

Project Tech4Dev

Q1 report

Apr - Jun 2026

Vision: A world with a robust technology ecosystem powering the social sector

Mission: Build and support the ecosystem of software, data, design companies, nonprofit partners, and foundations working towards creating social impact globally



Summary

What a quarter! It's mid-July, and we are just starting to crank on this report, which is definitely a first for us. But there are definitely good reasons for the slight delay; things have been incredibly busy on multiple fronts, from discussions with potential funders to running multiple events across our initiatives to building an ecosystem collaborative that completes the circle of Tech4Dev returning to its roots. Discussions with our ecosystem partners about collaborations in both funding proposals and cohorts, reimagining how we interact with our NGO partners across multiple levels, have been a highlight.

From a broader perspective, it's been great to see each of our verticals focusing on their interactions with NGOs and partners as business units. We've gotten into a good cadence with quarterly reviews and feedback sessions with them at the beginning of each quarter. Interesting to see how they intersect and share learnings across development, product and sales. As we've grown as a team, we've also realised that we cannot have everyone attend every meeting, so we now hold smaller, focused meetings with leadership for these reviews. The entire team meets online for a monthly recap and demos by one or more verticals. You can browse the quarterly reports here: [Avni](#), [Dalgo](#), [Finance](#) and [Talent](#), [Glific](#), and [Kaapi](#), and the [Tech4Dev monthly report](#).

One major change in the sector over the past few years has been a growing desire for collaboration among players across the ecosystem. In the past quarter, we've been having good conversations with different ecosystem players: system integrators, consulting firms, funders and accelerators and trying to figure out how we could run some cohorts together. This really helps us, since we can bring a much deeper tech perspective, while the partners bring a broader perspective at the program and leadership levels. We just announced our first collaborative [AI Cohort focused on climate](#), in partnership with one of these partners.

Finally, a recent grant has enabled us to support a group of partners who have been doing some amazing work over the past few years. This is Tech4Dev's core mission: **build and support the ecosystem**, and this grant gives us a fair bit of risk capital to try and make this happen. We are building the collaborative, and so far across the broader ecosystem, we've pulled together more than 15 organisations as part of this group. We [had our first convening in Bangalore](#) in late June with seven of these organisations. It will be interesting to see what comes out after the first few in-person meetings.

Highlights

- **Capacity Building Grant:** We convened a group of 6 organisations in Bangalore to gauge [what we can do as a collaborative](#). We intentionally kept the group fairly diverse to ensure we had a good representative sample. [Tarunima's blog](#) will give you a good sense of the event from her lens; a snippet from her blog: *For one, within the broad umbrella of the social sector ecosystem, we are all looking at a different sliver. Second, we had different theories of enablement. Two organisations were building platforms serving mid-sized nonprofits. One was focused on collaboratives for governments and civil society. One was focused on using tech for fundraising support, one for legal support and one for building and managing their digital presence.*
- **DPDP:** As India's data privacy law is coming into effect later this year, many NGOs are starting to think more about their data practices and responsibilities. Our tech team developed a short 25-question survey to help NGOs gauge where they are on their journey. So far, we've had 71 orgs take the survey with an average score of 25/50. You can see [more insights, resources and the survey here](#). Dalgo (our data platform) just announced that it is [now DPDP compliant!](#).
- **AI Efforts:** All our teams are incorporating AI in significant ways and are also working with our NGO partners through both cohorts and platform enhancements. Glific is currently wrapping [up its AI Chatbot Accelerator](#), with **78% of NGOs** already launching their pilot. The Kaapi team wrapped up [their second AI Cohort](#) with all NGOs taking a big step forward in their AI Journey. Manohar captures the lessons nicely in his must-read blog: [The AI transition will be a long haul](#). A key takeaway from his blog: *AI adoption is becoming less about the model and more about the plumbing: trusted organisational context, reliable evaluations, well-designed workflows, human oversight and sustained product ownership.*
- **Tech Leadership Cohort:** In another experiment, we launched the leadership cohort earlier this month, recruiting 7 tech and data professionals to work with 7 NGOs under the mentorship of our fractional CxOs. This initiative arose from our experiences with the AI Cohort and our Fractional CxO program, where the lack of technical talent in the ecosystem was significantly slowing adoption and innovation. It was really nice to see the tech folks interact with NGOs and funders in the room, absorbing the information thrown at them and being super excited about the year ahead. More details in [the report here](#).

Misses and Concerns

- **Unpredictable sales funnel:** This seems to be a recurring thorn in our execution across all verticals, as we sometimes feel that we are making progress and at other times feel we are going backwards. This is true across the ecosystem and was one of the bigger topics of discussion during our collaborative gathering with our partners and peers.
- **WhatsApp as our main messaging channel:** The sector's reliance on WhatsApp is becoming more expensive as Meta [aggressively increases messaging pricing](#). We are working with a few partners to explore alternatives to reduce NGOs' long-term costs by using other channels.
- **Tech transition to Government:** One of the things coming up recently, with the work being done across the sector, is how and when we transition it into government systems. While NGOs have had success transitioning programs into government systems, there are few examples of successful tech transitions into government infrastructure. Third-party commercial systems (like messaging or LLM models) are going to make this even harder.
- **Hiring Mid-Level Engineering and Product Talent:** We continue to struggle to attract candidates interested in the social sector given the compensation we offer, especially at the mid-level. Initiatives like our leadership cohort are our experiments to address this gap, but we still have ways to go.

Case Study: Lessons from [Bhumi](#)

Adoption should not wait for a perfect plan. The benefits of an agile, iterative approach to projects have long been recognised in the software industry. Agility helps teams establish fast feedback loops, deliver value incrementally rather than only at the end of a project, and embrace changing requirements rather than wasting effort on detailed planning that will become outdated. Can an agile approach work for an NGO data transformation initiative?

About Bhumi

Bhumi was founded in Chennai in 2006 as a small volunteering programme for children in shelter homes. Nearly two decades later, it runs structured education programmes from Grade 2 through to employment, tracking student progress through baseline, midline and endline assessments, while simultaneously running a civic volunteering network across India.

Scattered Data - Limited Insight

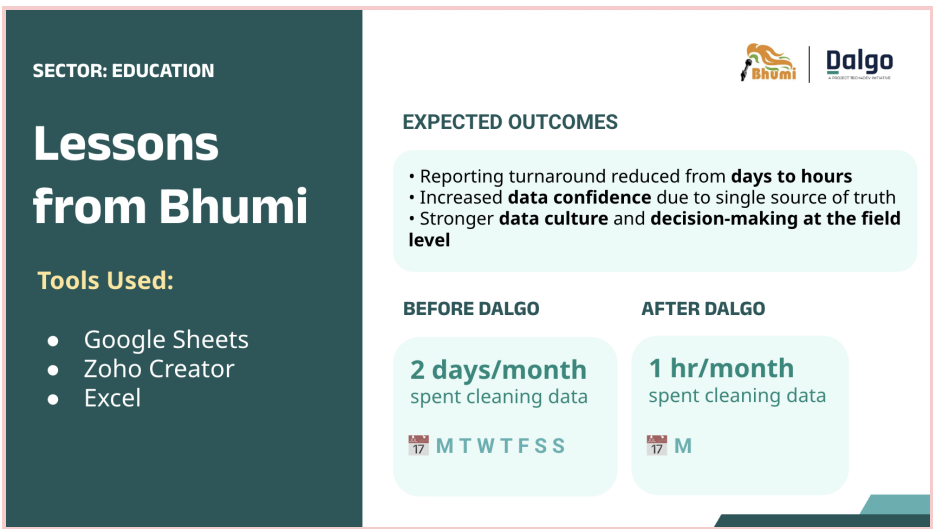
At Bhumi - Programme teams, reporting teams, and leadership all depend on data: for donor and volunteer reporting, tracking programme efficiency, regular reviews, status checks, and measuring the effectiveness of every initiative.

"Since we grew organically and we work with a lot of volunteers, data gets collected by different people in different formats, saved in different ways. So we did not have any single source of truth when we wanted data."

"If we just asked, what is the total number of children that we reached in a year, we could come up with two different answers depending on which source of data you're looking at. And that's a very fundamental problem to have."

As these quotes indicate, Bhumi suffered from problems common to many NGOs: **fragmented data collection, versioning chaos, and Inconsistent/untrustworthy reporting.**

Transformation with Dalgo - A snapshot



Key benefits gained post transformation.

One source of truth — Google Sheets, Zoho Creator, historical files, all pulled into one warehouse automatically. No more reconciling versions across teams.	Any question, any lens — Data sliceable by programme, grade, city, school, fellow.
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Funder and compliance reporting — FCRA renewals, donor impact reports, board presentations, all drawn from a single auditable source, with confidence in the numbers.

A team that owns the work — A dedicated capacity-building engagement with Dalgo's consulting team leaves Bhumi's tech team self-sufficient,

*"We have a single source of truth. It's easier to get the organization on board to ensure that the data is flowing into this single source of truth, which is also leading to a stronger culture of being data aware - of having that lens that you're looking at your data and thinking, 'I need to make this clean, I need to make this consistent, I need to do these things so that **my data will eventually work for me.**'"*

An Agile Approach to Data Transformation

The problems Bhumi faced are common among NGOs: scattered data and limited insight. The benefits Bhumi realised from adopting Dalgo are similar to those we've seen in the sector. What is specifically noteworthy about Bhumi's transformation is in how they approached it.

A typical approach is as follows: first, detail the collection strategy; then standardise the collection tools; then adopt a data platform; then consolidate all data into this platform; and finally set up reports and dashboards.

Bhumi and Dalgo took the opposite view. Data consolidation and reporting had to evolve hand in hand with data collection approaches. By moving on these in parallel, Dalgo's consultants could help Bhumi figure out the appropriate structures, informed by the ultimate visualisation and reporting use cases: which sources to keep, how data should be captured, even how the data needs to be cleaned, and what schema the warehouse should be built around.

The platform itself made this possible. Dalgo could bring data from multiple, **still-shifting** sources **into one warehouse** for consolidated reporting. Teams could keep working in their current tools with only minor changes, with the **least disruption. This meant collection could evolve without breaking the pipelines.** Data could also be summarised at different levels depending on the audience, and integration with Superset opened up a wide range of visualisation options.

The benefits of an agile, iterative approach to projects have long been recognised in the software industry. It was very satisfying to see this play out in a data transformation project for an NGO, where this approach is generally not followed. The trust established between the Bhumi and Dalgo teams was the key to this. Equally important was the Bhumi team's foresight to understand that they would see value sooner by moving forward immediately rather than waiting for the illusion of certainty before commencing.

Financials

If you would like to see our complete financials, email us at info@projecttech4dev.org.

We've reworked the way we present our financials to make it easier to understand and showcase where money is being utilised.

Tech4dev 3.0 Quarterly Report (in USD'000)				
Particulars	Budgeted FY 26-27	Actuals for the 1st quarter (April to June2026)	Actuals as a % of total Budget	Remarks
Funding (Committed+India+Global)	\$2,999	\$1,942	65%	Committed funding is fully in. India Funding is still in the works.
Earned Revenue	\$754	\$157	21%	Actuals are in sync with quarterly budget
Total Receipts	\$3,753	\$2,099	56%	
Personnel & Program (Including Tech4dev Global)	\$2,903	\$422	15%	Personnel cost in sync with budget. Tech4Dev Global allocation not yet deployed
Ecosystem Cost & Partner Cost	\$850	\$117	14%	Mix of deferred and uninitiated spend; catch-up expected through Q2–Q3.
Total Expenditure	\$3,753	\$539	14%	
Notes: Revenue on an actual basis through June 2026; expenses actual through May, accrued for June.				

Key Metrics Across Initiatives

If you are interested in exploring our work in greater detail, please find links to our quarterly review decks for [Glific](#), [Dalgo](#), [Kaapi](#), and the [Fractional CxO](#) program here, which provide deeper insights into progress, lessons learned, and key metrics.

Platform/ fCxO	Total accounts	Active accounts	Accounts onboarded in Q1	Q Revenue \$(000)s	Q Expenses \$(000)s	YTD Revenue \$(000)s	YTD Expenses \$(000)s
Glific	254	150	7	66	102	66	102
Dalgo	28	24	1	24	92	24	92
Avni	82	52	7	69	136	69	136
fCxO	39	16	2	66	77	66	77

**Revenue and expenses added for the quarter are on an accrued basis*

More Reads

Highlighting some of the blog posts written by team members from last quarter:

- [Building for Impact: Inside My First AI Accelerator Experience](#)
- [Strengthening Grassroots Governance with AI](#)
- [Navigating AI – As a Mentee and a Mentor](#)
- [Lessons from Scaling Glific: Beyond the Sales Funnel](#)
- [The Eval Layer Is the Product](#)
- [Building a Technology Leadership Pipeline for the Social Sector](#)
- [Through Cohorts & Collaboratives | Small Steps Towards Ecosystem Building](#)
- [Pointing Claude at the Right Work, Not Just the Code](#)
- [Dalgo is now DPDP-Compliant. What does it mean for you?](#)
- [Lessons From Bhumi: Closing the Data-to-Decision Gap With Dalgo](#)
- [How the Dalgo Team Uses AI-Assisted Development Workflows](#)
- [What Breaking Down Taught Me About Moving Forward](#)
- [How User Research Shaped Sashakt 2.0](#)
- [Sashakt 2.0 is Here, and Assessments Just Got a Whole Lot Better](#)
- [From Weeks to Days: How AI Is Changing the Way Field Apps Are Built](#)
- [A New Ecosystem and Plenty of Hope](#)
- [Avni Launchpad Cohort 3 – Digitize. Pilot. Transform](#)

We'd love to hear from you, whether it's feedback, ideas, or questions. Drop us a line via [email](#), and we will get back to you. If you want to know more about our work, visit our [website](#). If you want to stay in the loop, follow us on [LinkedIn](#) and/or join our [WhatsApp channel](#) for regular updates



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