

ANNUAL REPORT

July 2014 to June 2015



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A. IDENTITY OF DNET

A not-for-profit social enterprise that designs innovative service solutions for women, children and youth in rural and urban settings to create social impact, and for institutions to enhance capacity and productivity.

Converting an idea into a service or a product with an actionable plan is our expertise which we have developed over the years and earned respect from our clients and stakeholders.

Vision A society where information and knowledge facilitates participation of all stakeholders for generation of wealth and its equitable distribution for poverty alleviation.	Mission Promote innovative and sustainable solutions integrating social enterprise models that impact marginalized lives in Bangladesh and beyond.	Core values We embrace and follow five core values throughout the organization. Mutual respect, Integrity, Accountability, Conscious spending and Empathy.
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B. HARMONY WITH SDGs

As a part of our collective responsibility to make the planet a better place for everyone to live in, Dnet has embraced and is contributing to achieve the following Sustainable Development Goals (SDGs):

SDG 3: Good health and well-being	SDG 9: Industry, innovation and infrastructure
SDG 4: Quality education	SDG 10: Reduce inequality
SDG 5: Gender equality	SDG 17: Partnerships for the goals
SDG 8: Decent work and economic growth	

C. PERFORMANCE HIGHLIGHTS (SINCE INCEPTION, 2001)

Customer/ beneficiary	: [3 million+]	Income flow/turn over (in BDT)	: [1025 million]
Geo coverage	: [64 districts]	Staff size (full-time)	: [100+] current
School coverage	: [400+]		[450+] former

D. PERFORMANCE INSIGHTS (JULY 2014 TO JUNE 2016)

1. INCLUSIVE HEALTHCARE

Mobile Alliance for Maternal Action, Bangladesh (Aponjon)

Duration	Financial source	Geographic areas
January 2011 to March 2018 (To be continued under LifeChord Ltd.)	USAID, Johnson & Johnson	64 districts in Bangladesh

<p>Short brief: Aponjon, the first national scale mHealth service for expecting and new mothers, aims to improve health-seeking and preventive behaviors of pregnant women, new mothers and their families, to contribute to reduction in maternal and neonatal mortality. MoHFW is the official partner of Aponjon. Aponjon offers health information through website, mobile apps, mobile texts and voice message channels. It also offers 24/7 counseling-line service, where the subscribers can talk to a doctor when needed.</p>	<p><i>mHealth service to improve health-seeking and preventive behaviors on MNCAH.</i></p> <p><i>Via SMS, OBD, IVR, mobile apps and counselling line.</i></p>
<p>Major Accomplishment: Aponjon service is reaching out to different parts of the society via multiple delivery channels. A total of 0.98 million subscribers received Aponjon in 64 districts. The majority of subscribers resides in rural areas (83%), 75% have monthly incomes >5000 BDT, 76% have not completed secondary school. The majority of these users comes from regions where superstitions and unhealthy pregnancy and birth rituals constitute the bulk of indirect causes behind maternal morbidity. Key MNCAH health indicators 4+ ANC visit, facility-based delivery, PNC visit and early initiation of breastfeeding among Aponjon users have soared to 67%, 62%, 68% and 93%, while the national average rate was 31%, 37%, 32% and 57% respectively. Two mobile apps 'Shogorbha' (for pregnant mothers) and 'Koishor' (for adolescents) were also launched during this period.</p>	<p><i>Served a total of 0.98 million subscribers.</i></p> <p><i>Substantial changes occurred on major health indicators (ANC, PNC, safe delivery, and breastfeeding).</i></p> <p><i>Two new mobile apps 'Shogorbha' and 'Koishor' were launched.</i></p>

Baby Basics Bangladesh Program

Duration	Financial source	Geographic areas
August 2014 to July 2016	US Department of State	19 districts
Short brief: The Baby Basics Bangladesh program aims to connect ‘motherhood’ and ‘reading’, and introduce <i>Babu Barta</i> book (a stage based guide to healthy pregnancy) to make it is a household name in every family. The message of the Babu Barta book is disseminated through mom’s clubs, where a trained facilitator facilitates book reading sessions and encourage moms to read Babu Barta and learn together.	<i>Facilitate safe motherhood and safe pregnancy through Babu Barta Book and Moms’ club.</i>	
Major Accomplishment: Baby Basics program is being implemented in collaboration with 12 local partner organizations. Under this program, 300 local facilitators have been trained, 1500 mom’s clubs were formed, and 32,000 Babu Barta books were provided to 35,000 expectant mothers to facilitate reading and knowledge sharing behavior on pregnancy and child care. Significant improvement was observed in the pregnancy health indicators among beneficiaries (ANC visit 87%, PNC visit 86%, child delivery at facility 63%, early initiation of breastfeeding 95%) in comparison with non-beneficiaries (ANC visit 44%, PNC visit 51%, delivery at facility 60%, early initiation of breastfeeding 84%). Reading behavior improvement is observed in 32% households. The Baby Basics Bangladesh initiative is observed as a useful (4.61 on a scale of 5) initiative among moms.	<i>1500 moms club formed, 32,000 Babu Barta books provided to 35,000 expectant mothers.</i> <i>Reading behavior improvement observed.</i> <i>Changes occurred on major health indicators.</i>	

mSTAR project: The transition from cash to mobile financial service

Duration	Financial source	Geographic areas
April 2014 to March 2015	USAID through FHI 360	Dhaka, and 25 districts
<p>Short brief: Mobile financial services have become gradually more popular in Bangladesh. Studying the popularity of MFS in Bangladesh and its potential for increased efficiency, Dnet initiated a pilot to deploy a mobile financial management system to send incentive payments to field forces. The main purpose of this initiative was to enable Dnet to systematically understand the benefits of transitioning their incentive payments from cash to MFS.</p>		<p><i>Mobile payment management system integration.</i></p> <p><i>Understanding the transition benefit from cash to MFS.</i></p>
<p>Major Accomplishment: We developed a web-based platform for mobile payment management, and established partnership with the two largest MFS providers (DBBL Mobile Banking and bKash) for mobile money transaction. A manual in Bangla was developed on how to use their MFS accounts. Training was provided to more than 1,000 Aponjon field forces on the use of MFS.</p> <p>This transition from cash to MFS saved a total 22 workdays to deliver each payment from head office to field forces. Estimated savings were a total of 41,333 work-hours (just under 20 full-time employees) at both the supply and demand side over the annual volume of transactions made. For each BDT 100 transaction, the cost savings was 91.61% on the supply side and 67.02% on the demand side. The total investment required for transition to MFS from cash during the year was around BDT 2.64 million, reflecting a savings of BDT 2.11 million. Therefore, the monetary benefit (BOI) was 1.80 times higher than the investment made in one year.</p>		<p><i>Designed a web-based mobile payment platform, MFS uses manual and trained 1000 field force.</i></p> <p><i>For each BDT 100 transaction, the cost savings was 91.61% on the supply side and 67.02% on the demand side.</i></p> <p><i>BOI was 1.80 times higher than the investment made in one year.</i></p>

2. LIFT IN LIVELIHOOD

Infolady Social Entrepreneurship Program

Duration	Financial source	Geographic areas
April 2010 to December 2016 (To be continued under ISE Ltd.)	DFID through MJF (Manusher Jonno Foundation), GDN (Global Development Network), International Rice Research Institute	7 districts
<p>Short brief: Infolady model is originated to empower communities through women info-preneurship. It is a 'women-for-women' family based info-preneurship model, where a young woman entrepreneur equipped with modern ICTs (tablet, smartphone, dongle), travels the 'last mile' on her bicycle, and facilitates well-being in the marginalized lives through the creation of informed choice options. She establishes a fee-for-services operations- 'service with information', or 'service and product with information'.</p>		<p><i>A 'women-for-women' family based info-preneurship model, serves last mile using ICTs.</i></p>

<p>Major Accomplishment: Created 50+ women entrepreneurs, who served doorstep to 250,000+ rural citizens. On average 36.9 minutes time saved by the citizens over each unit of service they received from Infolady than the other sources. Citizens also saved livelihood cost, increased income and claimed their rights. The entire benefit received by the citizens in financial terms was 3.21 times higher than the investment made in the last five years to establish and operate Infolady Model, i.e. for US\$1 investment, citizens received benefit valued US\$3.21. The level of empowerment of Infolady was 6.9 and acceptance in the family and society was 6.4 on a scale of 10.</p> <p>Infolady model is going to be replicated in Haiti. Feasibility and scoping study has already been done. 'Dnet Global' will be the formal entity to replicate the Infolady model in Haiti in collaboration with Dnet.</p>	<p><i>Created 50+ women entrepreneurs, who served doorstep to 250,000+ rural citizens.</i></p> <p><i>36.9 minutes time saved by the citizens over each unit of service that they received. BOI was 3.21 times higher over the investment made.</i></p> <p><i>Infolady model, now in Haiti</i></p>
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3. INNOVATIONS IN EDUCATION

CLC, SCR, STSC, After School club

Duration	Financial source	Geographic areas
January 2005 to June 2016 (To be continued under KITE BD Ltd.)	Volunteer Association for Bangladesh Bank Asia, Bangladesh Computer Council, British Council, Computer Literacy Program, New Jersey	56 districts
<p>Short brief: Computer Learning Center (CLC), Smart Class Room (SCR) and Smart Teacher Smart Classroom (STSC) are three major initiatives under 'Innovations in Education', aimed to innovate methods, tools and models through appropriate use of ICTs. CLC empowers underprivileged youths through computer literacy training and computer-aided education. SCR is introduced in secondary grade education for a paradigm shift from traditional classroom to modern technology based classroom. STSC facilitates teachers to make lessons in Science, English, Mathematics and Geography more enjoyable and impactful for children. Besides these, Dnet initiated After School Club to improve the positivity (attitude), confidence, skills and proficiency on English and ICT of the secondary school students.</p>		<p><i>Innovate methods, tools and models through appropriate use of ICTs</i></p>
<p>Major Accomplishment: Dnet served 250,000+ students through CLC, SCR and STSC, and trained 1,500 teachers with methods of smart learning in last two years. A new STSC portal has been developed to facilitate parents. The skills of students in our intervention areas are higher than the non-intervention areas. On a scale of 100, average skill level of students in our intervention areas is 50+ in English, 60+ in Science, 47+ in Geography, 46+ in Mathematics and 55+ in ICT, which was 30+, 35+, 25+, 25+ and 40+ respectively in the non-intervention areas.</p>		<p><i>Served 250,000+ students and 1,500 teachers trained.</i></p> <p><i>Performance of students in our intervention areas is comparatively higher than the non-intervention areas.</i></p>

4. SOCIAL ACCOUNTABILITY

Missing Child Alert (MCA)

Duration	Financial source	Geographic areas
July 2013 to December 2016 (bridge phase-ongoing)	Plan International	Bangladesh, India and Nepal
Short brief: Missing Child Alert (MCA) is a global initiative, aims to respond to the grave issue of child trafficking and its close link with the intrinsic issue of 'missing children' in South Asia. MCA is a unique intervention that encompasses the entire scope for addressing the trafficking issue, i.e. protection, prevention, rescue, return, rehabilitation and re-integration of the victims of trafficking. Dnet's role is to play regional responsibility for technology based system research and system integration for MCA initiative.		<i>Global initiative to address trafficking issue.</i> <i>Dnet's role: technology based system research and system integration.</i>
Major Accomplishment: Dnet designed a blueprint for a technology based Missing Child Alert and Response system in Bangladesh, linked with India and Nepal, which focuses on tracing and rescue of missing children. Dnet has developed project management collaborative tools for all regional actors, and Repatriation Information Management System (RIMS) for rescued victims to enhance cross border coordination and quality of services.		<i>Designed a blueprint for a technology based alert and response system.</i> <i>Designed Repatriation Information Management System (RIMS)</i>

Developing an Enabling Environment for Application of RTI Act 2009

Duration	Financial source	Geographic areas
August 2013 to December 2016	Manusher Jonno Foundation	7 districts
Short brief: This initiative facilitates an enabling environment for application of RTI Act 2009 through Infolady model, towards improving the livelihood of marginalized citizens. Attention has been given to address the issues of awareness, information seeking process, linkage of RTIA with livelihood and assistance to apply for rights by the marginalized citizens. The Use of ICTs is an integral part to enhance efficiency, effectiveness and easily tracking and follow-up of the RTI applications.		<i>Facilitate citizens to utilize the benefit of Rights to Information Act in Bangladesh.</i>
Major Accomplishment: In collaboration with Information Commission, Dnet developed RTI application tracking online platform, a mobile app and an audio-visual learning material on RTI for citizens, activist and supply side authorities. Citizens can apply		<i>Developed RTI application tracking online platform, a mobile app and an audio-visual learning material.</i>

for desired information directly or via assistance as per the RTI Act 2009 through online and get SMS alert on every end data transaction. Supply side authority can respond to citizen's application online and can monitor all the application status' for taking smart management decisions. Information Commission can centrally monitor the country status through using the system dashboard.

E. NEW BUSINESS/INITIATIVES EMERGED

Bridge-the telecom platform solution

Duration	Financial source	Geographic areas
July 2015 (ongoing)	Dnet	Dhaka
Short brief: Dnet has built its capacity over the years to offer tele-VAS and digital services in connection with telecom operators and other players. One of the biggest demands of service providers was to be able to reach out to their subscribers through minimum effort and hassle. Considering this, We brought a service solution named 'Bridge'. It will connect telecom operators and VAS providers with the subscribers. It will serve development agencies, corporate houses and enterprises to serve their client through SMS, OBD, IVR, and USSD channels.		<i>Tele-VAS service through SMS, OBD, IVR and USSD channels.</i>
Major Accomplishment: The technology platform design and development is ready. Integration of Bridge platform with telecom operators is in progress. Considering the mobile phone market share, we will integrate Bridge with Grameenphone, Banglalink, Robi and Teletalk.		<i>Technology platform is ready, integration with telcos is ongoing.</i>

Insight: The Business Intelligence Service

Duration	Financial source	Geographic areas
January 2016 (ongoing)	Dnet	Dhaka
Short brief: Since inception, Dnet has been working with data, and now we obtain the wealth of that data, which is useful for internal decision making, and also deriving trends and insights on various business dynamics. Therefore, we initiated to design business intelligence service to cater the market need in Bangladesh and beyond.		<i>Business intelligence service to cater the market need.</i>
Major Accomplishment: Data attributes have already been developed. A mobile app for data collection from households has been developed and the alpha version has been tested. Infolady will be the main data collector agents as planned, which will create further business opportunity for Infolady Social Enterprise Ltd.		<i>Data attributes defined, and data collection mobile app alpha version tested.</i>

F. CHANGES MADE IN STRATEGY AND STRUCTURE

Change areas	What was/is? (till 2015-2016)	What is/to be? 2016 and onward
Identity	Not-for-profit NGO	Transformation into 'a social impact enterprise'
Income focus	Grant focus social impact (90% grants, 10% revenue)	Both grant and commercial, focus on social impact (70% grants and 30% revenue+ dividend by 2020; 50/50 by 2023)
Work boundary	Four thematic areas: Lift in Livelihood, Inclusive health, Innovations in Education, and Social Accountability	We made our work boundary open, to create the scope wide. Sustainable Development Goal (SDGs) will be the right direction to design the innovative solutions.
ICT or non-ICT	Whatever we produce, we apply 'Information and Communication Technology (ICT)'. It is the key vehicle of our innovations.	We will innovate solutions applying both ICTs and non ICTs. Generally, the term 'technology' will be fitting best.
Target clients	Women and children	Women, children and youth
Performance evaluation	Typical scoring method	Management by Objective, KPI based performance
Mission	Mission: To promote innovations for building sustainable and replicable ICT based models that contribute towards alleviating poverty, improving well-being and building peace.	Mission: Promote innovative and sustainable solutions integrating social enterprise models that impact on marginalized lives in Bangladesh and beyond.
Functional departments	12 functional blocks (Program, Innovations and service design, Information Technology, Content, Marketing, Impact, Communication, HR management, Admin, Accounts, Institutional Affairs, Finance)	Functional blocks are realigned, now it is 10 (Programs, Commercial, Information Technology, Impact, Finance and Enterprise, Communication and partnership, Admin, Institutional Affairs, People and culture, Global Operations)
New enterprises	Three flagship initiatives (Infolady, Aponjon, and Education) were under Dnet's core portfolio.	Three new enterprises have been created/revamped: Infolady will run under Infolady Social Enterprise Ltd., Aponjon will run under LifeChord, and education initiatives (CLC, SCR, ISTC) will run under KITE BD Ltd. JUNCTION, a new initiative is underway to be registered.

G. PROGRESS STATUS ON RETREAT 2012 RECOMMENDATIONS

Issues	Progress status	Notes
1. Flexible office hour	Addressed	Flexible and two days weekend
2. Infrastructure/logistics: office facilities	Addressed	Well-equipped new office
3. Adequate meeting room	Addressed	Meetings rooms are available on each floor
4. Better hospitalization (Health and security)	Addressed	
5. Unite two offices under one roof (Gulshan and Mohammadpur)	Addressed	Our new office located at Mohammadpur having 118 furnished seat capacity with necessary facilities.
6. Theft or lost policy	Addressed	Included in Code of Conduct; CCTV introduced
7. Progressive increment policy	Addressed	
8. Change in employee sign in and sign out system	Addressed	Biometric attendance machine is introduced
9. Competitive pay structure and benefits	Addressed	Revised twice and made competitive
10. Better IT infrastructure	Addressed	Separate server and security systems are in place.
11. Structured and quick Procurement process	Addressed	Improved
12. Day care facilities	Addressed	
13. Reduction of paper works	Addressed	
14. Improve supervision	Addressed	
15. Making people know about Dnet	Addressed	
16. Focus on problem solving	Addressed	
17. Provident fund	Not addressed	
18. Less time period for Gratuity Fund activation	Not addressed	Current policy for gratuity maturity (3 years) is standard.
19. Systematic knowledge capturing	Not addressed	
20. Better notebook	Not addressed	
21. Year calendar	Not addressed	

H. NEXT SIX YEARS PLAN (2016 TO 2021)

Category	Target-6Y (2016 to 2021)	Target-3Y (2016 to 2018)
Customer base	5 million individuals	1 million individuals
	100 institutions	25 institutions
	50% country household data for business intelligence	15% country household data for business intelligence
Financial flow and strength	US\$ 30 million income from grants, donation, sales and dividend	US\$ 10 million income from grants, donation, sales and dividend
	Institutional net asset volume US\$ 5 million	Institutional net asset volume US\$ 1 million

People and culture	Competent team	Competent team
	High productivity of staff	High productivity of staff
Process and service	SoP for all sorts of initiatives	SoP for all sorts of initiatives
	Achieve ISO certification	Achieve ISO certification
	Innovate a number of new solutions	Innovate a number of new solutions

I. CURRENT INITIATIVES UNDER NEW FUNCTIONAL STRUCTURE (JULY 2016)

Programs: Right to Information, Anti-trafficking initiative, Baby Basics. New program design and grant mobilization is in progress.	Commercial <u>Service:</u> Bridge platform, Call center solution, National Helpdesk, Real-time tech health service. <u>Product:</u> Jeeon, Abolombon, Halum (Sisimpur), Infolady MIS App, Payable, PCT, PMRS, RIMS, Yaksee. New service and product design and sales plan are in progress.
Information Technology: System R&D, System analysis and architecture, System development and UX, Update and maintenance, Data modelling system, IT support, and Data Security.	Impact: Evaluation, learning, knowledge management, annual report.
Finance and Enterprise: Finance management, Accounts management, Company audit, Enterprise facilitation	Communication and Partnership: Partnership relations, campaign management, Branding, Public relations, Materials development, Archive and library
Admin: General admin, Procurement, Logistics and Security	Institutional Affairs: Governance (GB, EC, DC), Legal contract and support, Copy rights, trademark, certificates, Audit committee management, IP management, NGOAB management
Global Operations: Global Operations, Global replication of own innovations	People and culture: Talent acquisition, Talent development, Talent retention, and Culture management