

Dhwani Rural Information Systems: Bridging the Technological Divide

Abstract

This case study engages with the journey of Dhwani Rural Information Systems, a social enterprise that traces its earliest origins back to 2012. Founded by the duo of Sunandan Madan and Swapnil Aggarwal – engineers by training who met while studying for a postgraduate course at the Institute of Rural Management Anand (IRMA) – Dhwani since its inception has been trying to help a range of social sector organisations effectively integrate technology without disrupting the core ways in which these organisations work. Notably, it has been amongst one of the early enterprises in the sector which has taken efforts to understand in-depth the technology-related “pain points” common across organisations, and to bring a degree of standardisation to their solutions.

The case builds an appreciation towards the fact that at the core of a successful technology-centric social enterprise, which can offer relevant and affordable digital products and services to the sector, lies building a composite culture that can straddle both the developmental and technological landscapes. Such a culture seeks to combine engineering and consulting skills in equal measure, and seeks to solve problems mindful of the particularities of the developmental sector, while also retaining a service orientation. In particular, the case looks to draw attention to the ideas of hybridity and elasticity that are integral to such a culture and how these have to be sustained against continuous pressures of talent sourcing, compensation, retention, and learning and development.

In a short period of time, Dhwani has become a mature set-up with a clear sector-agnostic product and service value proposition to the sector, with a team strength of over 120 people and over 50 projects, and a variety of organisations, including nonprofits, philanthropies, CSR divisions and governments as clients. Therefore, the experiences of the founders and members of the team offer valuable lessons for other like-minded practitioners. At the same time, to researchers in the field of social enterprise the case may provide a more granular view of important aspects of culture-building in emerging social enterprises. The fact that such enterprises have to draw from a talent pool in constant competition with their private sector counterparts imparts added force to the above considerations.

Keywords: Cultural elasticity; Digital technology; Hybrid workforce; Learning to innovate; Solutioning; Standardisation; Talent sourcing and retention; Technology product platform; Technology consulting

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Technology and Nonprofits

If there is one force in the twenty-first century that has had the sharpest and most wide-spread impact, it is indisputably the proliferation of digital technology. In the past two decades, it has considerably affected the broader environment in which the social, political, and economic spheres operate. It has done so by directly re-architecting the face of connectivity and communication, mobility, banking and access to finance, the engagement between state and the citizen, and, to a certain degree, schooling, healthcare, and several other facets that encompass the daily lives of households and individuals across the length and breadth of India.

At the same time, how this technological transformation interacts with deeply entrenched social concerns in India remains to be seen. But it is an inescapable fact that digital technologies have advanced more rapidly than any innovation in our history; they are here to stay, and hold potential to be a great equaliser, *if used with care*. This “careful use” is what may make this technological shift both a powerful aid to the work of the social sector as well as one of civil society’s important responsibilities.

At the heart of this shift lies the wider, more efficient and cost-effective dissemination of information. For those in the social sector and the wider civil society this (information flow) plays the role of an open public good that offers a distinctive and lasting benefit. This free-flow of information can help improve interactions between people and organisations, and help organisations reach a broader audience and assist people in the work of civil society in newer ways.

For instance, fundraising has seen online giving channels become increasingly popular, while technology has in turn made it easier for organisations to collect donations. Crowdfunding platforms and online fundraising tools allow nonprofits to reach a wider audience and collect donations more efficiently. Today, technology is also being used to deliver services more efficiently and effectively across the social sector’s programmatic landscape. For instance, telemedicine can provide remote medical consultations to people who cannot easily access healthcare, while online education platforms can provide access to educational resources to people who live in remote areas.

A closer integration of technology into operations can also help organisations in civil society to collect and analyse data to improve their programmes and services. It can automate many routine tasks and processes, reducing paperwork, streamlining operations, and freeing up resources and time for important field work. Data analytics tools can help nonprofits better understand their supporters and beneficiaries. Technology can also facilitate collaboration between organisations and individuals working with the same focus area, for instance, through the use of tools such as project management software and shared workspaces. With several organisations often working in similar thematic sectors, enhanced collaboration can well lead to the leveraging up

of impact with little additional resource and reducing the duplication of efforts.

While these benefits are easier to grasp, yet, even today, the gap between the potential and the practice remains wide. Sensing the criticality of this gap very early on, and the inevitability to fill it, Swapnil Aggarwal (Swapnil) and Sunandan Madan (Sunandan), both graduates of the Institute of Rural Management Anand (IRMA), first thought of the idea (somewhere in 2011–12) which later crystallised as Dhwani Rural Information Systems. With over a decade of work behind it, Dhwani¹, today, has in its own quiet way managed to set an example of putting the expertise behind digital technology at the service of the realities of developmental interventions and social sector organisations.

Where the twain met

Sunandan and Swapnil were batchmates at IRMA. Prior to joining IRMA, they had both worked in different social sector organisations (Dhwani RIS, 2018). However, it was only later, while at IRMA, which they joined at the same time, that the two engineering graduates got seriously interested in joining hands to serve the social sector. It was then that they happened to discover their problem statement: the role that digital technology could play in the social sector and challenges on the ground that had to be overcome to make it happen.

At IRMA, Sunandan and Swapnil both worked on small assignments helping to digitise operational processes for grassroots organisations. Towards the end of their masters, they approached the Aga Khan Rural Support Programme (AKRSP) to work with them. At AKRSP, the duo were assigned to work on a project in South Gujarat that covered 150 villages. Swapnil, recalling the experience, said: “Most of the field workers were occupied with data work. They hardly had time to interact with the communities they were working for” (Aijaz, 2015).

During their time at AKRSP, the duo developed information and communication technology (ICT) and software solutions to ease data-intensive processes for the project. This combination of technical background and rich ground experience, courtesy of their time at IRMA and AKRSP, awakened in them the sense of wanting to do more.

For Swapnil and Sunandan, this combination of skills, experience, and more importantly, a desire to work on social sector issues, became their “USP” to help solve tech-related problems for the social sector as, at that time, not many were looking at these problems from that particular lens. Swapnil, reflecting on the birth of Dhwani in 2015, shared: “Most existing IT solutions are not built by people who understand development—they haven’t seen rural reality. Decision making in the social sector is based on data and data needs some tools, and tools are mostly tech-driven. So the feeling was “let us see what can be done in that space” (Aijaz, 2015).

An idea was slowly evolving from the intersection of this desire to do something socially relevant and of using technology as an enabler. Their field experiences had highlighted that the adoption of technology in the social sector and nonprofit sector was very low, as Swapnil lays out:

Sometimes they (nonprofits) don’t get the talent, or they’re located in low-resource areas. But their operations are fairly large. In comparison to any other organisation working in a town or city with tools like DropBox or Google Drive, these guys end up doing everything on paper. (Aijaz, 2015)

¹ Dhwani Rural Information Systems is referred to as Dhwani in the case study.

Sunandan further adds:

There are two issues, on both the demand and supply side. One is that from the NGO “demand” side, I observed that many times people in nonprofits don't come from a tech background, and so often they don't know what tech to use, and where tech can be used. The other side is that software companies in India, while there are many, don't want to work in the social sector because budgets are low and requirements keep on changing.

Swapnil additionally points out that while there already existed many technologies made especially for nonprofits at the time that Dhvani was conceptualised, “the smaller organisations had not been able to adopt them.” That, he adds, “was the gap we wanted to address,” while Sunandan continues:

So, coming from IRMA, we had realised the importance of using tech to fill this gap in the space and how tech can enable not just project monitoring or donor reporting, but can also be used as a tool for programme delivery as well. This was the motivation of starting Dhvani: to enable nonprofits to use or leverage technology in their programmes, for scaling up their programme, for their programme monitoring and for data-driven decision making.

Servicing nonprofits

Still not registered as an organisation, around 2011, Swapnil and Sunandan started doing small projects helping NGOs with their technology needs. Swapnil recalls: “The major focus [of these early projects] was data collection using local source software to save cost on paper, data entry, data cleaning and enable real-time data streaming on customised dashboards.”

But carrying on in this vein for some time, it soon became clear that the money they were generating from these small projects was inadequate for their sustenance, and both, albeit briefly, went their separate ways—Sunandan to work in an NGO and Swapnil to settle in Dubai. But their brief foray into supporting nonprofits in India had perhaps struck a deeper chord than was immediately apparent, as Swapnil candidly shares: “Three to four months down the line, both of us were still not happy with what we were doing” (Aijaz, 2015).

It was thus that Swapnil and Sunandan decided to register Dhvani Rural Information Systems in 2012. However, still feeling the need for stable jobs, they decided to run it alongside their other jobs. In due course they realised that the pull was too strong and keeping one foot in Dhvani and another foot elsewhere was not proving to be the right mix for either of the pair.

Heeding the advice of their family and friends, both decided to follow their calling and take up Dhvani full-time in 2015, marking the start of the organisation's full-time operations in the social sector. Swapnil returned from Dubai and the duo turned their attention back in earnest to what they had first started some time ago.

The first step was to carry out extensive research. They set themselves to understand more deeply the contours of the problem they had identified, networking “extensively with NGOs, NPOs, social impact businesses and investors.” Shobit Mathur [Lead – Partnerships at Dhvani] recounts the founders' efforts over this early period:

They consulted a lot of nonprofits on pain points regarding their [Dhwani's] problem statement. They reached out to a lot of NGOs to understand their tech and data-related pain points. So, for example, if an NGO was working on the ground, and they wanted to digitise their monitoring and evaluation, how could they do that? What software solutions would they need? And for those software solutions, how could Dhwani provide some support?

Over the course of these consultations, the nascent Dhwani and its founders identified certain “generic problems” across the sector, including, according to Swapnil, “data collection, data analysis, intelligent tasks and Interactive Voice Response (IVR) technology.” Another problem area, applicable to the operations of almost all NGOs, was the need to conduct baseline surveys which remained a heavily paper-intensive task. Thus, one of Dhwani's early aims, Swapnil shared, “was to free workers from mechanical tasks of data reporting so they could be productive on the field” (Aijaz, 2015).

The co-founders, having identified some early areas to focus on, also recognised that several types of platforms and solutions already existed to address the issues they had identified (refer to Exhibit 1). But they were acutely aware that a common downside to using pre-existing software was that it was not customisable to the specific needs of an organisation, especially when it came to smaller nonprofits. However, the answer was also not to build technological solutions for organisations from scratch each time, but to help them understand where technological solutions could be deployed to solve their problems by building on existing solutions and customising (them) for specific needs.

This strategy of intelligently integrating technology into operations of nonprofits without reinventing the wheel clearly defined Dhwani's initial years. It was also in this very act of customising existing solutions into forms most contextually appropriate and appealing to the nonprofits they worked with, is where their own technical background and passion for social change would shine through.

Accordingly, in these early days, the founding team spent much time with each of its partner NGOs, evaluating specific needs to tailor these solutions to. Swapnil shares:

Our work starts from interacting with the organisation: why do they need a technology solution? Are they ready for a technology solution? Or is it just because everyone else is using, for example, a mobile App or a dashboard [is why they are also wanting something similar? (Dhwani RIS, 2018)

Sunandan adds:

We try to understand each organisation's DNA...A lot of time is spent understanding their processes, understanding their challenges. A major part of our work is understanding the organisation's requirements really well, articulating it, documenting it, discussing it and running through it with them, and only then do we develop the required software. And during the designing of our Apps or solutions, sometimes we even send our technology teams to the field sites where the Apps will be used. This is so our teams understand while they design the App that often it will be field workers who are first-time technology users that will be using it. Then they can design accordingly so that even someone who is using a smartphone for the very first time is able to use the App without difficulty. (Dhwani RIS, 2018)

Pursuing this “high-touch” model of work with nonprofits, Dhvani had 10 clients within a year of the commencement of its formal operations (in 2015). Within three, it had 20. By that time, its work on closely matching client needs to technology solutions had seen it develop, according to Swapnil, to “40+ Apps” and “30-40 dashboards or web-based solutions” (Dhwani RIS, 2018). This approach of spending significant time fine-tuning and tailoring “off-the-shelf” solutions to the needs of each of its partners worked well for the young Dhvani, helping it acquire a growing, albeit small, base of clients. But there were constraints to how far such an approach could be stretched.

A search for scalability: a pivot to platforms

Since the very inception, the founders were also well aware of a fundamental characteristic of their approach. Speaking in 2015, Swapnil shared: “A lot of IT companies don’t serve these organisations. Everyone is looking for scale. Whatever we’re doing, I know, is not scalable. It’s a service-oriented approach” (Aijaz, 2015).

This also spoke to their initial instinct when starting Dhvani. While they were at IRMA finishing their masters both the co-founders had felt it was relatively straightforward to manage small operations, but if the geographic footprints of the NGOs were to grow into multiple states, there would be a need to have technological solutions that could likewise scale. Reliance on entity and product-level customisation would, after a time, prove a hindrance there. They confronted the question of how to maintain Dhvani’s service orientation yet overcome the technological and resource hurdles of scaling their solutions.

Perhaps as a turn of fate, the team at Dhvani realised that the customisation of software solutions for nonprofits had to operate with a degree of standardisation. In other words, Dhvani would have to develop its own solutions to meet, at scale, certain critical “generic” needs of the sector. Or, as Sunandan says: “We had to somewhere productise our work and we couldn’t be doing so many custom solutions. So, we created certain platforms.” Shobit captures the thoughts and conversations inside Dhvani at the time when he says:

We started as a services firm. Services means that our focus was technology for the social sector. We would build software for our client, which involved: consulting to understand the problem statement, then building the software, and finally delivering it to them. Over time, we realised a lot of it was repeat software development. For instance, say, if we were working on a health programme, for every new health programme we would have to do beneficiary profiling. Again, for every new agriculture programme, we would have to do the same kind of profiling of beneficiaries and monthly tracking of activities was done with them. So, instead of building new software for everyone each time, which is a services model, we moved to a “platform model” in which we said, okay, we are designing a mobile app, which will be a standard app that can be used by any programme for their data collection, monitoring and evaluation requirements.

mGrant, mForm, and mLearn: the three platforms

As any entrepreneur can vouch, product development is inherently costly. It involves long development cycles and even longer feedback cycles. Thus, the choice of where or on which products to direct the resources is the single-biggest decision that a set-up like Dhvani would have had to confront. For Dhvani the risk was even more pronounced, for as Sunandan recalls:

We started as an IT services company. And after three–four years, we started building products, to help achieve scale along with the maintenance

of different products to serve different needs of the sector. We invested the profits back into product development.

Dhwani was, therefore, putting its own hard-earned capital at stake. But this is where the experience of customisation came to play. Much as the co-founders had engaged in research back in 2015 (when Dhwani as an enterprise really took-off in all earnestness), in 2018 too, after three years of customisation, Dhwani was in possession of a rich understanding of the realities of nonprofit operations. This granular understanding provided it the ability to confidently discern certain fundamental areas of use of digital technology in everyday operations of nonprofits.

But it was not just nonprofits. As Dhwani was in the midst of making this choice, it canvassed digital technologies across various sectors of health, education, livelihood, climate change, etc. This need to cast a wider net was a necessity: if a product platform really had to be built, it would have to provide benefits for a larger stakeholder set. Not only to justify the effort spent on product development, but also because there were needs that technology could address which cut across stakeholders. As Sunandan explains:

In the beginning, we thought we would work with nonprofits only. But then we realised that the demand for data is also largely from donors. So we also started working with CSRs. Then we realised that okay, the nonprofits are doing good work, but the scale is limited. With CSR also the scale was becoming a limit. Then we moved up with the government and then realised, with someone maybe like Tata Trusts or Dell or Gates Foundation, the scale is there. So that's the reason why we additionally looked at other kinds of organisations and verticals to work with; with regard to the type of organisation, we have moved from NGOs to CSR, to government, to philanthropic organisations. And from a sectoral perspective, we have started building on education or healthcare, but now we do everything like health, education, livelihood, gender, environment, etc. So we are a very sector-agnostic, geography-agnostic, pan-India organisation, but largely building data and tech solutions.

Eventually, as 2018 was drawing to a close, Dhwani formulated its product platform to address three almost “universal” needs across multiple stakeholders and sectors: a grant life-cycle management solution—“mGrant”—for donors, Corporate Social Responsibility (CSR) divisions, and nonprofits; a data collection and visualisation platform “mForm”—designed with effective task management to address specific data collection needs; and a learning management system—“mLearn”—a dynamic platform for self-learning solutions (refer to Exhibit 3).

For the developmental ecosystem, the benefits of having a bouquet of standardised yet highly relevant and flexible products may not be understated. Many nonprofits, especially small-to-medium-sized ones, often grapple with the very difficult question of how, when, and to what degree they should integrate technology without disturbing their core way of working.

For them, there are many factors which inform whether to buy or build: the scale of the programme for which the particular technological solution is required; the effort and cost of operating it; the maturity of the organisation; and the degree of technological familiarity (and expertise) within the organisation to ensure the software solutions are woven into organisational systems and processes. Against such a context, a platform design like Dhwani's, which addresses cross-sectoral common concerns, provides a benefit that is hard to recreate inhouse.

A structure for solutioning

While the design was neat, universally relevant and easily relatable, the path Dhwani took to get a working platform ready was incremental. Both Swapnil and Sunandan knew that this choice was not simply one between servicing or building products, rather both had to evolve side-by-side. And this had implications for Dhwani the organisation itself: for one, it would certainly affect what shape the organisation itself would take. Speaking in 2022, Shobit outlines the many moving parts of the journey as it unfolded, and continues even today:

So, we moved from a broad service-based approach to a software-as-a-service (SaaS) platform-based approach. Now within the SaaS-based approach, our focus right now is to see what are the different verticals of platforms that we can create. So, we are right now focusing on standardising our product portfolio based on market research and the problems statements we can solve, and then standardising or expanding our products with the type of new services that we can provide to the social sector. Right now, we have standardised two or three products. And from those two–three products, we’ll see how we can expand to new products; that is our major client-facing focus.

This approach also implied that Dhwani did not completely phase out its earlier custom-solutions approach. Where a custom solution remains the most appropriate (for meeting the needs of a client), Dhwani retains the capability to deliver it. As a result, with time, Dhwani has built up a composite and complementary expertise set, which, as Sunandan sums up, have come to define Dhwani’s own organisational form:

One is a tech consulting vertical, which understands the requirements of our clients and then guides them on what tech would be helpful for them. And then besides the tech consulting there are two other verticals: the product vertical and the IT services vertical. The product vertical includes m-Form, m-Grant, and m-Learn, whereas the IT services vertical builds custom solutions for clients.

Together, through these three “forms” of expertise—of understanding the technological needs of its clients respecting the “social sector ethos;” the ability to design and deliver customised solutions to a wide variety of client needs; and to deploy, offer and maintain a standardised product platform, with an ability to provide off-the-shelf generic solutions—Dhwani estimates that “(through technology integration) we have been able to augment impact for more than 2.5 million end-users working in the development sector” (Dhwani RIS, 2023a). It is a figure that perhaps would not have been in the grasp of a Dhwani providing custom solutions alone.

While taking this strategic decision in time, no doubt, expanded Dhwani’s reach through the vast number of entities making up the sector, much credit also goes to the strength and quality of the platforms themselves. But luck too played its part. The rapid uptake of these products within the social sector, and digital technology in general, was also aided by support from a most unexpected quarter: COVID-19. Prior to the pandemic, Sunandan observes: “[Our partners] were very reluctant to be even a little flexible on their requirements. They would say, ‘No, we need this [particular solution] exactly.’ There was more acceptance for custom solutions as compared to a product.”

But with the sudden onset of COVID-19 and the ensuing lockdowns which severely restricted the mobility of field-workers as well as greatly increased the requirements for physical distancing, nonprofit organisations had to rapidly adopt technology-led solutions to enable them to continue their work as much as was still possible. The work itself, for civil society at large, rapidly shifted to providing and supporting emergency relief efforts. With this relief required immediately and in the moment, the availability of off-the shelf technology solutions suddenly took on far greater import over fine-tuning customised details. The end result was, as Sunandan says, that “COVID-19 greatly accelerated product acceptance. Even if it was meeting 70-80% of the requirements, partners were okay with it.”

For Dhvani, this product off-take and acceptance was very encouraging, and in some ways a source of validation to continue further platform development. Yet, the original drive to anchor this within the desire to serve the broader sector was and is very much alive.

Keeping service orientation intact

This desire to serve is expressed in many ways, including making modifications in the product features as well as enhancing the efficiency of its consulting vertical. For instance, Dhvani “chatbot,” available on its platforms for direct communication with programme beneficiaries, possesses the capability of adapting to multiple local languages, a point of great relevance within the sector, wherein a critical mass of workforce is in the field and has to deal largely in the local vernacular on a day-to-day basis. This, therefore, opens the possibility of a much wider adoption of Dhvani’s solutions.

Meanwhile, the services it provides through its consulting vertical are able to provide integrated technological support to the developmental ecosystem (be they grassroots nonprofits, CSR divisions or philanthropic organisations), not dissimilar to that provided by much larger private sector tech consulting set-ups. This process of embedding technological solutions includes in its scope a wide range of operational activities such as scripting of data collection forms, location mapping and training the field staff, data management, stakeholder management, troubleshooting and change management. Following the implementation of a solution, a dedicated project manager is provided for each client. They are also provided on-call support and a help desk for immediate recourse to any issue. Whatsapp groups are created with the field team for support.

In addition, training and capacity building support is a part of each of its solutions for its clients. Dhvani provides custom training to each of the different levels within a partner organisation that would be using Dhvani’s solution, with the training adapted to the needs of these various levels and roles. In this way, Dhvani’s solution is “integrated” throughout the workflow of the nonprofit, enabling ease of use by the various different levels within, from field-level through to leadership, as Shobit highlights:

If we're rolling out a solution, we would be doing training with the client. There are two types of support. One is support at the time of going live with a solution, where we will train the field teams who collect data from the ground, train the middle management who see the dashboards which are developed, and train the leadership team who would use the platform in their own way. There are certain permissions, approvals and direction of workflows which have to be there in the system at each of these levels. So, we train the relevant users for their roles and how they analyse and view the data at their level. That is the one-time training to use the whole solution.

Second is in terms of regular support. Say, if you work with Dasra, or Give India, who have large data sets from their programmes coming on a

monthly basis, and don't have the teams to handle that. So there we dedicate our own team. In such cases, they provide us the data sets and Excel sheets, and we upload the data at the backend, so the client only sees the ready dashboards.

This doggedness of Dhvani over time has resulted in its increased prominence as a provider of solutions for the space that accounts for organisational context as well as has high functional utility. This has seen it connect to a growing list of marquee partners: CSR units of Fortune 500 corporations, family foundations, research and academic institutions, consulting firms, governments, multilateral development agencies, and impact investor networks (refer to Exhibit 2).

But for Swapnil, the essence of why Dhvani continues to serve the sector really comes down to one thing. In his words, “At Dhvani the underlying thing is that we really like problem-solving rather than just selling solutions” (Dhvani RIS, 2018).² And he underscores the essence of problem-solving as “We don’t believe in pushing solutions, but spending time with people to understand what they truly need” (Aijaz, 2015). The success of Dhvani in many ways is its success at grounding a culture that can sustain this solutioning ethos, while carrying both the needs of the social sector and the changes on the technological landscape alongside each other.

Composing a hybrid workforce

The building blocks of this culture are, of course, its team, which today (late 2022) comprises around 90-100 people. This group of people, by and large, fall within two broad spheres: one, the technical side, or as Gitesh Aggarwal [Chief of Staff] succinctly puts it, “the hardcore software engineering side”—responsible for the development, delivery and maintenance of all its technical solutions and platforms. He estimates that roughly 65% of its workforce comprises this technical side.

The other is the “project-management side” within Dhvani. Consulting and project management make up the biggest responsibilities of this group within Dhvani. Its consultants, which currently number 45 to 50, often have a development sector background (either having worked with nonprofits, or have studied from development colleges and institutes²) along with some experience of data or technology. They, within Dhvani, are best placed to fully understand and articulate client needs to the technical teams.

But this hybridity, while absolutely necessary, creates its own push and pull. Maintaining such a composition continues to be one of Dhvani’s biggest challenges with no easy frameworks to seek answers from as well as no industry-wide best practices to bank upon. And both the “engineering” and “strategic” sides come with their own set of sourcing and retention challenges, as Sunandan candidly lays out:

I think there's a huge talent gap [that Dhvani is trying to address]. There are two kinds of gaps. One is on the engineering (technical) side. Why would someone like a software engineer work in an organisation like Dhvani? Why would they not go with an investor-backed product company? Why Dhvani? I mean, my biggest issue is salary. So, if today [private sector tech companies] are able to pay [Rs.] 30-40 lakh per annum, why would someone join Dhvani at a [Rs.] 10-12 lakh salary, for example? We don't

² These include Ashoka University, Azim Premji University, Dr. B.R. Ambedkar University (Delhi), Institute of Rural Management Anand, Tata Institute of Social Sciences and Xaviers Institute of Social Sciences among others.

have investors or offer astronomical salaries. So, what is the motivation for a software engineer? Because for him, he/she is building software day-to-day; whether that software is for the private sector or the social sector, it doesn't make a difference.

A project manager on the project management side gets that motivation because he or she comes from IRMA, TISS, Azim Premji (university). The person knows he or she is motivated to be in the social sector. But what is the motivation for software engineers to work in this space, and not seek as much growth as what they normally would have done? For the project management side, the challenge is: how do you find people who have both tech and social sector experience? Again, for those who have spent two-three years in an IT company, why would they switch to a social sector? Why would he/she not join as a product manager in a product startup?

This question of sourcing and retaining a hybrid workforce strikes at the heart of Dhvani's challenge as a set-up that sees itself as a team of "development professionals first, and technology providers later" (Dhwani RIS, 2023b).

Dealing with the dilemma

Gitesh, echoing some of Sunandan's questions, lays out why technical hiring is a challenge for Dhvani:

It is primarily because the Indian market [of technology people] is not mature enough for the social sector as of now. We really see a big shortage of people who are passionate about both coding and about the social sector. How often would you find a software engineer working for a nonprofit?

Dhwani often conducts around 25–30 interviews to fill a single vacancy on its technical teams. However, while this represents a significant hiring challenge for Dhvani, Gitesh puts the problem in the wider perspective of trends in "tech team" building:

We have realised that maybe that is not a solvable problem, that it's an industry-wide trend not just exclusive to us. Even (major software companies) are struggling with hiring and retaining their tech team because there are always better alternatives that are available. So that is, I think, one major tech hiring related challenge.

This constant availability of "better alternatives" across the software developer segment in turn means that attrition within this segment is much higher for Dhvani than on its "project-management" side. The problem is compounded by the significantly higher compensation that developers can receive in private sector roles. Thus, after spending a few years with Dhvani at the entry level, market rates for developers increase quickly with seniority. Even though we pay at par with our competitors in the IT services space, being primarily a social sector organisation, there is a limit which Dhvani cannot exceed.

This conundrum reaches a head at its senior leadership level on its technical side, i.e., the “tech lead” or “senior engineering manager” level, as by then, they are individuals with a very high technical competency and project management ability, able to oversee development across multiple projects, and even entire verticals of work. Gitesh outlines:

On the tech side, given the market is booming, there is really a shortage of tech talent in the industry as of now because every start-up is giving upwards of, I would say maybe at least eight or nine lakhs, to an entry level software engineer. We might not be giving that much but are competitive. So that is a big challenge. And that also results in a high attrition rate, at least on the tech side of it. And this is not just a problem with us, but with every organisation. Talent is not coming cheap, at least on the tech side of it due to the start-up funding boom. Project management recruiting does not face this challenge, and, I would say, my attrition rate is not that high. At the same time, the focus there is on looking for individuals who can deliver high-standards of work quality and strong teamwork.

But on the tech side, the main problem is that the salary structure just doesn't really align with the expectations of even freshers. That is one of the things. And because we were very small, and still a start-up kind of an organisation, we also did not have the budget to hire people at the “middle level” in tech for a long-time. Now, of course, we have rapidly scaled to 150 team size and are looking to actively recruit at middle management. At a more senior level I would say, “tech leads” or “senior engineering managers” come at a salary of maybe 60 lakhs or 70 lakhs, and we can't really stretch to that here. So, on the tech side, while we remain competitive, such high salaries are something we don't believe in, as it is something not in line with the spirit of what we really do and who we serve.

The “strategic side”

While salary and high attrition colour the challenges on the “technical side,” those on the “strategic side” make their presence felt somewhat differently. The majority of Dhvani's consulting work constitutes the client-facing “front-end” of its projects. Shobit elaborates the contribution of the consultants on its “strategic” side during the initial design phase of the projects:

The consulting we do is part of our design phase itself. We know that very often, NGOs don't understand tech, they will come to us with a one-line problem statement. We then drill down, ask questions and then arrive at the software specifications for them which they will then sign off. And [where we struggle to communicate about what the exact deliverables are], to get visual clarity, we create mockups of the screens, pages or Apps involved. So, the client gets a very clear idea of, for instance, what the landing page will look like, what information will be on page two and three and so on, where and how the logos and buttons will be placed, etc. Once there is visual clarity, a lot of issues get resolved.

The ideal consultant at Dhvani would perhaps best be summed up as a “problem solver.” As Gitesh describes in detail, during their hiring process, a great deal of focus is placed on the ability of a candidate to think critically and logically through a problem, compared to specific technical or other skills:

One of the things we check for is an understanding of how nonprofits are leveraging technology. We might give a case study to the person we are looking to hire. For instance, there is a nonprofit that needs to manage 20,000 volunteers across India. It can't do it physically. It needs some technology to do that. How would you design a solution for it? So, we don't really test the computer skills or hard coding skills of the person. But rather, what we really test is how the person is thinking. How he/she is structuring his/her thoughts, whether he/she knows about input-output frameworks, because ultimately, even to design any tech tool or tech product, you need to brainstorm, right? *Aap ke paas coders toh hai hi* (You will have access to coders at Dhvani) to help you. They will create the solution, but [as a consultant] you need to tell them what they need to create. And for that you really don't need tech skills, but you do need to have a passion to solve problems. So, solutioning is one of the things that we really focus on searching for: can you crack a problem? And how will you then use a platform approach to do that? Or can you create a mobile application to solve this problem? So, I think we are not really concerned about coding at all, at least for the product and project side [of talent at Dhvani].

But “solutioning” is not all that consulting at Dhvani entails, with “management” being equally integral to that role. With over 50 active projects, Dhvani's project footprint today is wide, placing upon it a demand to keep a pool of project managers always close at hand. Skillful project management thereby becomes an imperative for being a “Dhvani consultant,” especially at a mid-level position.

This involves, beyond the daily nitty-gritty of project management, being a constant part of developing solutions alongside the client (given this role is client-facing by definition). At the same time, it requires working in close collaboration with the software engineers inside Dhvani to deliver the technical solutions. This implies that the consultants have to acquire a sufficient grasp of the language of technology over time. Gitesh explains why this kind of interaction matters to accomplish even the smallest of details well for the client:

I think that one challenge which we do come across is the interaction between the project-management team and the tech team. So, if the client says that I need a button on this portal of theirs, the project manager would create a solution for that and then they would delegate the same to the tech team [explaining] that this needs to be done or completed within two days. Now, given that there is, I would say, a knowledge gap between the project-management team and the tech side, the tech side can even tell them that this will take five days, and the project manager can't really negotiate because they don't know [the] coding that goes into it. So that skill gap or that knowledge gap [can] really result(s) in friction sometimes between the project teams and tech teams.

Overriding these aspects is the fact that this role requires its executor to possess a genuine interest in the social sector. It is this genuine interest that can guarantee that despite the work pressure, sight is not lost of

the original developmental instinct that has characterised Dhvani's journey so far. It is a slip Dhvani can ill afford and is also what complicates recruiting consultants who can fit this rounded profile.

Moreover, much as on the technical or engineering side, the challenges on the "strategic side" also become more pronounced when it comes to "leadership" positions, as Gitesh calls out:

The biggest problem is that once we are like, at the "APM" level, which is associate project manager level for the project managers whom we hire, again, the problem arises. If I'm working at a [pure management consulting] organisation, my major work is maybe stakeholder management for solutioning or basic consulting, which is still doable. But, when I combine consulting and project management with a combination of technology, it becomes much more difficult. A client can also come to my project manager at any time and tell them something like, for example, 'you need to create a solution for us, so that we can collect data on 50,000 farmers in Rajasthan.' So, finding that talent which balances both technology and project or shareholder management is tough.

Hiring for the project-management side, especially in the leadership roles, is where we are not finding people who have the consulting [ability or background]. We are not [like private sector paymasters], so people coming from management consulting backgrounds generally fall out of our upper salary bracket. So, consulting people with a tech and data analyst background are not easy to find: one because of salary [and] second, because of the nature of the skill set which we require. Tech and data is not a common skill set among social sector professionals [as] they have more programme-oriented and field-oriented skill sets. So that is one skill gap which we are trying to address. How do we address this skill gap? This is important as it is required for solutioning with our clients.

Finding its centre

Despite being forced to constantly carry out this balancing act, Dhvani has nonetheless managed to build a team of over 150 people, and is looking to grow it further to "200 to 250." In order to do so, though, it has chosen to focus on giving preference to freshers. Sunandan, striking a pragmatic note, says:

We face attrition, and we are being practical about it. But some things we try to do in our organisational culture is that we tend to hire freshers, and then those are the ones who will stay with us. They have been able to contribute or stay longer with Dhvani. Because initially when they come as a fresher, we can groom them, we can motivate them about the importance of tech in the social sector. On the other hand, for someone who's leaving a company after two-three years and joining us, it's like a regular company switch.

This preference has led Dhvani to build, in Sunandan's words, "a very young team." He emphasises that what Dhvani really looks for is youngsters willing to take up "accountability":

Most of the people would be around 28 at the outer age. It is a very young and agile team, so someone who comes with the notion that "I would get

very clear documented requirements or a very structured process” will not fit in Dhvani. And we also communicate the same to our HR team during interviews as well. It’s more about accountability. If you come to Dhvani, you will be responsible for the overall project: right from [the] start to [the] end. So, as a culture, we try to say that you have to be accountable for what you’re doing. Whether you do right, wrong, make mistakes, [it] doesn’t matter, but you have to be accountable for it. You have to make decisions.

When Dhvani finds those rare, socially motivated “freshers” at an early stage of their careers, it provides them with an encouraging and conducive work environment and culture: significant autonomy even at junior levels; frequent rewards and recognition of good work; and clear path to progress upwards and across the organisation, and importantly, a healthy work-life balance. Shobit delves at length into the concrete steps taken at Dhvani that go into establishing such an environment:

There are four things for me in this regard. One is, since the team is young, we ensure we are giving them a big picture overview of the context in which they are working. There is a big picture clarity which we try to reiterate since a lot of them are coming from a tech background, not from [the] social sector. So, that communication in terms of ‘we are creating this for this reason’ is there. For example, we worked on a national tuberculosis eradication programme, which has helped these many people over the past one year. So, that social impact perspective of the work which they’re doing, that is the first and most important thing. On that particular (tuberculosis) project, the app was launched by the Central Government. On our internal WhatsApp groups, we keep floating these projects that we have launched, which gives the team a lot of confidence that the work they have been doing is meaningful and is getting acknowledged. So, the team is connected to the purpose of the organisation and, as a result, a lot of them are staying longer, because they know we are working for a certain purpose and their work is connected to the bigger picture.

The second is in terms of appreciation. As soon as projects are over, any tense situations or conflicts get addressed and resolved, and, we assess (along with the HR team) if there are team members who took ownership to get the project closed or resolve issues. And if that is the case, we present them with a one-time, project-specific performance bonus or Amazon vouchers. These are short-term tokens of appreciation that we provide where and when required.

The third is growth in terms of [their] roles and their access to different projects across Dhvani if they have been performing well. The fourth is in terms of their salary revisions which we have done. We do frequent revisions and appraisals of salary to aptly compensate them and correct their salary structures based on actual performance.

Together, for Shobit, these four have created enough of an incentive for the team to hold itself together:

So, these four things generally take care of the team's motivation levels in the organisation and a lot of people who have stayed here, they have stayed here for the culture. People find it quite friendly and instead of hectic projects and time pressures, they have found friend circles within the company and they stay here because of that.

Dhwani has been especially diligent about how individuals are growing and learning, and that has required that it pay careful attention to evolving the right structure, to create spaces for movement and progression.

The compulsion to meet client requirements on an ongoing basis means the structure cannot afford to be too open-ended. However, at the same time, it cannot be too constraining either as it is likely to prove counterproductive in a dynamic and highly versatile space such as technology. It, therefore, has to be just "elastic" enough.

"Cracking the formula"

Like most organisations in their start-up phases, Dhwani's structure in its first few years was "flat." And despite growing to a team of 120, there has been a conscious effort to not lose the essential benefits that a flat structure provides. This is done by minimising hierarchy as far as possible. This allows for, in Sunandan's words, a very "agile and fluid model" of talent. This fluidity, in turn, creates spaces of progression for individuals even as the work is expanding at a rapid clip. While salaries are frequently revised (outside the bounds of a single annual appraisal model) as one measure of progression, the greater emphasis, however, is to enable individuals to focus on horizontal rather than vertical growth, as Shobit highlights:

We increase the number of projects of team members while keeping them in the same designation. So, that is one way we promote growth. We tell them in the beginning that Dhwani is a flat hierarchy organisation. So, don't expect too many promotions here, but the number of projects you are on will increase.

As a result, the overall number of major designations at Dhwani remains low, across both the "technical" and "strategic" sides. Further, there is a possibility to move across these "sides," even if it is for a limited period of time. Sunandan outlines this kind of growth path for talent through its flat structure:

People have grown from junior software engineer to a senior software engineer, become the tech lead and manage a team of developers. The tech lead and the project manager work closely. And if sometimes the tech lead is good and can also act like a project manager, then he or she can play that dual role of client-requirement gathering also because they have also learned social sector language while building a lot of software. If they are able to play this dual role of a project manager and tech lead, it is much better for us then, and a strong value proposition for the client, of having a tech person working directly with the clients.

What underscores this fluidity is, as Gitesh emphasises, the “freedom” given to talent within this structure, and the ability of individuals to harness this “freedom” to gradually find their own sense of balance as they build their careers within the social sector:

Over here, you are given much freedom. After a project review or consultation with the founder, you can independently coordinate with all the different teams, you can design your own plan of how you want to execute the project, how you want to maybe do the solutioning. You do not need to go to the founders for all this on a daily basis [and indeed], you can lead the project as an analyst too. You get full authority to work on the daily tasks, which I really felt was missing, in my [previous] experience [at purely management consultancies].

This freedom, to a significant degree, is a result of founders decentralising decision-making. Sunandan recognises that, as a founder, it is something that cannot be avoided:

I think it's a matter of the number of people you have. When we had 30 to 40 people, we could have one to one meetings. Now we can't bring everyone on the same page. So, for instance, for decisions related to tech hiring, we don't do that now. We are saying the tech person, our software engineering or tech lead person should only take the final call. So that accountability and ownership has been passed on to the respective middle management.

For a growing concern and with the kind of hybrid talent force that Dhvani has, decentralisation is a necessity but it can also be frustrating to consistently practise it, as Sunandan points out:

It slows down things. But sometimes in the larger spirit, founders cannot do everything. Otherwise, the company cannot grow and scale. So sometimes even though I know that I can do this work, let's say in an hour's time, and I'm delegating it to someone who will take four hours to do it, it still needs to be done [so as] for me to be able to keep the organisation going.

But this concerted effort to provide greater room to others has not gone unnoticed, and along the way it has yielded other benefits too, as Gitesh validates:

I think that is like the biggest factor why people stay back at Dhvani: [the fact] that work satisfaction is very high, mainly because of a pretty good work-life balance and the fact that the money is also decent. And beyond a point people don't really want too much, they want a decent lifestyle and good work. At Dhvani, somehow, we have cracked that formula of decent salary, very good work life balance, and the best of tech, consulting, and social impact. So, in many ways, this makes for the perfect combo to stay back at Dhvani.

Amidst all the other pain-points of compensation, sourcing and retention, it is this “combo” that has enabled Dhvani, in Shobit’s words, to build “a trust-driven culture.” This has in turn served as the “main driver for people [to stay] in Dhvani.” It is against the backdrop of this cultural context that Dhvani has found its centre, and established solution-oriented delivery spaces, which also take adequate account of individual and team learning, growth and innovation.

The learning pivot

Learning and innovation, for an outfit like Dhvani, is not merely an HR requirement. It is the engine that drives the value which Dhvani intends to establish for the ecosystem which, in Sunandan’s words, is to become “the go-to tech company for the social sector.”

But Dhvani’s rapid growth in more recent times has resulted in an inevitable preoccupation with delivering projects, and this has run ahead of its desire to establish a system of learning and development in a structured and planned manner. Yet, to its credit, Dhvani has not allowed the growth to divert its organisational priorities. The need (for learning and development) is so vital, and perhaps acutely recognised, that Sunandan is actively on the lookout for an “L&D Manager:” someone able to understand the learning needs of a diverse and hybrid technical and “project management” organisation, and own it. Speaking in 2022, Sundan stresses the criticality of having this organisational ownership established at the earliest:

There's a huge need for L&D. Very recently we have realised that we need a full-time L&D Manager under the HR vertical, and are looking to hire one very soon.

Learning has to be a continuous process. It can't just be that at the annual appraisal you say “why didn't you learn this, why didn't you learn that?” And there has to be someone who is ensuring the continuous learning of all employees: both for tech and project-management. It's from an accountability perspective. Neither I, the founder, nor [the] HR, nor even the employee can take accountability for that. There has to be someone who is accountable for ensuring there is a learning and development of other team members. Someone who looks out for the small details, for example, that an employee who is learning Excel should also learn BI (business intelligence) tools.

We also need a dedicated L&D Manager because there are different types of groups within Dhvani, and there are different learning tracks depending on these groups. One is the project managers. The other is the tech people. Even in tech we have different subgroups. So, for example, mobile developers would be a separate subgroup when it comes to learning, testers would be separate, user interface/user experience (UI/UX) would be separate, product managers would be separate and [consequently] the learning needs for these groups are different.

While search for a dedicated L&D Manager continues, Dhvani has already taken steps to set up a distinct unit. This unit has been tasked with creating spaces for unfolding employee creativity. Gitesh, who is presently overseeing this unit, gives a sense of what this unit aims to accomplish:

One of the things which we have started is the learning and development division. So, that is something which I am taking up. There are almost 50

projects happening at Dhvani, but one project team doesn't even know what the other project team is doing, or whether some tools or knowledge can be exchanged between the two teams. So, for cross-learning between teams, we have started an initiative called "Mehfil-e_Techl,"³ in which every week or every 15 days, one of the project managers will give a presentation of the project they are currently working on or one that they have done in the past: which tools they used, what best practices were involved in the project and how solutions were arrived at for the client. We then create a repository of that, and share it with the entire organisation. That is one of the initiatives.

Another thing is that given so much is happening in the organisation on the tech side of it, a lot of teams are creating new technologies on the Artificial Intelligence/Machine Learning (AI/ML) front. So, employees are encouraged to create or work on their own individual projects in the social sector with Dhvani even willing to fund these efforts. For instance, a project, created as a mobile app, could scan a plant and tell if the plant is diseased or not, or a mobile application created to measure the height of a child, and tell if the height is normal or not.

Though as yet in its early days, Dhvani, through such efforts, is seeking to accomplish two important goals: to keep its team in pace with the advancements in the field of software development; and secondly, as the work and team grow (with over 50 active projects currently), to enable cross-learning and knowledge sharing across the organisation.

"The go-to tech company for the social sector"

Increasingly, what cuts through all these organisational efforts is a drive, one that Sunandan clearly reiterates: "If tomorrow any organisation working in the social sector plans to do something in the area of tech, Dhvani should be the first name that [should] come to mind. For them it should be like 'we should at least talk to Dhvani and see what they have to suggest.' So, we want to be the go-to tech company for the social sector."

But, as Gitesh adds, it is not just about being the "go-to tech company" but a "go-to-tech company" that is also a "tech-for-good company." It is this drive which will likely influence what place Dhvani comes to occupy at the crossroads of the worlds of technology and development. It is, therefore, important that Dhvani is, as Gitesh puts it, "seen not just [as] a software company but as a development sector firm, which heavily focuses on technology to enable social impact."

A highly relevant, sector-agnostic and well-organised product platform, deployed by a broad group of stakeholders, would surely count as a major milestone in this direction. But, as Dhvani's first decade (since operations formally began in 2015) draws to a close, it has also managed, perhaps knowingly or unknowingly, to set up another, less visible but equally vital platform: one which demonstrates that it is possible to align technical talent, engineering as well as consulting, in the service of the needs of the social sector, and by implication, the wider civil society.

This other behind-the-scenes platform encodes those organisational mechanics which hold together a composite workforce, and provide them with the right room to innovate yet deliver; to solve and manage but

³ Mehfil is an Arabic term meaning, "a gathering to entertain (or praise) someone."

with sensitivity; and to grow professionally and personally, yet remain not very distant from the realities of the sector.

The dynamism of digital technology and its ever-expanding use can sometimes make it difficult to appreciate the fact that the success of any enterprise based on technology is ultimately a result of succeeding at two things: choosing where to direct the power of technology, and creating the right culture to develop it. In particular, it is easier to get the user close to technology, but far more difficult to draw technology closer to the user, that is, to make “tech” speak the language of its user.

It is this precise problem which Dhvani has really tried to solve for the social sector and, in electing to persevere, it has bridged, at scale, what often remains a design and desire on paper for many others. As the founders decentralise and decide less on daily decisions on delivery, products and solutions, hopefully, they have a much larger role to play on people as well as the perspective of what it means for “tech” to succeed in this sector. It would be a role that should prove equal, if not more, in stature to what they undertook as youngsters in 2012.

Exhibits

Exhibit 1: Examples of tech-related challenges in the social sector observed by Dhvani



CHALLENGES WE RECOGNIZED IN SOCIAL SECTOR

How do I collect data of
5000 farmers
in Maharashtra?



How do I track progress of
Students in a small village
of Rajasthan?



How do I make compliance reports of
10 NGOs
in the same format?



How do I reach to
50000 people online
and educate them about government schemes?



CHALLENGES WE RECOGNIZED IN SOCIAL SECTOR

CSRs

How do I monitor and evaluate different programs across different organizations and then create compliance reports?



NGOs

Why is it challenging to track beneficiary-level data and how do I tell a story from it?



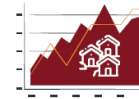
Government Organizations

How do I digitize schemes and track their adaptability in the targeted audience?



Research Organizations

How can I collect offline data in remote villages and how do I visualise this data?



CHALLENGES OF SOCIAL-PURPOSE ORGANIZATIONS

Having limited knowledge of

Technology's possibilities and potential



Our problems/programs are unique, we need a tailor-made solution, Short-term

Project mode



Loss of data and inaccuracies

in data can be caused by manual processes.



Lack of social sector understanding in tech companies.



DATA & TECHNOLOGY NEEDS OF SOCIAL PURPOSE ORGANIZATIONS



Program MIS

- Workflow mapped with processes
- Targets v/s Achievement
- Staff & resource monitoring
- Grant Management



Org. Level Grant Management

- LFA analysis
- (Baseline/Endline)
- Impact indicators monitoring
- Alignment to SDG/PPI/GRI



Outreach

- Awareness (SRH)
- Training
- Counselling
- Grievance redressal



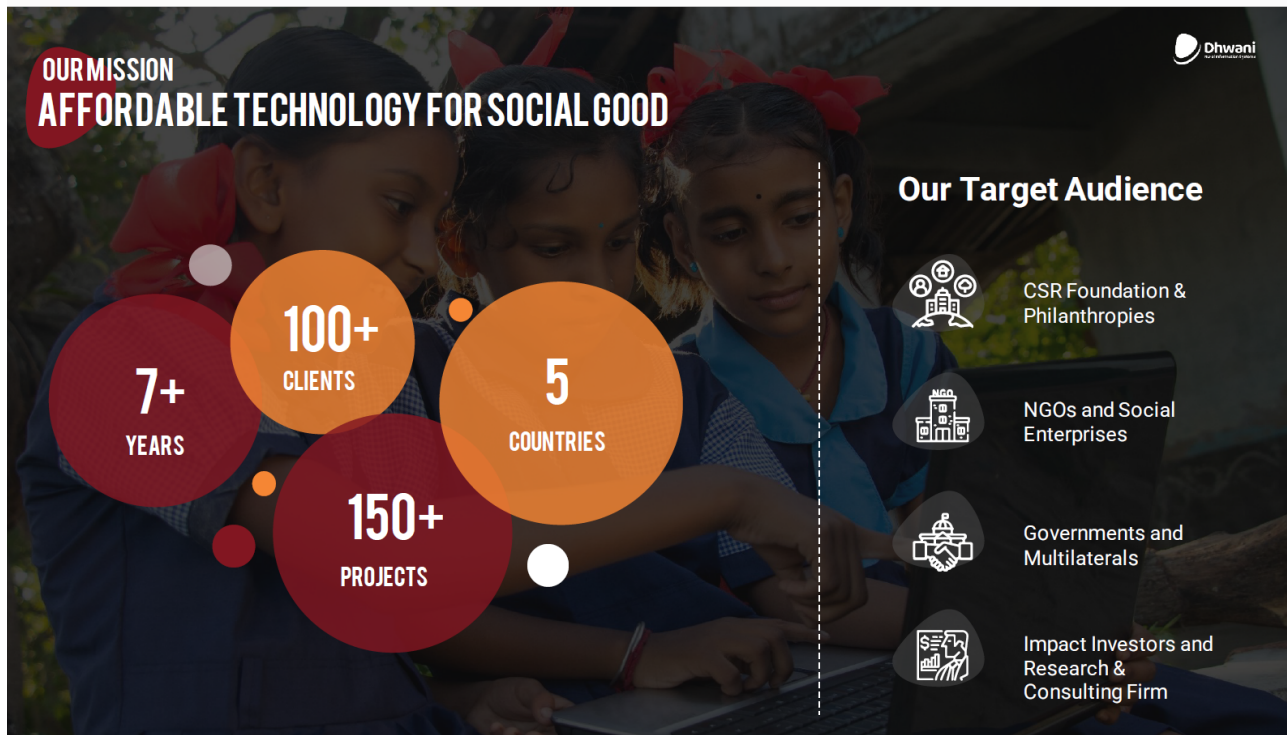
Office Automation

- Payroll & HR
- Accounting
- Project Management
- Website/Social Media
- Email & Communication

Efficiency | Accountability | Real time reporting | Compliance | Transparency | Quick/Informed decision

Source: Dhwani RIS (n.d.)

Exhibit 2: Dhwani RIS organisation profile

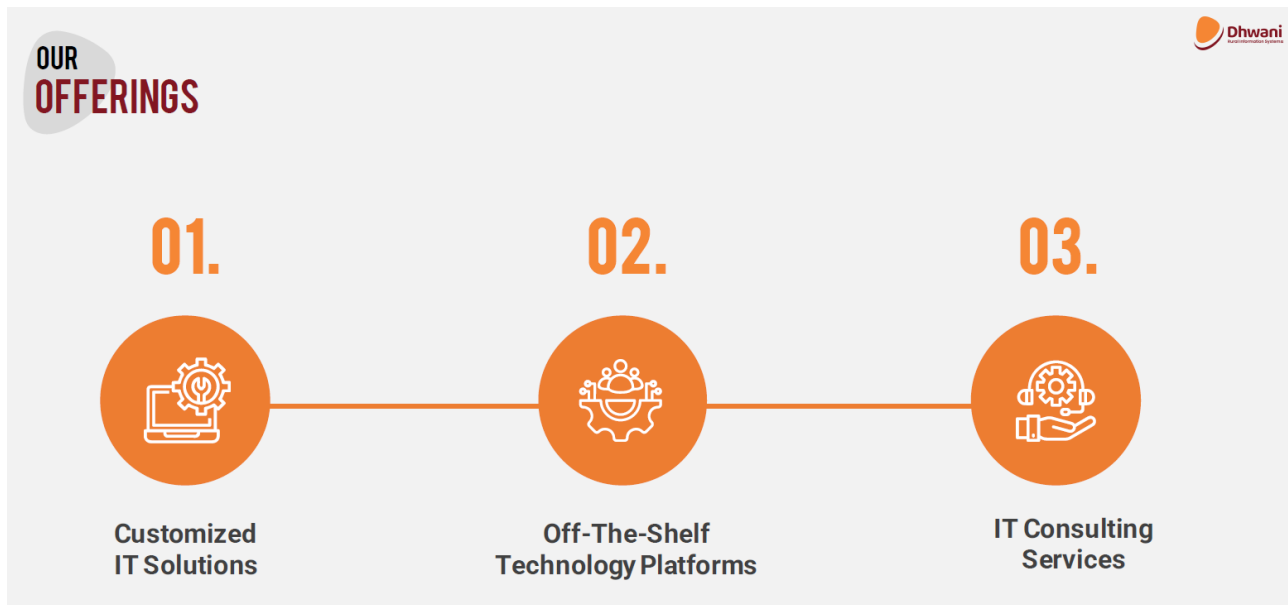


WE HAVE WORKED WITH DIVERSE SET OF CLIENTS

CSRs/Corporates, Foundations & Philanthropies	NGOs & Social Enterprises	Governments & Multilaterals

Source: Dhwani RIS (n.d.)

Exhibit 3: Dhwani's core offerings



CUSTOMIZED IT SOLUTIONS

Education



Academic
and Social
Sector
Research



Educators
Capacity
building



School
ERP



Learning
management
system

Health



Tuberculosis
Patient
Management



HIV Patient
Management



(NCD)
Management



Malnutrition
Program
Management

Agriculture and Rural Development



Farmer
Advisory
Chatbot



FPO &
ERP
System



GDP &
VDP
Platforms



MGNREGA
Payment
Tracking

eGovernance



G2C, G2B, &
G2G
Applications



Social
Welfare
Scheme
tracker



ULB
Financial
planning



Public Data
Analytics

OUR OFFERINGS

OFF-THE-SHELF TECHNOLOGY PLATFORMS

01.
Mform

Data Collection
Applications



Dhwani RIS has
built/ supports
implementation
of the following
Tech Platforms
for the
development
sector
organizations

02.
MGrant

Grant Lifecycle
Management

03.
mLearn

Learning Management
System for NGO and
Govt. field cadre

04.
Glific

WhatsApp Chabot for
direct beneficiary
engagement

* Glific is an independent product

GRANT AND PROJECT MANAGEMENT PLATFORM FOR FUNDERS

mGrant

- A web-based solution enabling organizations to manage end-to-end project development life-cycle.
- The mobile application allows grantees and partners to evaluate their achievements against their set targets.
- The platform supports receiving proposals, reviewing proposals based on the eligibility criteria set by the donors, and evaluating the proposed projects by the charity organisations, including NGOs, Foundations, Social Enterprises and much more.

Use Cases



Budget
Tracking



Document
Management



Due Diligence



Project
Management



Reminders and
Notification



Proposal
Management



LFA Tracking



MCA Compliance
Report

M&E & IMPACT ASSESSMENT TOOL

MForm

- A data collection and visualization platform designed with efficient task management capabilities to address your specific data collection needs.
- A user-friendly tool providing rich visualization ensuring data driven real-time decision making to ensure & enhance transparency and reliability.
- With the project-tracking feature, it's a one stop platform encapsulating dashboards, easy data migration, survey builder, training session and more.

Use Cases



Crop Life
Cycle



Baseline,
midline and
endline surveys



IVR Surveys



Market
Research



Project
Tracking



Service delivery
tracking



Patient
life cycle



Policy
Research



Student
Life Cycle

**OUR OFFERINGS
IT CONSULTING SERVICES**

Organization Data Systems Review	Mockups and Wireframe Development	Solution Architect
Tech Cost Estimation	Server Architecture Consulting	System Integration
Tech Contracts/ Proposal Reviews	Vendor Evaluation	Grant Proposal Writing

**OUR SOFTWARES ARE
BUILT ON THE FOLLOWING TECH STACKS**

Frontend	 React	 Angular JS	 React Native		
Database	 mongoDB	 MySQL	 PostgreSQL		
Backend	 node.js	 php	 Java		
Devops	 amazon web services	 Google Cloud	 DigitalOcean		
Other	 Jenkins	 docker	 Nagios	 redis	 GraphQL
Mobile	 Flutter				

Source: Dhwani RIS (n.d.)

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