

*Annual
Report
2025*

*Institutionalization
and integration*



DHAN Panchayat Development Foundation
(A subsidiary of DHAN Foundation)

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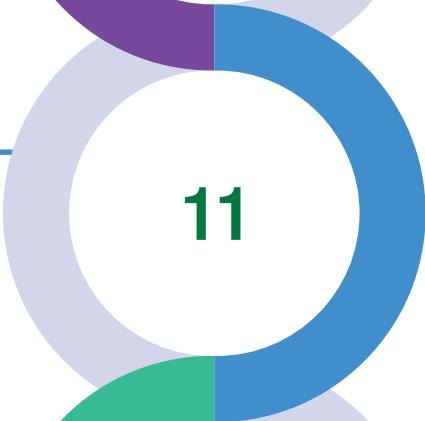


DHAN Panchayat Development Foundation
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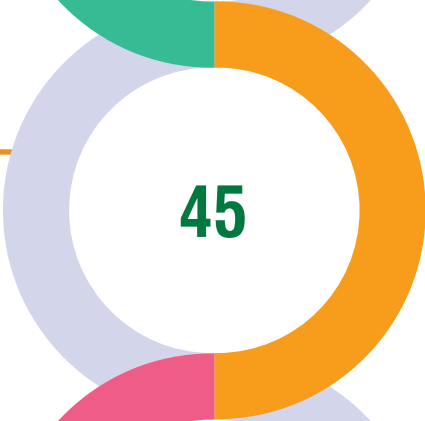
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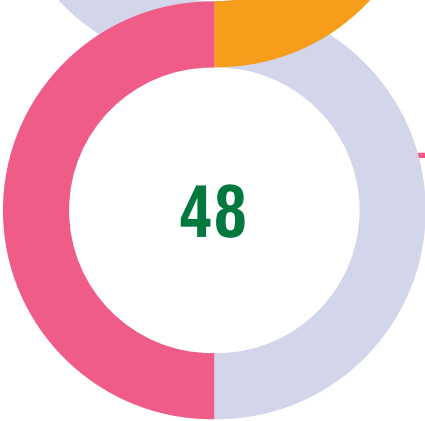
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DHAN Panchayat Development
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Chapter A

Institutionalization & Integration in DHAN Panchayat Development Foundation

I. Institutionalization & Integration

1. Institutionalization Within the Panchayat System:

Institutionalization within the Panchayat system focuses on making Panchayat-level practices, tools, and governance processes routine, recognized, and repeatable. Under this pillar, DPDF introduces and embeds standardized tools such as Panchayat, Member, and Village baselines; Village and Panchayat Development Plans (VDP/GDPD); monthly Panchayat performance reviews; Ward Sabha and Gram Sabha standard operating procedures; and a Panchayat resource mobilization framework. These are designed not as one-time exercises but as part of a regular, structured calendar that guides planning, service delivery, and accountability at the Panchayat level.

Alongside this, the initiative strengthens Panchayat leadership and capacities through a structured and continuous capacity-building programme. This includes induction training for elected representatives, thematic modules on key governance areas such as water, social protection, health, and livelihoods, and skill development in planning, budgeting, and digital literacy. Exposure visits, experience sharing, and systematic performance tracking further support elected members, ensuring that Panchayat leadership is capable, confident, and accountable in fulfilling its roles and responsibilities.

Institutional systems for transparency and accountability are strengthened through DPDF's support to Panchayats in establishing clear and accessible mechanisms such as public notice board disclosures on budgets, works, and beneficiaries; structured social audit frameworks; citizen feedback systems; digital recordkeeping and organized Panchayat office systems; and effective grievance redressal mechanisms. Together, these systems enhance openness, improve responsiveness, and build trust, making the Panchayat more accountable, people-friendly, and credible in the eyes of the community.

2. Integration With Community Institutions:

Integration with community institutions and government systems is a core strength of DPDF, as it actively connects the



Panchayat with people's institutions such as SHGs, farmers' groups, youth clubs, watershed committees, and other community platforms. The Panchayat functions as the local government, while community institutions serve as people's spaces to articulate needs and priorities.

DPDF ensures these roles remain complementary rather than parallel. This integration is operationalized through structured engagement mechanisms, including regular Panchayat–people's institution coordination meetings, active participation of SHGs, youth, farmers, and women's groups in planning processes, and the preparation of ward-level micro-plans that are consolidated into the GPDP/VDP. Community mapping supports the prioritization of vulnerable families, ensuring development planning is inclusive and bottom-up.

DPDF also nurtures Panchayat Development Volunteers, youth civic groups, and local change agents working on social protection, water, health, and education, creating a continuous flow of information and grassroots support. In addition, DPDF acts as a critical bridge between the Panchayat, line departments, government schemes, and local service delivery systems, strengthening convergence, coordination, and effective implementation at the local level.

2.1 Advancing Convergence:

DPDF enables the Panchayats to effectively leverage government systems and resources. DPDF supports Panchayats in mapping key schemes such as MNREGS, SBM, PMAY, NRLM, health, ICDS, and agriculture, preparing convergence plans that maximize fund mobilization, reduce duplication, and address critical gaps in village

development. At the system level, DPDF establishes regular coordination and review meetings with officials including the BDO, Assistant Engineer, Health Nurse, and Agriculture Officer, supported by tools such as a Panchayat Convergence Register and monitoring dashboards to track scheme access. To strengthen service delivery, DPDF focuses on ensuring universal coverage of entitlements such as pensions, ration, insurance, and PM-Kisan, along with monitoring education and health services, improving village sanitation and water supply systems, and supporting disaster preparedness and climate resilience planning. These integrated efforts result in more efficient, coordinated, and responsive delivery of government services. Additionally, DPDF is firmly institutionalized within the DHAN development philosophy and operational framework, etc.,

3.DPDF's initiatives towards Institutionalization based on the DHAN's framework:

DPDF is firmly anchored in DHAN's development philosophy and operational structure, enabling coherence, sustainability, and scale. Panchayat development is systematically aligned with DHAN's core thematic areas—community governance; livelihoods and microfinance institutions; water and natural resources; health and social protection; and urban–rural development—through which each theme provides specialized technical support to Panchayats.

DPDF also institutionalizes strong knowledge management and documentation processes, including the capture of best practices, case studies,

Panchayat performance scorecards, a model Panchayat framework, and research and policy



advocacy, with learnings feeding directly into programme refinement and expansion. In addition, a robust Monitoring, Evaluation, and Learning (MEL) system is embedded through tools such as an annual Panchayat Governance Index, participatory monitoring mechanisms, systematic outcome and impact tracking across services, inclusion, gender, and governance dimensions, and cross-regional learning events.

Together, these elements ensure that the programme remains evidence-based, adaptive, and effective, leading to strengthened Panchayat governance and improved development outcomes overall, ensuring sustainability, alignment, and long-term impact.

II. Elements of institutionalisation & its relevance to DPDF

Culture encompasses the values, traditions, and practices both individual and institutional that define DHAN's identity. The six elements of institutionalisation such as 1. systematisation, 2. self-regulation, 3. predictability, 4. stability,



5. sustainability, and 6. self-growth together shapes the culture of the organisation.

1. Systematisation

At DPDF, the defined way of working is embedded in the organisation's approach to systematisation. The aim is to establish contextualised and customised standards for field operations, ensuring that decentralised systems integrate seamlessly with centralised structures through regular consultation forums.

DPDF has instituted well-defined operational mechanisms for Hamlet level Sangamam,

Sangamam Shaba at village level, Sangamam collective, including monthly functional groups meeting, Village Sangamam EC Meeting, Sangamam collective meeting at panchayat level. These systems serve as the foundation for the effective functioning of DPDF institution.

2. Self-Regulation

Self-regulation refers to the capacity to manage one's emotions, thoughts, and behaviours in ways that promote goal achievement and overall well-being. It plays a vital role in reducing stress, enabling thoughtful decision-making, and maintaining productive habits.

DPDF institutionalised self-regulation both at the individual and institutional levels. The organisation recognises that self-regulation can be cultivated over time through practice and self-awareness. DPDF understanding of self-regulation is Make the Panchayat governance with ethics and value system by internalizing the importance of responsible, good governance..

3. Predictability

Predictability in the context of Panchayats means that all Panchayat functions, meetings, records, decisions, and services follow a consistent, regular, and transparent pattern. It builds the trust. When Gram Sabha meetings are conducted regularly, services are delivered on time, and decisions follow known procedures, people trust the Panchayat more. People know what will happen, when it will happen, and how it will happen. Predictability ensures the Continuity Despite Leadership Change. It ensures that systems continue even if leaders change, because the processes are written, schedules are fixed, responsibilities are known.

It enhances Accountability. Regular reviews, fixed timelines, and documented procedures make it easier to track, who is responsible, what is pending, and what needs correction. It ensures the communication to citizens through Notice board updates, Ward-level meetings and Information boards displaying schemes, beneficiaries, budgets

In DPDF, predictability is not about rigidity it is about creating stability, trust, and consistency so that Sangamam members feel confident participating. Predictability enables the Panchayat to function as a strong institution by ensuring

regularity in meetings, continuity of systems, timely service delivery, clear accountability, and transparent communication with citizens. This builds trust, strengthens governance, and improves community satisfaction.

4. Stability

DPDF has achieved the stability in two dimensions:

1. **Structural Stability:** Achieved through a nested institutional framework at the grassroots level, mirrored in federation-level structures.
2. **Functional Stability:** The resilience to operate effectively even under extreme adverse conditions. DPDF is working with SPICE like SUHAM, People Mutual, Jeevidam Ltd, HOPE. and KDFS and Subsidiary Institution like Vayalagam, DVDF and SMF, HELP for integrated approach as evidence of the functional stability.

5. Sustainability

DHAN's approach addresses three dimensions of sustainability:

1. **Institutional Sustainability** – Ensuring the longevity and resilience of community-based institutions established by DPDF, supported by strong social capital that can endure across generations.
2. **Financial Sustainability** – Built on a diversified financial model that includes community finance among ten key funding parameters.
3. **Development Sustainability** – DPDF implementing community-owned initiatives with shared contributions. This ensures continuity and impact, regardless of external project funding.

1. Institutional Sustainability (Sangamams Panchayat Institutions)

The ability of Sangamams Panchayat institutions to function effectively, democratically, and independently over time. It will be ensured regular and well-conducted Sangamams shaba at hamlet level and passing resolutions at Gram Sabha meetings

- Clearly defined roles and responsibilities of office bearers and village Sangamams, Sangamam collective and Sangamam Network and Sangamam staff
- Strong functioning with working groups committee of panchayat

- Capacity building and continuous training of representatives of ward and presidents
 - Transparent decision-making and record maintenance at Sangamam collective
 - Community ownership and participation in planning and monitoring
 - A stable Sangamams Panchayat that continues to function effectively even when leadership changes.
- ##### 2. Financial Sustainability (DPDF Sangamams Panchayat Finances)

DPDF Sangamams Panchayat capacity to generate, manage, and utilize financial resources without excessive dependence on external funds. Sangamams can plan and implement development works reliably and responsibly. It will be ensured

- Effective own-source revenue mobilization (subscription, fees, user charges)
 - Timely utilization and accounting of government grants
 - Transparent budgeting and expenditure tracking
 - Regular audits and financial compliance
 - Community contribution (cash, kind, or labour) where appropriate
 - Prioritizing cost-effective and need-based works
- ##### 3. Development Sustainability (Local Development)

Ensuring that development interventions create long-term benefits for the community and do not collapse after project completion. Development that improves quality of life and continues to benefit future generations.

It will be ensured

- Community-led planning based on real local needs
- Focus on livelihoods, natural resources, and social inclusion
- Maintenance plans for created assets (roads, water systems, buildings)
- Use of local skills, institutions, and resources
- Environmental sensitivity and climate resilience
- Monitoring outcomes, not just outputs

Together, these three forms of sustainability ensure that Panchayats remain effective, accountable, and people-centered engines of local development.

6. Self-Growth

Self-growth in relation to the Panchayat means the personal development people gain by participating in local self-governance. Through involvement in Panchayat activities, individuals develop leadership, confidence, and decision-making skills, while learning democratic values such as participation, transparency, and accountability. This engagement helps them understand community needs, improve communication and problem-solving abilities, and take responsibility for local development. Overall, Panchayat participation nurtures responsible citizens and grassroots leaders who contribute to inclusive and community-led development.

leadership development Active involvement in Panchayat roles significantly contributes to leadership development by strengthening decision-making abilities, responsibility, and ethical governance. Through regular engagement, representatives learn to lead diverse groups, balance competing community needs, and uphold democratic values.

Democracy awareness: Participation in Panchayat functioning deepens awareness of decentralization, rights, and duties, while nurturing respect for transparency, accountability, and participatory decision-making. Continuous interaction with governance processes also enhances practical skills such as planning, budgeting, conflict resolution, communication, documentation, and coordination with government departments.

Skill enhancement: Panchayat participation builds confidence and voice, particularly among women, youth, and marginalized communities, enabling them to articulate opinions, negotiate priorities, and effectively represent community concerns.

Confidence and Voice Exposure to local realities and collective challenges fosters empathy, social responsibility, and a strong sense of public service. Self-growth further occurs through learning by doing—managing schemes, resolving disputes, and implementing development works—which transforms individuals into experienced grassroots leaders. Alongside these qualitative outcomes, such growth can also be measured quantitatively through

participation levels, roles held, skills acquired, and governance performance indicators.

Quantitative self-growth in a Panchayat is assessed through measurable indicators such as counts, percentages, scores, and trends over time. These indicators reflect tangible improvements in individual and collective performance, including increased participation in Gram Sabha meetings, active involvement in discussions and decision-making, and engagement in committees and sub-committees. Higher attendance rates, frequent contributions to resolutions, and consistent participation demonstrate growing confidence, awareness, and ownership of Panchayat processes.

Self-growth is also reflected in leadership development, capacity building, and governance effectiveness. Measurable aspects include the number of leadership roles held, initiatives or development activities led, and regular attendance in official meetings. Capacity and skill enhancement can be tracked through participation in training programmes related to governance, planning, finance, and social justice, along with improvements in pre- and post-training assessment scores. The ability to independently prepare plans, proposals, and reports further indicates strengthened competencies and functional skills within the Panchayat system.

Additionally, quantitative indicators capture improvements in decision-making, accountability, transparency, and community impact. These include the number of resolutions proposed or supported, the percentage of approved proposals implemented, and the timely completion of assigned works.

Accountability is measured through accurate and timely record maintenance, successful audits with minimal objections, and a reduction in complaints or procedural errors. Community engagement and inclusion are reflected in the number of consultations conducted, beneficiaries reached through Panchayat programmes, community satisfaction scores, and the extent to which diverse voices—especially of women, marginalized groups, and vulnerable communities—are represented in Panchayat processes.



Harvest of Community: Cultivating Progress



Chapter B

Culture Building in DHAN Panchayat Development: The "Software" of Governance



"Culture" refers to the invisible architecture the shared values, behaviours, norms, and mindsets that dictates how a Panchayat functions and how citizens engage with it. While tools, plans, and funds represent the "hardware" of development, culture is the "software." Without the right culture, even the best-funded Panchayat cannot deliver inclusive or sustainable results.

DPDF putting efforts and all its activities are based on the transition of Panchayats from administrative units to vibrant institutions of self-governance by embedding five core cultural shifts. DPDF initiatives are based on the following perspectives:

- **From Ad-hoc to Systematic:** Systems become habits.
- **From Passive to Active:** People participate as owners, not beneficiaries.



- **From Authority to Responsibility:** Leaders act as servants of the community.
- **From Secrecy to Openness:** Governance becomes transparent.
- **From Exclusion to Equity:** Development becomes inclusive.

1. Culture of Participation & Ownership

Creating a shared responsibility for village development where the community takes ownership of local issues rather than waiting for external solutions.

DPDF Interventions:

- **Institutionalizing Dialogue:** Ensuring regularity and vibrancy in Ward Sabhas and Gram Sabhas.
- **Bottom-Up Platforms:** Establishing Sangamams (People's Institutions) to foster



openness to dialogue, debate, and collective decision-making.

- **Active Citizenship:** Transforming residents from passive voters into active participants who debate priorities and hold the Panchayat accountable.

2. Culture of Transparency & Accountability

Building trust through openness. This culture prevents corruption, improves fund utilization, and ensures that the Panchayat is a "glass house" accessible to all.

DPDF Interventions:

- **Information Symmetry:** Emphasizing that Panchayats must openly share information on finances, schemes, and beneficiaries.
- **Social Audit:** Empowering the community (SHGs, youth volunteers) to monitor services and works.
- **Documentation:** moving from oral traditions to rigorous documentation of resolutions, ensuring that decisions communicated by the community are binding.

3. Culture of Responsible Leadership

Shifting the definition of leadership from "authority" to "responsibility." Strong leadership accelerates development and ensures continuity even when individuals change.

DPDF Interventions:

- **Substantive Representation:** Moving beyond symbolic participation (proxies) to active involvement of elected representatives.
- **Empowering Women:** specifically targeting Women Panchayat Presidents to lead independently, free from family interference.
- **Capacity Building:** Offering certificate and diploma courses in Panchayat Management to instill a problem-solving mindset and respectful behavior in leaders.

4. Culture of Data-Driven Planning

Prioritizing the real needs of the community over political expediency through evidence-based decision-making.

DPDF Interventions:

- **Baseline rigor:** Conducting comprehensive household and member baselines to create an evidence-backed Panchayat Inception Document.
- **Tracking Progress:** moving away from guesswork to using specific indicators and tools like Gram Manchitra and the Village Development Plan (VDP/GPDP) to allocate resources efficiently.

5. Culture of Collaboration (Convergence)

Breaking silos. A culture where the Panchayat works jointly with Line Departments, Academia, and Civil Society to maximize resources and reduce duplication.

DPDF Interventions:

- **Ecosystem Approach:** Facilitating coordination between the Panchayat and functional groups (SHGs, Farmers, Youth, Adolescents).
- **Mutual Respect:** Bridging the gap between government officials (Health, Agriculture, Rural Development) and the community.
- **Integrated Development:** Collaborating with CSR agencies to implement holistic poverty reduction strategies that address multiple dimensions of well-being simultaneously.

6. Culture of Inclusion & Social Justice (Antyodaya)

Ensuring that the "last person" in the line—regardless of caste, gender, age, or ability—has equal voice and benefit. This strengthens the legitimacy of Panchayat decisions.

DPDF Interventions

- **Zero Discrimination:** Ensuring fair access to public spaces and schemes for SC/ST communities, the elderly, and the disabled.
- **The Sangamam Safety Net:** Using the Sangamam Sabha to ensure the voices of the marginalized are consolidated and heard in the Gram Sabha.
- **Equitable Resolution:** Encouraging cooperative resolutions that guarantee no one is left behind in the development journey.

7. Culture of Maintenance & Stewardship

Developing a collective habit of caring for public assets. It is the discipline of protecting infrastructure and natural resources continuously, preventing the waste of public investment.

DPDF Interventions:

- **Asset Revitalization:** Identifying and restoring dormant assets (dilapidated school buildings, unused Anganwadis) for community use.
- **Community Contribution:** Encouraging contributions (labor, cash, or kind) for water bodies and public spaces to deepen the sense of ownership.
- **Budgeting for Upkeep:** Ensuring Panchayats allocate specific budgets for the maintenance of assets created under CSR or government schemes.

8. Culture of Innovation & Learning

Enabling the Panchayat to evolve with changing times while retaining traditional wisdom. It is about staying relevant in an era of urbanization and climate change.

DPDF Interventions

- **Modernizing Governance:** Introducing e-governance tools to transition from traditional record-keeping to efficient digital platforms.



- **Local Solutions:** Promoting low-cost, scalable innovations (e.g., solar irrigation, waste-to-wealth biogas) that solve local problems without heavy external dependency.
- **Gandhian Evolution:** Aligning modern progress with the Gandhian ideal of Sarvodaya (Welfare of All). This creates a progressive environment that values ethical commerce, data-driven decisions, and self-reliance (Swadeshi) tailored to the 21st century.

VILLAGE PANCHAYAT



**POVERTY
ERADICATION**



**Livelihoods,
Skills and
Opportunities for
a Dignified Life**

**WATER
SECURITY**



**Jai Suraksha for
Sustainable and
Equitable Use**

**NUTRITION
SECURITY**



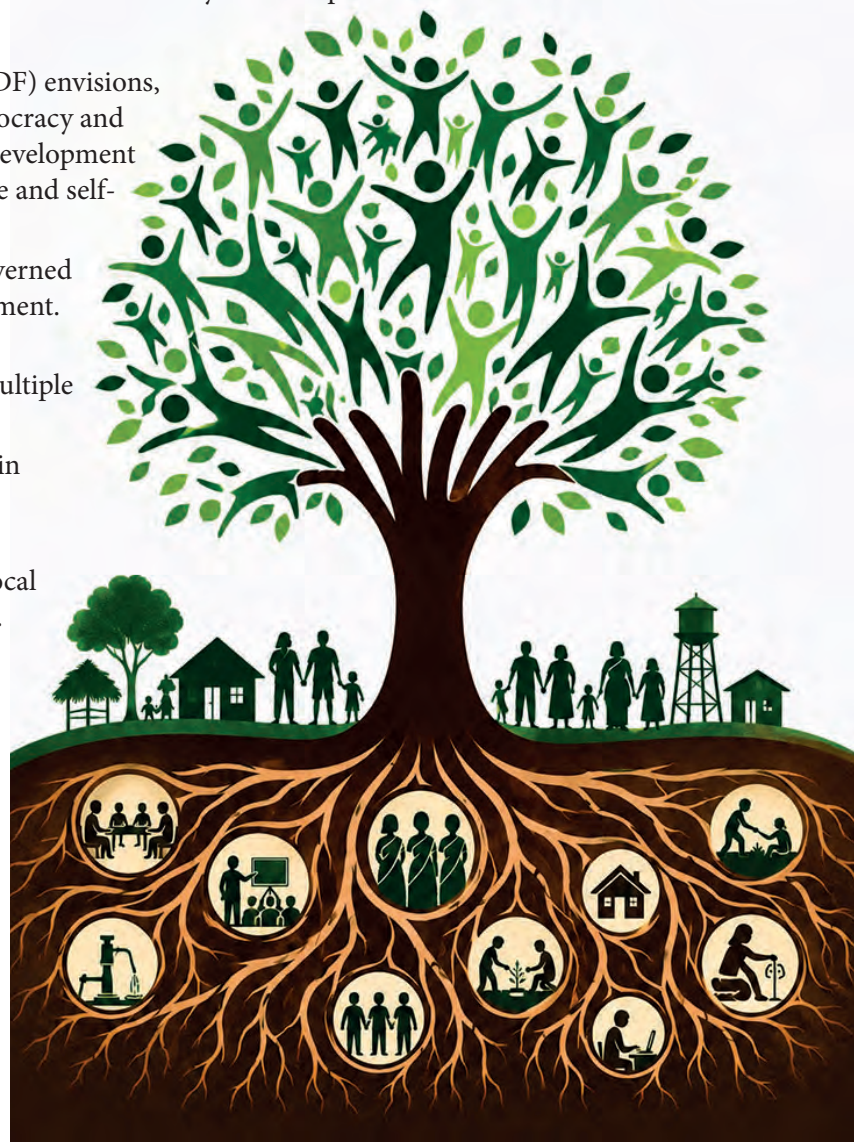
**Good Nutrition
for Healthy
Communities**

**ECOLOGICALLY
BALANCED
DEVELOPMENT**



**Conserving Nature
for a Sustainable
Tomorrow**





value driven democratic process to enable poor for Poverty eradication, Water and Nutrition security and Ecologically balanced development”.

The main aims are

- To Advance Direct Democracy and Good Governance for Poverty Reduction through Panchayat Raj Institutions
- To Integrate Community Level People Institutions (SHGs, Farmers Groups, Youth Association, etc.,) with local governance system for leverage and access entitlements
- To Create Space in PRI for graduation of Community leaders in political sphere
- To link traditional governance systems with formal Panchayat institutions for synergy

3. Objectives of DHAN Panchayat Development Foundation

3.1 To create strong and energetic people institutions in Panchayat

Organizing the people at Panchayat level directly and through the existing DHAN collective people institutions, enabling them to actively participate in the panchayat systems. Promoting functional groups and village level groups called ‘Sangamam’ groups at hamlet level and Sangamam Kulumam is being followed for organizing the people. Creating awareness among the people institution and train them to actively involve in the Gram Sabha meetings.

3.2 To generate Democratic practices in Panchayat activities

Good democratic practices shape the panchayat level institution to good governance. The true democratic practices pave the way for the citizens to get space and create a good environment for actively taking part in panchayat affairs.

3.3 To do special focus on welfare activities for poor

Generally, in all development initiatives, most of the real poor are excluded. But in the case of panchayat, as a small unit, special attention must be given for the development of the poorest of the poor. The entitlements of the poor must be attained by them through the conscious efforts of panchayats.

3.4. To empower women and weaker section to take part in panchayat administration:

Though serious policy steps taken at macro level to empower the women and weaker section, the significant changes do not happen at panchayat level. Panchayat, as grass root level unit, will give due importance for empowering the women and weaker section by way of awareness creation, active participation in Grama Sabhas, grooming them to participate in the election, to enable them to take lead role at Panchayats.

3.5 To groom highly efficient and honest panchayat representatives:

The decentralized panchayat systems pave the way for huge numbers of elected leadership at panchayat institutions. They are a combination of all categories. They need support to understand and be aware about systems, need capacity to manage the panchayat efficiently, inculcating good practices for honest and transparent administration. So, creating a good environment for grooming the elected leadership as efficient and honest leadership is very much needed.

3.6 To do need-based development work with efficiency:

Undertaking various development works at panchayat level, for ensuring the basic facilities to the community, is one of the major roles for village panchayats. This will be ensured by way of orienting the council to go for proper micro planning, resource mobilization mechanisms and effective implementation strategy.

3.7 To make self-sustain Panchayat:

Panchayat, as implementing body at village level, needs enough resources to undertake various development initiatives to ensure the facilities for the village community. But in most of the panchayats, they have less funds and highly depend on only the state for funding. Panchayats must be enabled to take steps for generating own resources through various mechanisms. The panchayat must reach the self-sustaining stage over a period of time.

3.8 To integrate existing panchayat system with traditional village development forum:

Each village has a system of traditional forum in addition to the formal institution of Panchayat to

look after all the village affairs including judicial aspects. These traditional forums are very strong in many places and provide real governance at hamlet level. The formal and traditional village institutions are to be operated in an integrative way to gain strength at village level. This will provide a good environment to speed up the development process at village level.

4. Institution Building:

4.1 DPDF People Institution model:

Design of Institution building: Nested structure for enabling democracy:

1) Primary structure: Groups for Democratic Governance.

It consists of Functional groups (women groups, farmers groups, youth groups and other purpose-based groups) at hamlet level. These groups will undergo an organized educational programme on democratic governance and will be quality checked for integration.

2) Village Sangamam: Association for hamlet level Inclusive Democracy

It has a hamlet level structure. It includes all households as a member. It will act as a Hamlet Level Governance Development Forum. It will have an executive committee for its day-to-day operations.

3) Sangamam Collective: Association for panchayat level Inclusive Democracy

It is a panchayat level structure. It includes all hamlet level village Sangamam of concerned panchayats. It will act as a panchayat level governance development forum. Being the village Panchayat is separate and independent governance

unit, this Sangamam collective will work in shadow and complementary with village Panchayat governance. This will be having an executive committee for its day-to-day operations. This Sangamam collective will go for registration as trust or any other institutional model.

4) Sangamam Network structure: Network of panchayats at block level for Inclusive

Democracy

This network will be coordinated by DPDF. All Sangamam collective will be the members in the Sangamam Network. All selected panchayats and DHAN collective panchayats at block level will be encouraged to become part of Sangamam at block level and in future

5. DPDF Working with Panchayats: Status Overview

DHAN Panchayat Development Foundation (DPDF) works with 75 panchayats in Tamil Nadu, 21 Panchayats in Karnataka, and 20 Panchayats in Telangana as on March 2025. Since April 2024, 15 new Panchayats are added to DPDPs kitty. As on date, DPDP works directly with 108 Panchayats, 598 villages, and 120429 households (Tamil Nadu, Karnataka, and Telangana put together).

DPDPs working village status with DHAN collective and context breakup in Tamil Nadu, Karnataka, and Telangana are given in Table 1, Table 2, and Table 3 respectively. Progress in DPDPs working Panchayats status is shown in Figure 1.

Similarly, the progress in the number of households DPDP works with over the years is shown in Figure 2. In the DHAN selected Villages across Tamil Nadu there are 989 Kalanjiyam Groups with 14369 members, and there are 189 Vayalagam Agri Finance Groups with 3225 members.

Table 1 DPDPs Working Status in Tamil Nadu As on March 2025

Particulars	Total	Programme		Context	
		KF	VF	Rural	Hills
Region	10	7	3	9	1
Federation	33	22	11	32	1
Panchayat	75	49	26	72	3
Village	345	239	106		
Households	77,470	50,983	26,487		
Population	2,62,925	1,98,981	63,944		

Table 2 DPDFs Working Status in Karnataka As on March 2025

Particulars	Total	Programme		Context	
		KF	VF	Rural	Hills
Region	4	4	0	4	
Federation	13	13	0	13	
Panchayat	21	21	0	21	
Village	226	226	0	226	
Households	36,068	36,068	0	36,068	

Table 3 DPDFs Working Status in Telangana As on March 2025

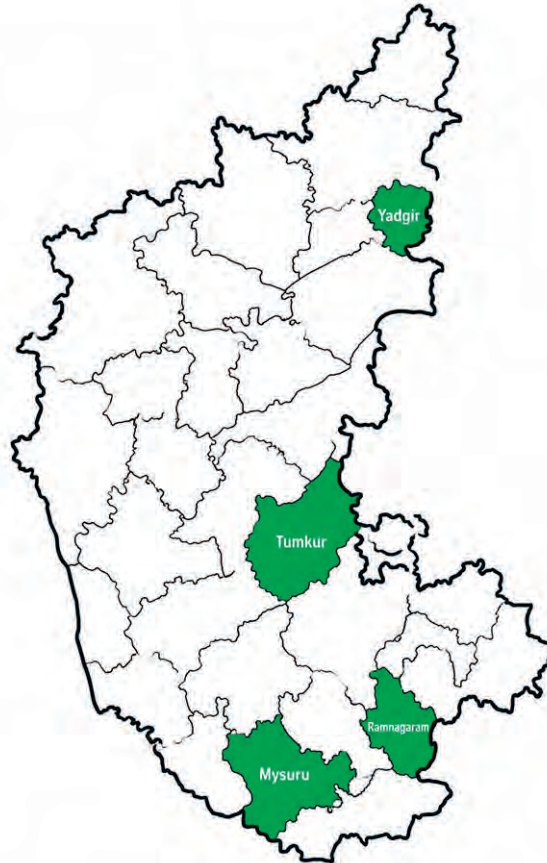
Particulars	Total	Programme		Context	
		KF	VF	Rural	Hills
Region	5	0	5	5	
Federation	14	0	14	14	
Panchayat	20	0	20	20	
Village	27	0	27	27	
Households	6,891	0	6,891	6,891	

DHAN Collective Groups Growth in Working Panchayats in Tamil Nadu

As of March 2025, the DHAN Collectives in the working Panchayats of Tamil Nadu saw notable growth, with the number of Kalanjiam groups increasing from 1,098 to 1,193 and membership rising from 16,183 to 18,227. Vayalagam groups grew from 189 to 219, while membership slightly decreased from 3,225 to 3,124. Overall, the total number of groups rose from 1,287 to 1,412, and total membership increased from 19,408 to 21,351, reflecting the continued strengthening of community-based institutions. DHAN Collectives Status in Working Panchayats in Tamil Nadu as on March 2025.

DHAN Collectives	As on 31-03-2024		As on 31-03-2025	
	Groups	Members	Groups	Members
Kalanjiam	1,098	16,183	1,193	18,227
Vayalagam	189	3,225	219	3,124
Total	1,287	19,408	1,412	21,351

Working Panchayat in Karnataka



Working Panchayat in Telangana



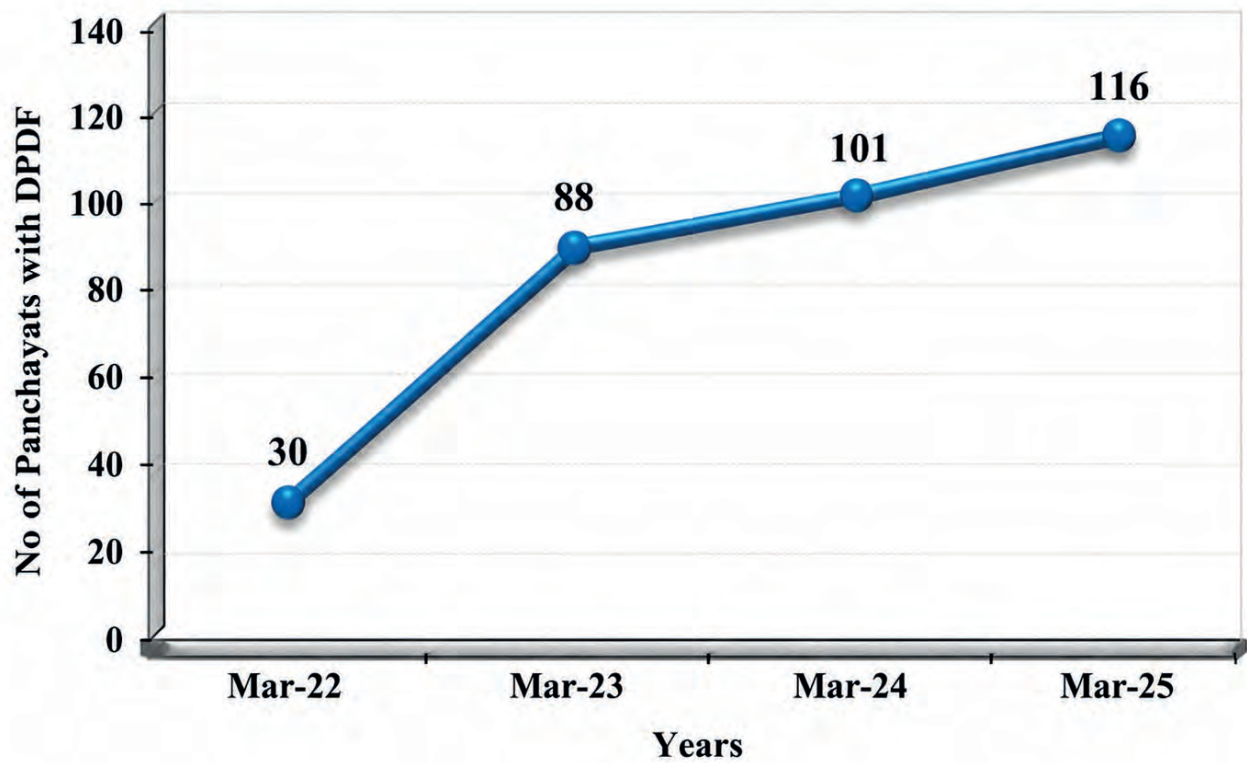


Figure 1: DPDFs Working Panchayats Over the Years

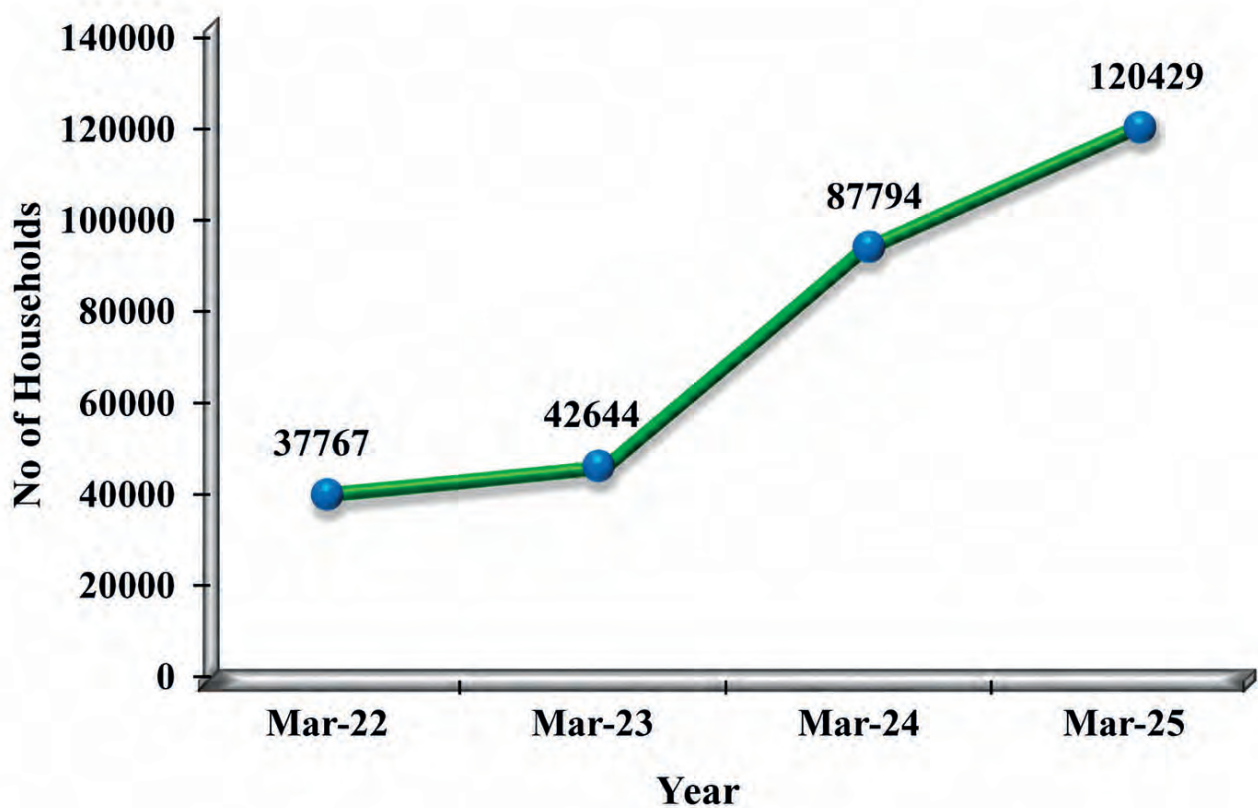


Figure 2: No of Households DPDF is Working with Community

6. DPDFs Working Village Status in Tamil Nadu



In Tamil Nadu as on March 2025, DPDF is working with 75 Panchayats in total, in which 13 are single village Panchayats, and 62 are Multi Village Panchayats.

In the 62 Multi village Panchayats there are 343 hamlets in Total. Of the 343 hamlets, 25 hamlets are not suitable to root our Sangamam activities. The reason being – some of the villages do not have residents or do not have significant households.

Hence, the total potential villages where Sangamam activities can take root are 331 (including 13 single village hamlets). 4 of the 13 Single village Panchayats have paid their Sangamam entrance fee, the rest 9 are yet to pay. Of the 62 multi village Panchayats 18 have paid their Sangamam entrance fee by March 2025, the remaining 44 panchayats are yet to pay.

Even within the paid panchayats, only 33 hamlets have paid their entrance fee, and 32 hamlets are yet to Pay their fees. In the coming half year DPDF will ensure it takes root in all the remaining 267 identified potential villages, while striving to bring under its umbrella new potential Panchayats with the help of DHAN's regional and federation coordinators. The detailed picture of DPDFs working villages' status is captured in Table 4.

The region wise DPDFs working village status throws further clarity. In Tamil Nadu alone, with support from 33 DHAN Federations (both Kalanjiyam and Vayalagam) across 12 regions DPDF is working with 75 Panchayats as on March 2025. However, activities are yet to get kick started in Gundar Lower (3 Federations), Gundar Middle (1 Federation), Cuddalore (2 Federations), Kancheepuram (2 Federations), and Thoothukudi (1 Federation). Only Panchayats selected in Theni and Gundar Upper regions have paid their entrance fee through and through. Since entrance fee payment status seals the initiation of the perpetual bond between the DPDF and the Panchayats, DPDF will put in place plans to ensure one hundred percent entrance fee collection in selected villages. As on March 2025, 2780 Sangamam members paid a sum total of Rs 183154 entrance fee.

New Working Panchayats of the Year

S. No	Name of the Federation	Name of the Panchayat
1	Kadaladi VF	Melakidaram
2	Mudukulathur VF	Venkalakuruchi
3	Manamadurai VF	Chinnakannur
4	Manamadurai VF	Kuvalaiveli
5	Manamadurai VF	M.Karisalkulam

Table 4 DPDF Working Village Status in Tamil Nadu as on March 2025

Panchayat	No	Villages			Entrance Fee Payment					
		Total	Potential	Not Suitable	Paid Panchayat	Yet to Pay Panchayats	Total Villages in Paid Panchayats	Paid Villages within Paid Panchayats	Yet to Pay Villages within Paid Panchayats	Total Yet to Pay
Single	13	13	13		4	9	4	4		9
Multiple	62	343	318	25	18	44	65	33	32	258
Total	75	356	331	25	22	53	69	37		267

Table 5 DPDFs Working Village Status in Tamil Nadu Region Wise As on March 2025

S.No	Region	Federation	Selected Panchayat	Total Village	Entrance Fee		
					Paid Panchayat	Paid Village	Yet to Pay Village
1	Madurai Rural	8	14	56	7	11	45
2	Pambar	6	7	19	2	3	16
3	Dindigul	5	15	98	1	6	92
4	Gundar Lower	3	9	42			42
5	Theni	2	4	12	4	7	5
6	Cuddalore	2	4	17			17
7	Kancheepuram	2	6	37			37
8	Nagapattinam	1	1	5	3	3	2
9	Kalrayan	1	3	33	2	2	31
10	Gundar Upper	1	3	13	3	5	8
11	Thoothukudi	1	4	13			13
12	Gundar Middle	1	5	11			11
Total		33	75	356	22	37	267

6.1 Sangamam:

As on March 2025, the number of Sangamams increased from 65 to 86, and Sangamam Kulumams grew from 8 to 10, bringing the total grassroots-level institutions under DPDF to 96—an expansion from 73 in the previous year. This growth reflects the continued strengthening of community-led structures across the intervention areas.

Sangamam Status

Particulars	On 31st March 2024	On 31st March 2025
Sangamam	65	86
Sangamam Kulumam	8	10
Total	73	96

6.1.1 Sangamam Staff Details

16 dedicated Sangamam staff are placed in DHAN's Federations across Tamil Nadu as on March 2025, to work for Sangamam activities full time. In a few federations across Tamil Nadu 4 cluster associates are taking care of Sangamam activities in addition to the regular programme activities. 15 Panchayats out of the total 75 working Panchayats need staffing. The Sangamam staff status is shown in Table 6 below.

Status	Status in Number
Total Sangamam staff	16
Working Sangamam staff	8
Sangamam staff under training	8
Cluster Associates	4
Need staff	15 Panchayats

6.1.2 Sangamam Collective Registration

Plans are in place to register 8 Sangamam collectives (Kulumams) – 4 Single village Panchayats and 4 multi village Panchayats – in Tamil Nadu in the coming 6 months. The details are shown in the tables below. Bank linkage has been done for 28 Sangamams.

Table 7 Single Village Sangamam Collectives To be Registered

S. No	District	Block	Name of the Panchayat
1	Madurai	Kottampatti	Pandangudi
2	Sivagangai	Singampunari	Kalappur
3	Theni	Kadamalai	Mayiladum-parai
4	Pudukottai	Ponnamaravathy	Sundara-cholapuram

Table 8 Multi Village Sangamam Collectives To be Registered

S. No	District	Block	Name of the Panchayat
1	Madurai	Alanganallur	Manikampatti
2	Theni	Bodi	Ammapatty
3	Dindigul	Shanarpatti	Avilipatty
4	Dindigul	Vadamadurai	Kanapadi

6.1.3 Sangamam Bank Accounts:

As of March 2025, a total of 33 Sangamam bank accounts have been opened, marking an increase from 28 accounts in the previous year. During

the year, five new accounts were added, including those for Krishnapuram Sangamam (Thanichiam Panchayat, Kadaladi block), Kumangudi Sangamam of Rarapuram Panchayat, Rarapuram Village Sangamam, Thamminipatti Village Sangamam of Rarapuram, and Vilankulathur Village Sangamam, further enabling financial autonomy and local resource management.

6.1.4 Sangamam Sabha:

During the reporting period (April 2024 to March 2025), a total of 162 Sangamam Sabha meetings were conducted across various months, engaging 5,238 participants. These meetings, strategically held prior to the Gram Sabhas, served as preparatory platforms where community members consolidated local issues and priorities to be formally represented and included in the Gram Sabha resolutions.

Sangama Sabha Meetings held in April 2024 – March 2025

S. No	Month	No. of Sangamam	Total Participants
1	April	4	112
2	May	5	153
3	June	4	137
4	July	6	193
5	August	15	422
6	September	12	321
7	October	14	399
8	November	12	364
9	December	14	462
10	January, 2025	30	1238
11	February	33	1085
12	March	13	352
	Total	162	5238

6.2 Gram Sabha Participation:

As per the Tamil Nadu Government order, Village Panchayats are required to convene six Gram Sabha meetings annually. However, during 2024–25, only five meetings were held due to the enforcement of the Model Code of Conduct for the Indian Parliament elections, leading to the cancellation of the May 1st (Labour Day) Gram Sabha.

DPDF played a vital role in enhancing grassroots democracy by ensuring robust participation in the Gram Sabhas of all working Panchayats. Through active involvement of federation staff, E.C. members, and cluster representatives, DPDF facilitated inclusive participation—particularly of women, youth, working committee members, and School Management Committee members—enabling most Panchayats to reach quorum. Preparatory hamlet-level meetings, Sangamam-led resolution drafting, participation in organizing committees, and review of past resolutions were key strategies adopted to strengthen Gram Sabha processes.

Across the five meetings held (Aug 15, Oct 2, Nov 23, Jan 26, and Mar 22), 43 Panchayats recorded consistent participation with a cumulative attendance of 13,855 individuals, including 11,968 women, 1,167 government representatives, and 6,312 Sangamam members. A total of 79 important resolutions were passed during these sessions, reflecting the deepening of community-led governance.

Gram Sabha participation details in DPDF Working Panchayats in April 2024 – March 2025

S. No	Gram Sabha Details	Aug-15	Oct-02	Nov-23	Jan-26	Mar-22
1	No. of Panchayats	43	43	43	43	43
2	Total Population	1,54,746	1,54,746	1,54,746	1,54,746	1,54,746
3	Total Households	41,714	41,714	41,714	41,714	41,714
4	Total Participation	3,483	3,570	3,601	3,470	2,731
5	Female Participation	2,452	2,442	2,687	2,452	1,935
6	Govt. Participation	158	174	148	133	137
7	School Management Committee	33	32	50	37	41
8	SHG	294	285	335	283	270
9	Sangamam Members	1,123	1,119	1,362	1,432	1,276
10	Leaders/Staff	174	95	166	135	157
11	Important resolutions	12	7	23	16	21

7. Organizing Youth Groups

Across 4 working Panchayats in total there are 7 youth groups functioning as on March 2025 with 130 youngsters. DPDF aims to sustain at least one functional youth group in each working village.

Table 11 Youth Group Status As on March 2025

S No	Region	Federation	Panchayat	No of groups	No of members
1	Madurai Rural	Palamedu	Manicakampatty	2	24
2	Kalvarayan	Kalvarayan	Vanjikuli	1	15
3	Dindigul	Sanarpatty	Avilipatty	2	50
4	Dindigul	Sanarpatty	Koovanuthu	2	41
Total				7	130

8. Organizing Adolescent Groups

Across 15 federations 113 Adolescent groups with 1372 members are functioning actively as on March 2025. The breakage is shown in the table below.

Table 12 Adolescent Groups Status As on March 2025

S No	Federation	No of groups	No of members
1	Palamedu	3	45
2	Kurunchi	8	77
3	Vaigai	13	132
4	Kottampatty KF	3	51
5	Singampunari KF	5	55
6	Marutham	6	97
7	Melur	2	30
8	Sirkali	4	42
9	Kalvarayan	5	77
10	Bodi	8	88
11	Kadamalai	11	117
12	Sanarpatty	16	223
13	Vadamaurai	20	233
14	Ponamaravathi	3	35
15	Thiruchuli	7	80
16	Kadaladi	1	10
17	Thirumayam	2	27
Total		117	1419

In addition to functioning youth groups and adolescent groups DPDF has 68 dedicated volunteers across the working Panchayats. Some of the working hamlets do not have volunteers yet. DPDF will identify and train suitable volunteers soon in those hamlets.

9. Legal Aid Centres

DPDF facilitated legal empowerment through its Legal Aid Centres functioning across five regions—Cuddalore, Madurai Rural, Theni, Kancheepuram, and Nagapattinam—covering eight federations. These centres addressed legal issues ranging from domestic violence and property disputes to access to entitlements. During the reporting year, the centres collectively handled 56 cases. The most active federations included Parankipettai, Srimushnam, Kullanchavadi, and Kadamalaikundu, which engaged consistently across multiple months. The legal aid initiative continues to play a critical role in enhancing legal awareness, timely redressal of grievances, and access to justice for marginalised rural communities, especially women.

Legal Aid Centre Month Wise Details of Cases Handles in April 2024 – March 2025:

Month	Legal Aid Centre	No. of Cases
May	Parankipettai	2
June	Parankipetti, Srimushnam, and Kullanchavadi	15
July	Parankipettai and Kullanchavadi	4
August	Kadamalai, Kullanchavadi and Palamedu	3
September	Kullanchavadi, Srimushnam, Kadamalai, and Palamedu	8
October	Parakipettai, Kullanchavadi	5
November	Parankipettai	2
December	Srimushnam, and Kullanchavadi	4
January	Srimushnam, and Kullanchavadi	5
February	Kadamalai, Srimushnam, and Kullanchavadi	8
Total		56

10. Diploma in Panchayat Management

During the reporting year, the DPDF Programme launched the 14th Batch of the Diploma in Panchayat Management (DPM), with a target to collect 1,000 applications—600 through DPDF and 400 through the Kalanjiam Foundation. The programme finalized the faculty team and commenced seminar classes across various federations in Tamil Nadu. Between September 2024 and February 2025, a total of 15 seminar sessions were conducted in federations such as Kurunchi, Palamedu, Kottampatty, Kancheepuram Region, Tiruchuli, and Kariapatti. These sessions recorded active participation, with a cumulative enrollment of 470 students and a total attendance of 403. The initiative continues to serve as a critical capacity-building platform, equipping community leaders with practical governance skills and a deeper understanding of Panchayat Raj Institutions.

Diploma in Panchayat Management Status in April 2024 – March 2025

S. No	Date of Seminar	Name of the federation	Center	Seminar Status	Total Students	Attendance
1	20-09-2024	Kurunchi	Madurai	1st	20	17
2	21-09-2024	Palamedu	Palamedu	1st	20	20
3	26-09-2024	Sanarpatty	Sanarpatty	1st	20	20
4	26-09-2024	Kottampatty KF & Singampunari	Kottampatty	1st	40	26
5	03-10-2024	Vaigai	Appanthirupathi	1st	20	17
6	23-10-2024	Kannivadi	Kannivadi	1st	20	20
7	24-10-2024	Vadamadurai	Vadamadurai	2nd	30	12
8	11-11-2024	Palamedu		2nd	20	16
9	25-11-2024	Kottampatty KF, Singampunari	Kottampatti	2nd	40	16
10	29-11-2024	Melur	Melur	1 st	20	16
11	02-12-2024	Kancheepuram Region	Vandalur, Chennai	1st	50	47
12	23-01-2025	Tiruchuli	Poolangai	1st	50	50
13	24-01-2025	Kariapatti	GSK, Thottiyankulam	1st	50	42
14	17-02-2025	Kannivadi	Kannivadi	2nd	20	20
15	24-02-2025	Kurunchi	Kurnchi office	2nd	20	20

11. Remedial Learning Centres

DPDF continued its efforts to strengthen foundational learning through 31 Remedial Learning Centres established across working Panchayats. These centres operate every evening, offering academic support to 691 students from marginalized and underperforming backgrounds. Each centre is managed by a dedicated woman tutor—31 in total—who not only provide subject-based guidance but also foster a supportive learning environment.

S. No	Panchayat	No of Centres	Students	Tutors
1	Koovanuthu	2	39	2
2	Avilipatty	2	33	2
3	Kondayampatty	2	40	2
4	Pandngudi	1	26	1
5	Kanapadi	2	41	2
6	Singarakottai	2	35	2
7	Ammapatty	1	12	1
8	Mayiladumparai	1	25	1
9	A.Thottiyangulam	2	43	2

S. No	Panchayat	No of Centres	Students	Tutors
10	S.Maraikulam	2	59	2
11	Thenoor	2	40	2
12	chithenendal	2	32	2
13	Sooranoor	1	20	1
14	Paralchi	1	23	1
15	Nallangualm	1	31	1
16	Nallangulam	1	30	1
17	Poolangal	1	24	1
18	Keelgudi	1	22	1
19	Mudnal	1	25	1
20	Bhimanagar	1	18	1
21	Thangundi	1	20	1
22	Viswaspura	1	20	1
23	Bomshethalli	1	28	1
	Total	31	691	31

12. Developmental Services

DPDFs developmental activities in April 2024 – March 2025 with number of beneficiaries wherever applicable is shown in Table 13.

Table 13 DPDFs Developmental Initiatives in April 2024 – March 2025

S. No	Developmental Services	Number	Persons Benefited
1	Legal Aid Clinic	13	1,417
2	Health Camp	125	6,359
3	Solar Street Lights	33	
4	Tank Renovation	5 Tanks	1,106
		2 Oorani	480
5	E Seva Kendra	8	1,236
6	Smart class	75 sessions	907
7	Computer lab	88 sessions in 2 labs	39
8	Remedial centres	19	430
9	Library	12	185
10	Nutritional Garden	10057	10,057
11	Tailoring Centre	3 Units 4 Batches	79
12	Goat Revolving Fund	10 Panchayats	80
13	Vermicomposting Unit	1 in Thottiyankulam	1,236
14	LED Production Unit	5 in Kariyapatti	1,236
15	LED Training	3	45
16	Youth Development Centre	4	168
17	Youth Development Training	5	142
18	Scholarships		13
19	Custom Hiring Centre	10	1,236
20	Groundnut decorticator	1	610
21	Oil extractor	1	12
22	Pulverizes	5	1,236
23	Toilet construction	4	1,106
24	Solid waste collection vehicle	1	610

S. No	Developmental Services	Number	Persons Benefited
25	Rainwater harvesting facility	3	196
26	Rainwater harvesting Individual	5	5
27	Safe drinking water facility	2	230
28	Organic fertilizers training	4	95
29	LED Bulbs Sale	8	480
30	Xerox		324
31	Online services		32
32	Millet distribution	320 Kg	158
33	Millet flour distribution	210 Kg	25
34	Insurance training	7	685
35	Career Counselling	1	10
36	Anemia Awareness Camp	42	280
37	Agriculture WhatsApp Group	5	186

13. Special Days Celebrated

The following special days were celebrated in the past two quarters at DPDF field locations and at the Central Office in Madurai.

S. No	Event	No of Events	No of Participants
1	International Day of Democracy	12	754
2	Vinoba Bhawe Jayanti	3	395
3	Indian constitution day	1	35
4	International women day	6	925
5	National Voters Day	6	411
6	International water day	2	57
7	National Panchayat Raj Day	4	186
	Total	34	2,763

14. Externally Funded Projects

The ongoing externally funded projects with their respective location details are in the table below. In addition to the ongoing projects, plans are in place and talks have been initiated to start new projects in collaboration with City Union Bank, Punjab National Bank, and Karur Vysya Bank.

Table 14 Ongoing CSR Funded Projects through DHAN

S. No	Doner	Project Location	Period
1	SBI Foundation GSK	Kariyapatti (Integration with VF)	Oct 2022 – Sept 2025
2	KVB ASPIRE	Tiruchuli	Apr 2024 – Mar 2027
3	SBI Foundation GSK	Yadgir (Integration with KF)	Apr 2024 – Mar 2027

15. Financials

Development Advancement Fund (DAF) of Rs. 16.54 Lakhs received so far from the Federations. Pambar, Cuddalore, Nagapattinam, and Theni regions are yet to share their DAF due to financial constraints. Federations in Thoothukudi, and Gundar are yet to deepen their Sangamam activities. Due to human resources constraints Sangamam activities could not take shape in Karnataka and Telangana as it did in Tamil Nadu. However, necessary plans are in place to strengthen Sangamam works in these two states in the coming months.

Education

Scholarship 13 students



Remedial center
691 students



Computer lab 3
88 sessions 39 students



Library 12185 embers benefitted



967 students benefitted Smart class



Library





Health Medical camp

Health	in numbers	no of members benefited
Health Camp	125	6359
Anemia reduction camp	83	460
Millet flour distribution	85	75
Kitchen garden	2918	0
Millet distribution	302 kg	228





WASH (Water, Sanitation and Hygiene)

Rainwater harvesting facility	3	196
Rainwater Harvesting Individual	5	5
Solid waste collection vehicle	1	610
Vermicomposting Unit	1	1236
Toilet construction	4	1106

ODF Training



Vermicomposting work in progress





Livelihoods

Custom Hiring Centre	10	1236
Goat Revolving Fund	10 Pan Yts	80
Groundnut decorticator	1	610
LED Training	3	45
Oil extractor	1	12
Organic fertilisers training	4	95
Entrepreneurship training	4	
Pulverisors	2	1236
Tailoring Centre	3 units and 4 batches	85



Asola cultivation exposure visit



Palm product training to three members



Developmental Services

Livelihood Intervention –processing machines



❖❖
Groundnut decorticator
with grader (2HP, Single
phase, 150 to 200 kg.hr)
and Mini oil mill
(600W, Single phase,
3 to 6 kg/hr) Pulveriser
(3HP, Single phase, 25
kg.hr)



Social Capital Formation



Developmental Services Environment



5 tanks - 1106 HHs

2 Ourani-480 HHs

5 FARM PONDS

TREE PLANTATON 2916
10057 -NUTRITIONAL
GARDEN

- 15.15 acres of fallow land were brought under cultivation in A.Thottiyankulam,
- 25 acres converted in Sooranoor leading to enhanced agricultural productivity.
- Total fallow land converted in 40.15 acres.
- This renovation supports two crop cycles: 92.79 hectares for the first crop and 40.55 hectares for the second crop.





Developmental Services Legal aid and social security development

Digital service centre	10	1736
Legal Aid Clinic	13	1417
Insurance training	6	494





“

- Staff training in DPA -for SHGs concept and Farmers Association in KVB and SBIF GSK staff
- Sangamams leaders training at village level
- SMP training for BI and Sangamams staff and Concern CA – 2 batches -
- DMP for 1000 participants (1st and 2 nd batch contact classes are going on)

”

Celebration Day

- World yoga day
- Independence Day
- World Environment Day
- National Panchayati Raj day
- World democracy day
- Teachers Day
- SBI Foundation Day
- Vinoba day
- Women Day Celebration



Digital classroom for
Anganwadi Children -
Chithanendal



GSK Services –
Benefit - Chithanendal



Rural Infrastructure –
Godown Benefit Video
- A.Thotiyankulam



e paddy, groundnut and oth

IMPACT

Digital class room



Environment –water conservation



with that we bought a goat



Impact of smart classroom initiatives

Environment –water conservation



that we got ext



Impact on rainwater harvesting



DHAN Panchayat Development Foundation**CONSOLIDATED BALANCE SHEET***(in ₹)*

	AS AT	March 31, 2025	March 31, 2024
ASSETS			
FIXED ASSETS			
Fixed Assets		53,598	17,880
CURRENT ASSETS AND ADVANCES			
Investments		1,02,526	-
Bank Balances in Savings Accounts		59,633	88,919
Total		2,15,757	1,06,799
LIABILITIES			
CORPUS FUND		10,000	10,000
GENERAL FUND		1,52,159	78,919
FIXED ASSET (CONTRA)		53,598	17,880
Total		2,15,757	1,06,799

Sd/-
Chairperson

Sd/-
Treasurer

As per our Report of even date
For H M P S & Associates,
Chartered Accountants
Firm Registration Number : 011723S

Sd/-
Chief Executive

Sd/-
(R. HANUMANTHAN)
Partner
Membership No. 219096

Madurai
June 24, 2025

DHAN Panchayat Development Foundation

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

(in ₹)

FOR THE YEAR ENDED	March 31, 2025	March 31, 2024
INCOME		
Donations	20,53,994	20,71,971
Other Income - Interest from SB Account	10,579	6,044
Total	20,64,573	20,78,015
EXPENDITURE		
Programme Expenditure		
Training Programme	4,00,830	3,13,178
Volunteer Allowance	-	1,20,186
ADMINISTRATIVE EXPENDITURE		
Employees' Remuneration & Benefits	10,25,521	11,65,099
Consultancy Fees	3,60,000	3,60,000
Travel Expense	44,778	71,617
Training and Meetings	42,442	62,199
Audit Fee	26,550	-
Bank Charges	845	272
Printing & Stationery	18,917	8,577
Fixed Assets	71,450	29,800
Excess of Expenditure over Income (Deficit) - Transferred to Appropriation Account	73,240	(52,913)
Total	20,64,573	20,78,015
Appropriation Account - Surplus transferred to		
General Fund	73,240	60,460
Specified Fund	-	(1,13,373)
Total	73,240	(52,913)

Sd/- Chairperson	Sd/- Treasurer	As per our Report of even date For H M P S & Associates, Chartered Accountants Firm Registration Number : 011723S
Madurai June 24, 2025	Sd/- Chief Executive	Sd/- (R. HANUMANTHAN) Partner Membership No. 219096

Board of Trustees

MR. M.P. VASIMALAI, CHAIRPERSON

Mr. M.P. Vasimalai, Executive Director of DHAN Foundation and Chairperson of DHAN Panchayat Development Foundation, is a highly experienced development professional with over 30 years in the field. A postgraduate in Agriculture and an alumnus of IIM Ahmedabad, he has been instrumental in founding key development organizations like PRADAN and DHAN Foundation. His work focuses on community organization, natural resource management, livelihood promotion, and institutional development, making him a significant figure in India's development sector.



MR. S. S. MEENAKSHISUNDARAM, VICE-CHAIRPERSON



Mr. S.S. Meenakshisundaram is a retired IAS officer (1968 batch, Karnataka cadre) with extensive experience in governance, rural development, and decentralization. He is the Vice Chairperson of DHAN Panchayat Development Foundation. He has served in senior roles including Secretary to the Government of India in the Ministries of Rural Development, Space, and Disinvestment, and was Joint Secretary to the Prime Minister. Internationally, he has worked with UNICEF, FAO, World Bank, UNDP, and WaterAid on key development themes.

MR. S. SINGARAYAR, TREASURER

Mr. S. Singarayar is a seasoned development professional with over three decades of experience in grassroots development, disaster management, local governance, and microfinance. A graduate in Rural Development Science from Madurai Kamaraj University, He is also the Treasurer of the DHAN Panchayat Development Foundation. He has been with DHAN Foundation for over 30 years, currently serving as Programme Leader. He has anchored over 30 major projects supported by international agencies, led large-scale tsunami rehabilitation efforts, and guided over 100 professionals across Tamil Nadu. His work focuses on promoting people's institutions, sustainable livelihoods, disaster risk reduction, and strengthening Panchayat Raj Institutions. Presently he is a CEO of Neithal Mutual Movement.



MS. A. UMARANI, TRUSTEES



Ms. Umarani A., the CEO of Kalanjiam Foundation, plays a key role in empowering women through microfinance initiatives. With academic credentials in agricultural science, personnel management, and sociology, she brings a well-rounded perspective to development. Under her leadership, the foundation has expanded its Self-Help Group movement, championing financial inclusion, sustainable community banking, and policy advocacy. Her impactful work has reached close to a million women, fostering grassroots democracy and poverty alleviation across various self-sustained federations.

Board of Trustees

MR. N. VENKATESAN, TRUSTEES

Mr. N. Venkatesan is an Agricultural Engineer from Tamil Nadu Agricultural University, Coimbatore, Tamilnadu. He is holding present position as Programme Leader. Since last 30 years he is working with DHAN Foundation a nationwide voluntary development organisation on small scale water bodies like Tank and Watershed Programmes. During the period, he is involved in promoting the Nested people's institutions for conservation and development of small scale water bodies, planning and implementing the conservation of these water bodies through people institutions and upscaling the process at large scale. He has headed the DHAN Vayalagam Tank Foundation in DHAN. Presently, he is a faculty at the DHAN Academy, grooming young development professionals.



MR. S. SENTHAMARAI, TRUSTEES



Ms. S. Senthamarai, born in 1962, has been actively involved in community development since 2004. Over the years, she has held various leadership roles in DHAN Kalanjiam Self Help Groups. Alongside her organizational work, she serves as a Para Legal Volunteer (P.L.V.), working across multiple government offices and welfare committees focused on child protection and anti-trafficking. She is also a trustee of the DHAN Panchayat Development Foundation, reflecting her enduring commitment to community service and social justice.

MR. V. VENKATESAN, TRUSTEES

V. Venkatesan is the Chief executive of DHAN Vayalagam (Tank) Foundation. He is a graduate in Agriculture and a Post Graduate in Journalism & Mass Communication. He has over two and half decades' experience in various fields like Water, Agriculture, HR and Development Journalism. He is specialized in leadership development, human process lab and soft skill training. He authored books on human relations, personality development and environment. He has held key leadership roles in DHAN Foundation with Centre for Human Resource Development and as Chief Executive in Reflection Publications Trust. His areas of interest include leadership development, team building, mentoring, development journalism, and tanked agriculture. He also serves as Faculty in The Dhan Academy and taught courses on HRD, HRM, and Development Communication.



MR. N. JANAKIRAMAN, TRUSTEES



Mr. N Janakiraman is a senior development practitioner with over 20 years of experience, including 18 years with DHAN Foundation. An alumnus of The DHAN Academy, he holds degrees in Pharmacy and Public Administration. He has played a key role in advancing local governance, designing democratic tools, and leading microplanning initiatives. Within DHAN he has headed Kalanjiam Development Financial Services, DHAN People Academy, DHAN Panchayat Raj theme, mentored projects across Tamil Nadu, and mobilized resources from international donors. Currently, he heads the Centre for Policy and Planning, where he also teaches governance and development courses. He is also a trustee of the DHAN Panchayat Development Foundation.

Board of Trustees

MS N. SHANTHI MADURESAN, Ex-officio of DHAN Panchayat Development Foundation

Ms. Shanthi Maduresan is a seasoned development professional with over three decades of experience in grassroots empowerment, institution building, and leadership in the social sector. She has led various transformative initiatives across India, particularly in promoting people's institutions and participatory governance. Her academic background includes a Master's in Rural Economics and Extension Education, and Bachelors of Education, complemented by management Education Programme (MEP) from IIM Ahmedabad and expertise in occupational health and safety. Shanthi has held key leadership roles across the DHAN Collective, including CEO positions in Kalanjiam Mutual Movement and INFOS, Director in DHAN People Academy and has been actively engaged in national and international training, research, and policy advocacy. She is also a faculty member at The DHAN Academy and a board member of multiple grassroots organizations, reflecting her commitment to inclusive development, gender equity, and capacity building.



About DHAN Foundation

DHAN Foundation is a development organization working towards significant changes in the lives of the poor through innovative themes. It has been promoted with the objective of bringing highly motivated and educated young women and men to the development sector to work with the poor at grassroots. DHAN Foundation has come out with two scalable models Kalanjiam model of Development Finance and Vayalagam model of Tank based watershed development. It is working on developing models on other programmes viz The DHAN Academy, Rainfed, Panchayat, ICT for poor, Climate Change and Adaptation. The new themes on Migration and Development, Youth and Development are on piloting in evolving models. The centres of DHAN Foundation play a vital role in integrating different programmes and themes across, in nurturing and processing the culture of collegiality, mutuality and solidarity.

About DHAN Panchayat (Sangamam) Development Foundation

DHAN Panchayat (Sangamam) Development Foundation is the one of the subsidiaries of DHAN Foundation, promoted mainly to scale-up the initiatives of grassroots level governance and self-sustainable villages. It is presently working with 100+ Village Panchayats across 3 states to advance direct democracy and good governance via Panchayat Raj Institutions. The major objectives of the DPDF are advancing direct democracy and good governance for Poverty Reduction through Panchayat Raj Institutions. And Promoting village Sangamam institution at hamlet level and Sangamam collective institution at panchayat level and Integrating Community-Level People Institutions (SHGs, Farmers Groups, Youth Associations, etc.) with local governance for leverage and access to entitlements. And Fostering the emergence of community leaders within PRI for political involvement. And Synergizing traditional governance systems with formal Panchayat institutions for cohesive development.



DHAN Panchayat Development Foundation

1A, Vaidyanathapuram East, Kennet Cross Road
Madurai 625 016. Tamil Nadu, INDIA
Tel: +91 452 2302524 Fax: 2602247
Email: dhandpdf@ghan.org; Website: <http://www.dhan.org>