Aneka is a registered organization that fights for the rights of sexual minorities. It is an offshoot of SANGAMA organization which also works for the rights of sexual minorities in Karnataka. Aneka is basically a research and program implementing organization.

**WHERE** Bengaluru, Karnataka.

*We learnt that the approach and process of accompaniment initiative with sexual minorities is diverse from other organisations.*

HID Forum



## HIDF ROLE

As part of the institution building component, Kalike approached HIDF to support in its endeavors and in particular to explore the institutional needs like structure, team building and role clarity. Two initial meetings were held with the head of the organization to understand the organization and its programs and activities better so that meaningful intervention could be co- created. A comprehensive diagnosis has been conducted as part of a system wide engagement. 4 broad areas have emerged as priorities namely

1. Vision, mission and strategies
2. Role clarification
3. Capacity building and team strengthening and
4. Strengthening network of Kalike

Kalike has requested HIDF to start with visioning exercise which is to take place during July 2015.



## 3) KALIKE

**WHAT** Kalike is an organization incubated and initiated by SRTT. It plans, implements and monitors the education initiatives of the Trust. Kalike Was registered as Trust in the year 2012 as a nodal agency for implementing the programs of KSU and to support and monitor the programs of partner organizations. It acts like a nodal agency.

**WHERE** Yadgir district, north Karnataka.

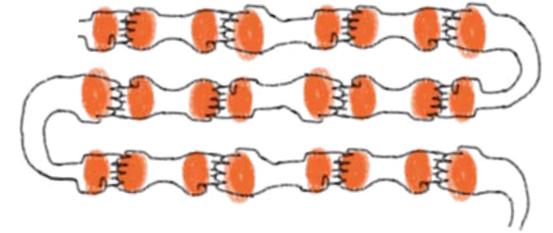
*Tapping the inner energy of the organization to assess the organizational need was quite challenging. The intervention process helped the organization to clarify organization's goals, vision and identity. Participatory approach was very much enabling in identifying and owning the change needs of the organization.*

*HID Forum*



## HIDF ROLE

Currently, there are 1000 members in the union. The organization feels that the union and its people need strengthening so that the visibility of the organization increases and the people take up leadership roles to fight for their rights. Further intervention plan needs to be worked out with the head of the organization.



## 4) NIRMANA

**WHAT** A grassroot level organization that has organized the Beedi workers and Construction workers and formed a union.

**WHERE** Davangere, Karnataka.

*Federating Muslim women to take up livelihood related rights and expanding the struggle into other socio-political arenas is an exciting journey, which has a potential to bring in changes within the community and influence policies and programmes in larger society.*

*HID Forum*



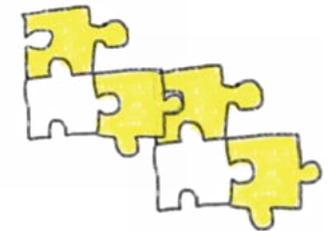
## HID ROLE

From a meager beginning of serving three children, today nearly 120 children and adults undergo specialized intervention at the day care center. The organisation has a committed leadership and dedicated 65 staffs, mostly special educators. The organisation has a rich teacher student ration of 1:2 because they cater for children with varying degrees of Autism Spectrum Disorder or ASD as well as other special needs. ASHA provides training to the parents to become a special educator. The rich teacher student ratio also helps to monitor the growth of children and the teachers interact with the parents on a daily basis. With this context, the following was mutually agreed as part of the contract for the assignment:

Objectives:

1. Developing and finalizing a robust HR policy and
2. Develop a road map for OD needs at ASHA.

A brief 3 day workshop was held with core group staff of ASHA and the draft HR policy was developed. Further a small task group was formed and the draft was worked upon and finalised. The road map for OD needs /organisational need appraisal and arriving at a road map is still pending and will be taken forward during the next reporting period.



## 5) ASHA

**WHAT** ASHA (Academy for Severe Handicaps and Autism) started in 1995 with a strong focus on providing appropriate education to children and adults with autism.

**WHERE** Bangalore, Karnataka.

*The journey with ASHA has been a humbling experience.  
The energy to rediscover becomes central for change.*

*HID Forum*



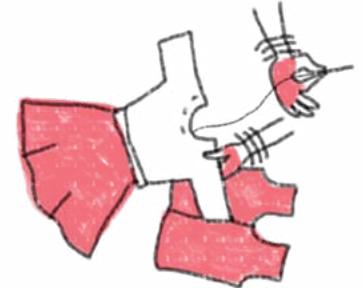
## HIDF ROLE

From a meager beginning of serving three children, today nearly Garment Industry is predominantly an industry of women workers with more than 95% of the workforce belonging to socio-economically marginalized women from urban, semi urban and rural areas.

Organisational change programme with GATWU is initiated with an aim to build capacities of newly elected executive committee members in the following areas:

- Leadership
- Strengthening of membership
- Strengthening of factory committees
- Strengthening of networking and advocacy efforts
- Building communication skills.

HIDF also supports regular monthly half day meetings which are planned from November 2014.



## 6) GATWU

**WHAT** The Garment and Textile worker Union has been actively organizing workers and fighting for their rights for the past decade.

**WHERE** Bangalore, Karnataka.

*It's a huge fight to realize basic labor right for garment worker, building membership, strengthening leadership and to transit beyond grievance reddresal into a change organisation.*

*HID Forum*



## HIDF ROLE

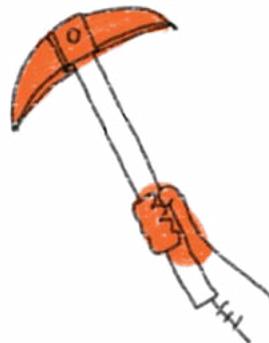
HIDF supports Grameena coolie Karmikara Sanghatane. Our association with GRAKOOS began in 2009. Since then, we have been supporting GRAKOOS in building itself into a strong and smoothly functioning entity. Initially it started as an entity mobilizing and organizing rural unorganized agricultural laborers and avail job under Indian government's rural employment guarantee program called MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act). Now it is a registered entity having membership of more than 50000 members from all over the state of Karnataka. Important role was played by HIDF in development of vision, mission, goals and objectives of the movement. In later stages intervened in placing systems and structures, roles and responsibilities of the animators and mentors. Developed action plan for the union and the indicators to assess the progress of the work, had perspective building program on campaign, movement and trade union. As the days passed by the union realized that working just on 100 days work under NREGA is very much limited when it has capacity to take up other aspects of unorganized sector. So it decided to work on the rights of people of the unorganized working class. At this point of time HIDF supported the union in Building the leadership and advocacy skill of 35 leaders of union through 3 modular capacity Building program. This has enabled the participants to play effective leadership role in their respective region.

Grakoosa has requested for 2nd round of capacity Building program for its karyakatas

## 7) GRAKOOSA

**WHAT** Grameena coolie Karmikara Sanghatane. GRAKOOS is a state level union of unorganized workers in rural areas. it is a registered entity having membership of more than 50,000 members from all over the state of Karnataka

**WHERE** Bengaluru, Karnataka.



*Excited about the culture of volunteerism ingrained and nurture. Vision to go beyond programme framework to address social Inequality.*

HID Forum



## HIDF ROLE

HIDF has been engaged with Eklavya in an IB process since July 2012. During this quarter the HIDF team and Eklavya ODSS (Organisation Development Sahyog Samuh) are in touch with the developments from Eklavya.

The strategic planning exercise for Ekalavya was scheduled from 9th to 13 July 2014. Gagan and Haritha were main facilitators for the event. A brief meeting was scheduled with ODSS and Sponsor Group on 9th early morning before the workshop. The workshop was scheduled at Sanchi. Context was discussed; it was also shared that this will be HIDF's last engagement under IBSF. The organisation was able to finalise the field of actions and freeze it for restructuring.

Finalized fields of actions (FoA)

1. Educational Research, Innovation and Training
2. Publication for Educational Change
3. Outreach and advocacy and
4. HID

### Impact we envisage through the support:

- Organizations capacities are built to reach their goals and objectives.
- Crisis situations/ bottlenecks in the organizations are handled effectively.
- Internal change managers able to handle change effectively in the organization.
- Better program delivery by the organizations.
- Increased capacity to influence local governance and local partners.
- Capacity enhanced 2nd line leaders of the organizations taking greater roles and responsibilities.

## 8) EKLAVYA

**WHAT** is a not-for-profit non-government organization that develops and conducts field tests on innovative educational programs and trains resource people to implement them. It functions through a network of education resource centres located in Madhya Pradesh.

**WHERE** Bhopal, Madhya Pradesh.



*Eklavya represents a classical example of a well known, socially relevant organisation going through reorientation and restructuring in a changing paradigm.*

*HID Forum*



## HIDF ROLE

In most of the CiNi's project interventions, local resource persons (LRPs/ CRPs/SEWs) are considered as the cutting edge cadre who ultimately engage with the community on day to day basis. Although concerted efforts have been given on building the technical capacity of this pool, there has been very little investment on developing the facilitation skills of these resource persons. Due to which they lack various social skills related to community mobilization, facilitation, group formation communication, gender and larger perspective on the theory of change. In order to address these limitations HIDF in coordination with CiNi will conduct a TOT which will have 2 modules for grassroots workers of CiNi and 5 of its partners NEEDS, Support, RDA, Shrishti and NBJK.

An intensive capacity building was conducted for frontline cadre with the following main objectives:

1. 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.
2. To develop a resource pool of trained community level change facilitators in all the partner organizations who in turn will capacitate others in effective community level action.

## 9) CiNi

**WHAT** Collectives for Integrated Livelihood Initiatives (CiNi) is an organization registered under the Societies Registration Act, 1860, that work comprehensively towards livelihood enhancement of tribal communities by sustainable natural resource management predominantly the land, water and forest triad.

**WHERE** Jharkhand.



*During the times when the role of village level animator is disappearing, this programme brought back the importance of social analysis and understanding of village dynamics as critical competencies essential for livelihood promotion at grassroots level.*

HID Forum



## HIDF ROLE

KMVS has been in the past open to a critical self-reflection of her perspectives and activities. The last strategic planning process was conducted in 2010 with facilitators who are friends of KMVS. However, since then, Kutch district and Gujarat has gone through an explosion of environmental and political changes in a very short time, the impacts of which on the socio-economic life in Kutch has been unprecedented which are all new to the Kutchi way of life. This has naturally impacted women in a myriad of invisible ways. With this context, KMVS decided to undergo in depth strategic planning exercise.

Coaching for transformation is a holistic coaching process that combines awareness of body, mind, soul and spirit with traditional coaching skills for deep, lasting transformation. This would help the members to articulate their vision, identify their needs and core values, bring their inner and outer worlds into alignment, set goals they feel passionate about and create a plan for their own development.

### The overall coverage of the programme are:

1. The present leadership coaching process will lead to transformation of their leadership style and developing a process for the first line leadership of KMVS in the strategic reorientation phase.
2. Expansion of leadership role and Enhanced effectiveness of leadership,
3. Greater strategic focus,
4. Strengthened inter personal and group level relationships

## 10) KUTCH MAHILA VIKAS SANGATHAN

**WHAT** Founded in 1989 with the objective of organizing rural women of Kutch to facilitate their empowerment through conscious-raising, organization and their mobilization into local collectives, capable of independently addressing gender inequities in their region.

**WHERE** Kutch, Gujarat.



*The process has been a journey of self discovery and understanding one's potential, values, beliefs, principals and their 'element'. This has helped each individual to become an acceptor and believer in our own strengths and have also made us realise our agendas for transformation for the community.*

*KMVS Staff*



## 11) MUSLIM DANI NEWSLETTER

**WHAT** A secular, monthly Muslim newsletter.

**WHERE** Every month 1000 copies published and circulated in all over Karnataka.

### HIDF ROLE

Haritha, Executive Director HIDF is involved in the capacity of editorial board member and actively engaged in working towards sustainability of the initiative. Strengthen democracy and secular values and highlighting Muslim minorities issues are some of the areas that are being strengthened with this initiative

*“I am very happy to read it. You have covered content from national level to local level. Muslim Dani is addressing the wrong notions of Islam that people hold.*

*Your newsletter has written many many articles about entitlements and schemes of government. This is a very good initiative [please continue it. Its very important to bring awareness specially to Muslim minorities. your newsletter has been capable of just this.*

*Your newsletter is like sanjeevni in reaching rigorous, social, economical, educational, cultural and emotional issues. Its essential that Muslims need to mix with non Muslim community as well.”*

Feedback from Haji Burhanuddin Ameen Saheb Jamadar.



*It is apparent to us that there is a need for a strategic approach towards development of Muslim Minorities – it should be collective effort of government functionaries, Legislature, NGOs, Peoples secular forums and the Muslim community*



## HIDF ROLE

Rani Chennamma University is situated in Belgaum. MSW department of the university requested HIDF facilitate 2 days workshop on project management to the MSW students. The programme saw many enthusiastic students of final year MSW who participated in the programme along with 3 members of faculty.



## 12) RANI CHENNAMMA UNIVERSITY

**WHAT** A public university.

**WHERE** Belgaum, Karnataka.

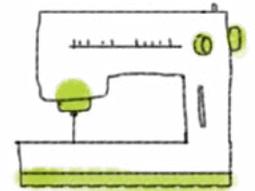
*Connecting with MSW students and faculty was a new experience for us. It's also a hope to influence the curriculum in social work sector.*

*HID Forum*



## HIDF ROLE

HIDF facilitated 3 days workshop on communication, feedback and team building and team management. HIDF along with others inputs in 7 week program has resulted in tailors in the garment factories, becoming supervisors. They have come back to us requesting for 2nd round of supervisory training program



### 13) WOMEN SUPERVISORY TRAINING PROGRAM

**WHAT** WSTP is a capacity building program for garment factory workers organized by 4 factories in Bangalore.

**WHERE** Bengaluru, Karnataka.

*Strengthening communication skills and enhancing the understanding of group processes play a critical role in enabling women garment workers to make a transformatory shift to take up the role as supervisors.*

*HID Forum*



## 14) CENTRE FOR SOCIAL JUSTICE

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WHAT	A socio-legal nongovernmental organization.
WHERE	Gujarat.
HIDF ROLE	Participatory diagnosis of 2nd tier leadership structure of CSJ was facilitated by HIDF.



*Critical question is about who, what & how of the organisational leadership role in a fairly complex system with diverse programmes woven around different growth trajectories becomes critical in leadership transition.*

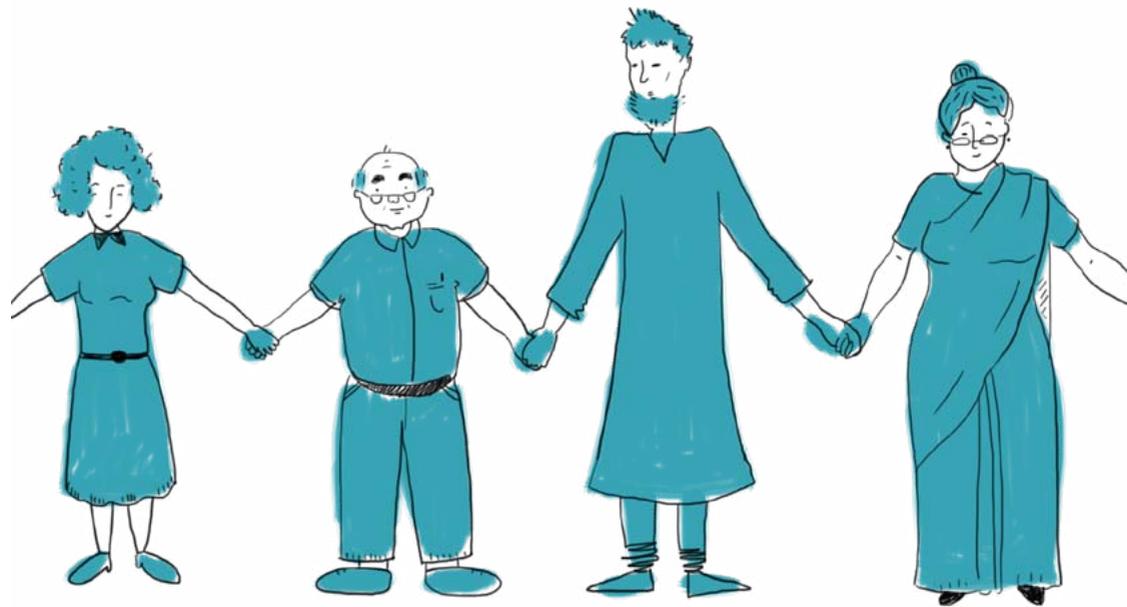


## Building People's Competencies

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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.





## 1. MULTI MODULAR EVENTS

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### Organisation Change Facilitation Program

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 fifth Organisational Change Facilitation programme commenced in September 2014 and it will conclude in July 2015. The program begin with 15 participants, 3 participants dropped the course after LE 1.

### Community Learning Movement - Strengthening People Centered Advocacy

Community Learning Movement (CLM) is a grass roots level advocacy-building program. This year HID Forum planned CLM programme with GRAKOOSA. GRAKOOS is a state level union of unorganized workers in rural areas. HID Forum's association with GRAKOOS began in 2009. Since then, we have been supporting GRAKOOS in building itself into a strong and smoothly functioning entity. In 2014 Grakoosa has come back to us requesting to support the union in building the leadership skills, advocacy skill and membership education of taluk and district representatives/ karyakartas. Realizing the importance, and the impact it could have on the members and the union HIDF has agreed to conduct CLM - Resource person Building program for the members of the union. A 4 Modular capacity building program is planned with EC Members of the union. First module completed in March, 2015 in Bangalore.



*We must start documenting the success stories and cases and focus on the strategic outcome- having clear picture of the change at the end of the program or the project.*



## 2. OPEN LEARNING EVENT ON HID RELATED TOPICS

### National Colloquium on Governance and Leadership in Civil Society

The National Colloquium on Leadership and Governance in Civil Society organised by HID Forum in partnership with EDI (Entrepreneurship Development Institute of India) (Ahmadabad) in July 2014. The Colloquium brought together a notable assembly of leaders from civil society, select faculty from Management Institutes and above all the vibrant student community. The deliberations of the Colloquium were both topical and timely in that it placed the engagements of Civil Society Organizations (CSOs) in a critical perspective for reflections and forward looking paths. Total 56 people participated in the programme.

### 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.

It was the 7th GRC organised by HID Forum in collaboration with Group Relations India in February 2015, Bangalore. The theme of the programme was “Transforming Systems: Exploring the place of compassion in the exercise of leadership”. This year 41 participants enrolled in the Group Relations Conference.

This program aims to explore the dimensions of leadership and followership that emerge and contribute to the transformation of self, groups and systems through the taking up of roles and exercise of authority. The program also enables the participants to experience the process of learning how to learn, particularly focusing on how unconscious material can shackle oneself to repeated dysfunctional patterns or free one to experience one’s potential more richly and fully.

The Impact We Envisage:

- 1) Creation of pool of resource persons in the sector with adequate knowledge and skill on organizational change, psycho dynamic process, advocacy, team management, team building, and unconscious group processes.
- 2) Various change initiatives are taken up by the trained resource persons at individual organizational and societal level.
- 3) Enhanced knowledge and skill about self, interpersonal and group processes will enable better team management and team performance

### Workshop on Listening to the Unconscious

This workshop was held in June 2015 at Karjat Maharashtra. 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 allowed for the understanding of unconscious processes in groups and individuals, how they affect each other and the implications of the above on work in groups and institutions. The workshop had 20 participants with Dr. Anuradha Prasad, Haritha Sarma and Rosemary Viswanath as consultants.

Dr. Anuradha Prasad directed the programme.



## Leadership & Governance

Initiating a Discourse for  
Civil Society Organizations

*Uma Ramaswamy, Gagan Sethi,  
Haritha Sarma and Eswara Prasad*



### 1. Publication on Leadership & Governance - Initiating a discourse for civil society organisations.

The trigger for the paper comes from the deliberations of the three-day National Colloquium organized by HIDF (Bangalore) and EDI (Ahmadabad) on 'Leadership and Governance in Civil Society' in Ahmadabad from 22 to 24 July 2014. To place the insights of the colloquium in ongoing debates in civil society, the publication has drawn salient trends from secondary sources to enrich the document in its articulation. The paper is written by Dr. Uma Ramaswamy, Haritha Sarma, Gagan Sethi and Dr. Eswara Prasad.

### 2. Understanding social change and the relevance of OD in social change organisations.

The purpose of this paper is to give a short overview of OD to those working in the social sector and those recently introduced to this field. This paper is aimed predominantly to the Indian readers and written in Hindi to cater to specific needs. The paper introduces and elaborates various concepts of OD and organisational change and its application to social change organization.

### 3. Organisation Change Facilitation Program Position Paper

The OCFP position paper was written in the objective of exploring the relevance of the programme in the changing context of civil society in India. This paper is written by Tejinder Singh Bhogal and highlights the various trends taking shapes in the civil; society sphere. Further it also highlights the possibilities of OD in different organisational forms like network, campaign, movements, CSR and government program.

## Research and Knowledge Building

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## Consulting And Other Assignments

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### 1) UNICEF

Engaging with diversity programme was conducted with 7 field offices. Its a 2 day programme aiming at building team with diversity lens. A code of conduct was evolved by all field offices to re-envision office culture to make it more inclusive.

### 2) Azim Premji University

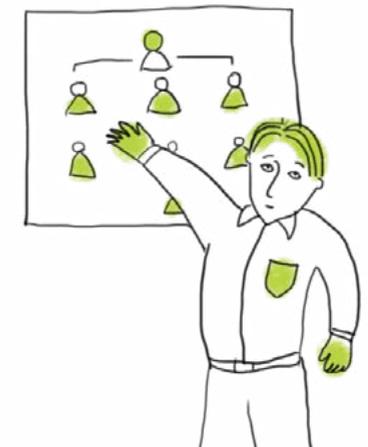
A one day orientation programme was scheduled for students of APU. A total of 300 students were part of this programme. 5 HIDF facilitators accompanied with 5 APU staff were involved in conducting this programme. The main theme was on understanding team dynamics, giving and receiving feedback and its impact.

### 3) The Association of People with Disability

HIDF involved in conducting a capacity building for APD, an organisation working with disabled persons. Theme was on enhancing leadership, team building among disabled person led organisations.

### 4) Development Focus

Development Focus invited HIDF to support a one day programme on retreat facilitation, team building and communication for senior staff.





## HID Forum Reflects

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### What we have learnt

1. Focus on the strategic outcome- having clear picture of the change at the end of the program or the project.
2. Need to strategic approach towards development of Muslim Minorities – it should be collective effort of government functionaries, Legislature, NGOs,
3. Peoples secular forums and the Muslim community.
4. Strengthening documentation of reporting, success stories, cases, outcome & Impact Linking advocacy to program objectives

### What would we do differently

1. Use new and different methodologies in capacity building programme, accompaniment support to other organisations.
2. Strategizing funding opportunities available in CSR.
3. Better program and financial planning.
4. Leadership transition – new learning and insights.
5. Working with sexual minorities organisations.

### What has changed about HIDF

HIDF has evolved year after year. Our strategy, approach to organisations has changed. We have shortlisted and narrowed down our focus now. We undertook strategic re-positioning exercise inviting representatives from civil society organisations. Interesting themes and ideas have emerged.

We are happy to welcome two new staffs and board members to HIDF.



**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 31.03.2015**

PARTICULARS	Schedule No.	Amount	Amount in ₹	
			Prev. Fin Year	Amount
<b>LIABILITIES</b>				
<b>CAPITAL FUND</b> - Being Fixed Assets at WDV	2	47,05,380.00	52,12,377.00	
<b>OTHER FUNDS</b>	1			
Corpus Fund			11,22,568.00	
General Fund			5,83,790.46	10,68,065.00
HIDF Programme Sustainability Fund			11,12,396.75	4,54,308.96
HIDF Premises Maintenance Fund		29,48,755.21	1,30,000.00	10,90,242.75
<b>DONOR FUNDS</b>	4	19,70,325.10	1,70,443.70	
<b>CURRENT LIABILITIES</b>				
Staff Social Security Payable		13,172.00		18,930.00
Gratuity Payable		-		8,252.00
<b>TOTAL</b>		<b>96,37,632.31</b>	<b>80,22,619.41</b>	

<b>ASSETS</b>		Amount	Prev. Fin Year
FIXED ASSETS	Schedule No.		
<b>CURRENT ASSETS</b>	2	47,05,380.00	52,12,377.00
Cash in Hand			12,030.00
Bank Balances			2,84,283.15
Flexi Fixed Deposits with IDBI Bank			16,85,523.26
In Foreign Contribution A/c			-
In Local Contribution A/c			-
Fixed Deposits with IDBI Bank			-
Deposits & Advances		3,500.00	3,500.00
Receivables	3	2,70,881.00	8,24,906.00
<b>TOTAL</b>		<b>49,32,252.31</b>	<b>80,22,619.41</b>

As per our report of even date

**For HID FORUM**  
  
**Haritha Sarma**  
 (Executive Director)  
 Place: Bangalore  
 Date: 29.07.2015



**For A.R. RAO & RAJAN**  
 Chartered Accountants  
 Firm Regn No 003111S  
**N.R.Rajan**  
 (Partner)  
 Membership No. 024664

<b>HUMAN AND INSTITUTIONAL DEVELOPMENT FORUM (HIDF)</b> # 21/4, Prakriya, 2nd Cross, 1st A Main, Atmananda Colony, Sultan Palya, R.T.Nagar Post Bangalore - 560032		
<b>CONSOLIDATED INCOME &amp; EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31.03.2015</b>		
PARTICULARS	Amount in ₹	
	01.04.2014 to 31.03.2015 Amount	Prev. Fin Year Amount
<b><u>INCOME</u></b>		
By <b><u>SPECIFIC FUNDS</u></b>		
Received from MISEREOR	31,71,680.40	22,79,627.20
Received From Sir Ratan Tata Trust National Project	39,74,000.00	15,00,000.00
Received from National Foundation for India	5,38,225.00	2,00,000.00
" <b><u>Other Contributions</u></b>		
Donations	1,75,390.00	31,840.00
" <b><u>INTEREST FROM BANK</u></b>		
Interest on FDs with IDBI Bank	1,50,124.00	1,55,448.00
Interest on S.B.A/c	34,525.00	34,280.00
" <b><u>OTHER INCOME</u></b>		
Consultation Fees / Charges	91,629.00	5,02,850.00
Amount received from sale of Fixed Assets	6,500.00	500.00
Trainings	7,88,160.00	4,40,472.72
Professional Fees from UNICEF	6,68,937.50	4,509.00
Interest on Income Tax Refund	28,636.00	-
Miscellaneous Income	8,000.00	-

"	Support for premises maintenance - SRTT	-	1,20,000.00
"	Support for premises maintenance - Misereor	-	1,20,000.00
"	Excess of Expenditure over Income for the year transferred to Fund A/c	-	7,51,608.25
	<b>TOTAL</b>	<b>96,35,806.90</b>	<b>61,41,135.17</b>
<b><u>EXPENDITURE</u></b>			
To <b><u>CAPITAL COSTS</u></b>			
"		1,03,200.00	1,97,418.00
" <b><u>PROGRAMME COSTS</u></b>		66,93,301.00	45,14,633.41
" <b><u>ADMIN COSTS</u></b>		13,80,493.00	14,29,083.76
"	Excess of Income over Expenditure for the year transferred to Fund A/c	81,76,994.00	61,41,135.17
	14,58,812.90	-	-
	<b>TOTAL</b>	<b>96,35,806.90</b>	<b>61,41,135.17</b>

As per our report of even date

For A.R. RAO & RAJAN

Chartered Accountants

N.R. Rajan Firm Regn No 003111S

M.No. 024664

Chartered Accountants

Bangalore

N.R. Rajan

(Partner)

Membership No. 024664

For HID FORUM

Haritha Sarma

(Executive Director)

Place: Bangalore

Date: 29.07.2015



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

**CONSOLIDATED RECEIPTS AND PAYMENTS ACCOUNT FOR THE PERIOD FROM 01.04.2014 TO 31.03.2015**

RECEIPTS		PAYMENTS		Amount in ₹
To	AMOUNT	By	AMOUNT	AMOUNT
<b>Opening Balance</b>				
Cash in hand	12,030.00	<b>Capital Costs</b>		68,500.00
Cash at Bank	2,84,283.15	Dell Vostro Laptop		18,800.00
Flexi Fixed Deposits with IDBI Bank	16,85,523.26	Godrej Safe Saffire		15,900.00
" <b>Specific Grants</b>		Lucem LED Projector		
From MISEREOR	31,71,680.40	<b>Program Costs</b>		8,76,433.00
From Sir Ratan Tata Trust	39,74,000.00	Accompaniment of Projects		22,48,305.00
From National Foundation for India	5,38,225.00	Capacity Building Programmes		5,50,211.00
The Swallows India Bangladesh	4,70,550.00	Trainings		2,10,079.00
" <b>Other Contributions</b>		Documentation		85,540.00
Donations	1,75,390.00	Donation to Group Relations India		27,22,733.00
" <b>Other Income</b>		Programme Staff Costs		
Consultation Fees / Charges	91,629.00	<b>Admin Costs</b>		63,008.00
Trainings	7,88,160.00	Water, energy, gas		58,241.00
Miscellaneous Income	8,000.00	Postal & telecommunication Exp		91,673.00
Professional Fees from UNICEF	6,68,937.50	Other Operational Expenses		2,78,413.00
Amt. Received Sale of Scrap Value of FA	6,500.00	Governance Costs		14,862.00
Support for premises maintenance - Misereor	10,000.00	Insurance		2,715.00
Support for premises maintenance - SRTT	1,20,000.00	Books & Periodicals		1,52,621.00
Interest on Income Tax refund	28,636.00	Premises Maintenance Cost		7,18,960.00
" <b>Interest Received from Bank</b>		Admin Staff Costs		
Interest received on FDs	2,26,781.00	<b>Current Liabilities</b>		34,936.00
Interest received on SB A/c	34,525.00	HIDF Central Admin A/c		2,20,051.00
" <b>Current Liabilities</b>		Programme & Travel Advances		1,91,664.00
Social Security Collected	1,85,906.00	Social Security Paid		
<b>TOTAL</b>	<b>1,33,38,774.31</b>	<b>TOTAL</b>	<b>1,33,38,774.31</b>	

Programme Advances	5,59,132.00	Gratuity Paid	8,252.00
Programme Advance SCM House	20,000.00	<b>Tax Deducted at Source</b>	
" <b>Tax Deducted at Source</b>		On Bank interest 2011-12 & 12-13	12,962.00
On Bank interest 2011-12 & 2012-13	-	On Bank interest 2014-15	22,694.00
On Consultancy 2011-12 & 2012-13	74,924.00	On Consultation Fees / Charges 2014-15	13,350.00
	2,03,962.00	<b>Loans &amp; Advances</b>	
		Programme & Travel Advances	-
		<b>Deposits with IDBI Bank</b>	
		Deposits with IDBI Bank	11,17,118.00
		<b>Closing Balance</b>	35,40,753.31
<b>TOTAL</b>	<b>1,33,38,774.31</b>	<b>TOTAL</b>	<b>1,33,38,774.31</b>

Closing Balance :	Amount
Cash Balance	16,752.00
<b>Bank Balances at IDBI Bank</b>	
SB A/c No. 008104000072830	4,71,377.00
SB A/c No. 0008104000426787	471.24
SB A/c No. 0008104000426800	818.00
SB A/c No. 008104000137454	1,13,475.50
SB A/c No. 008104000137430	2,195.00
SB A/c No.0008104000426794	658.86
SB A/c No.0008104000426824	2,14,687.00
Flexi Fixed Deposits with IDBI Bank	27,20,318.71
<b>Total Balance</b>	<b>35,40,753.31</b>

For HID FORUM

  
**Haritha Sarma**  
 (Executive Director)  
 Place: Bangalore  
 Date: 29.07.2015



As per our report of even date  
 For **A.R. RAO & RAJAN**  
 Chartered Accountants  
 Firm Regh No 0031115



**N.R.Rajan**  
 (Partner)  
 Membership No. 024664