



Annual Report

2016-17



Make A Difference mobilizes young leaders to ensure equitable outcomes for children in shelters across India.

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"Make A Difference is an amazing programme designed and run by young adults who recruit other young people, outstanding college students like themselves, to mentor and teach children who haven't had the same chances in life as many of the mentors have had. These young volunteers understand and believe in something very simple, that all children, regardless of their circumstances, deserve the same chance to get educated and to build productive and successful lives... And let me tell you, this work is amazing, and it is vitally important."

MICHELLE OBAMA

Former First Lady, United States of America



In 2016 Make A Difference's transformation took a more physical form. We leveraged the cultural systems and process foundations that we'd been building since 2014 to double in size at the Director level, bringing our leadership bandwidth to a more optimal scale for a team of more than 4000 people spread across 23 cities. This allowed us to initiate a series of operating changes, laying up a push for greater support and resources at the child level.

We expanded our interventions to increase our investment in children, and consequently further improved our impact outcomes. 96% of children we work with passed 10th against a national average of approximately 80%, and 46% passed with 1st Class Honours. 92% of those in our Transition Programme passed their 12th, 56% with 1st Class Honours. While grade outcomes are only one component of the impact we track, they are critical for progression, and helped us achieve better post shelter outcomes. Last year through our Aftercare programme, we were also able to ensure that 91% were placed in jobs, vocational training or colleges of their choice. These outcomes are particularly relevant in context of the fact that children in care have significant obstacles to overcome, including developmental discontinuities, emotional traumas, personal issues and life challenges.

Programmatically, we took a step closer to a fully age transitional programme, with a new dedicated Foundational Skills team that began building and piloting a new curriculum wrapping emotional health and life skills around learning outcomes. A dedicated Dream Camp team kick-started a new generation of zero cost camps, and we piloted our first Aftercare community centre in Cochin. Our problem definition team completed a full shelter landscape analysis, helping us getting a better understanding of regulatory and policy implications.

We also initiated a major restructure of our support functions to enable better outcomes. Our PR team transitioned into a broader Communications, Campaigns and Outreach unit, and we improved on our Crowd Fundraising capability, including pioneering our first international Rally For Change. Finally, we invested significantly in building internal capacity, leveraging virtual technologies like Zoom and live streaming to share knowledge across the organisation. Our rolling planning systems have matured, driving better transparency, efficiencies and adaptability, and we continue to move closer to genuine Scrum Agile protocols, pioneering their use in organisational planning and delivery.

With more than 25,000 applicants a year for a minimum one year contract, and typical churn rate of less than 7% annually, we also continue to successfully prove that volunteer models with alternative and more developmental forms of remuneration can be just as effective, if not more, than financially based ones, with no loss in quality or continuity. In 2016/17 we were ranked in GPTW's Top 10 NGOs to Work For in India, and 16th in the Top 20 Great Mid-size Workplaces across all sectors.

In the coming year we hope to finish building our new Foundation Programme, expand our Aftercare programme further, improve our M&E processes, and invest in better data for real time decision making. We also aim to engage with our supporters and alumni better, and look forward to another great year of transformative outcomes for the children we work with!



Jithin C Nedumala
Founder



Rizwan Tayabali
CEO

WHO WE ARE

Make A Difference (MAD) is a youth driven, non-profit organization working to ensure equitable outcomes for children in orphanages and street shelters.

Registered as a non-profit in 2006, Make A Difference works with 3,400 children in 67 shelters across 23 cities in India, through a highly efficient 3,800 strong volunteer network.

Volunteers commit a year and spend between 2 and 10 hours every week mentoring, teaching and interacting with children in order to ensure that they get the development, support and care they need during childhood.



Why we exist

According to UNICEF, India is home to the largest child population in the world, with 400m children that include an estimated 31m orphans, and nearly 176m of these are considered to be in need of care and protection. Children at risk in India, whether orphaned and otherwise, often end up in shelters, which are under resourced and often focused more on basic needs than either childcare or longer-term progression. The result is that both quality of life and adult outcomes for children in this demographic are very poor, leading to cycles of poverty and abandonment. With inadequate educational qualifications, life skills, financial or emotional support to cope outside these institutions; children who have grown up in shelters often take up menial jobs, or get trapped into alcoholism, violence, drug abuse, prostitution or trafficking. Solutions often struggle with the scale of the problem, and are commonly single dimensional or isolated. This is compounded by the fact that little useful data exists because it has historically been difficult to track what happens to children after they leave shelters. Make A Difference exists to address these challenges on both a local and a systemic scale.

GOALS

Vision

Our vision is that even the most vulnerable children in shelters are able to realize equitable outcomes.

We understand the *most vulnerable* as children who either do not have a family to support them, or children whose families are unable to provide a safe space for them to grow up in. Many of these children end up in shelters, which struggle to address more than infrastructure and basic needs, so Make A Difference focuses on providing them with additional care and support systems to ensure that they flourish.

Mission

Make A Difference mobilizes young leaders towards ensuring equitable outcomes for children in shelters through empowering the child, improving the ecosystem and enabling the sector.

Our minimum target is to ensure that these children are able to live a life free from exploitation and are capable of managing emotional and financial life crises.

However our real goal is for children we work with to end up on par with a stable middle class demographic that allows them to break the cycle of poverty and abandonment.

Targets

STRATEGIES

Make A Difference mobilizes young leaders to ensure equitable outcomes for children in shelters across India. We do this via three broad intervention strategies that ensure holistic development and support :

1. **Empower children** through better emotional health, life skills, exposure, educational support, transition readiness and aftercare.
2. **Improve the ecosystem** around them by driving better practices among the institutions that directly affect their lives; primarily shelters, schools, family, state and society.
3. **Enable the sector** through better data, sharing knowledge and building coalitions and networks.

Our programs are designed around three key theories of change:

Children have better adult outcomes if empowered on a number of fronts, specifically emotional resilience, life skills, learning, qualifications and work readiness.

1



Better care practices among institutions and agents that impact the child result in better quality of life as well as better long term outcomes. The primary agents are shelters, schools, family, state and society/community.

2



Ongoing systematic connection with and intervention through young volunteers provides longer term personal networks and support systems for children in shelters. This results in more sustainable outcomes and better opportunities for children exiting shelters, while simultaneously developing agents of change within our broader society.

3



SOLUTIONS

92% of children in shelter homes typically drop out of school by the age of 18. However, we have reversed the trend for those who have been through our programmes, and more than 90% of the children we work with have continued into higher education post 18.

Through our core programmes, **Ed Support, Foundational Programme, Dream Camps, Transition Readiness & Aftercare**, Make a Difference creates a support system and an emotional safe space for children in shelters by ensuring every child has at least 3 adults who care for them, understand them and who they can reach out to when they feel overwhelmed.

1

2

Children have access to **trained mentors** for a minimum of 2 hours a week from the age of 10 to 18, with a lighter touch approach upto 28 once they leave the shelter home. Mentors spend time getting to know children and developing a customized plan for each child. This plan includes not just academic support but also life skills, personal discovery, art, music and language lessons delivered by teams of volunteers on the ground.

Depending on the age and need of the child, Make A Difference's programmes include career awareness activities, helping them identify their career path and supporting their **transition** to further education with both placements support and funding when required.

3

4

We also work closely with the shelter they are living in to ensure their **basic needs** are taken care of, interact with their teachers to understand their developmental needs, and engage with their guardians to build support for their choices and progression post-shelter,.

The most powerful feature of our solution is that by the time the child comes out of the shelter home they already have strong relationships and bonds with at least **10 mentors** who become their community when they need them the most.

5

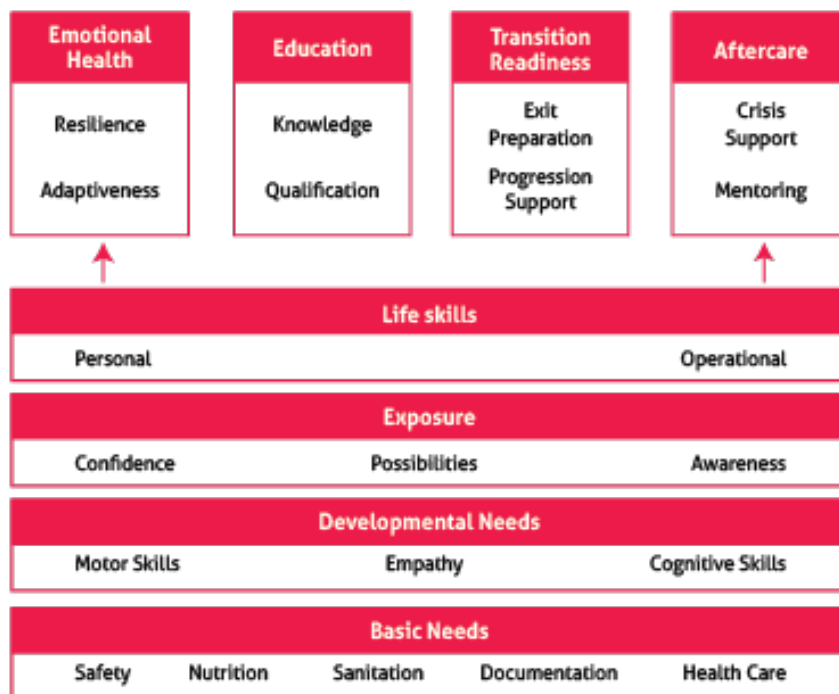
IMPACT META MODEL



Mobilise young leaders towards ensuring **Equitable Outcomes** for children in shelters through **Empowering the child, Improving the ecosystem & Enabling the sector.**



Empowering the Child



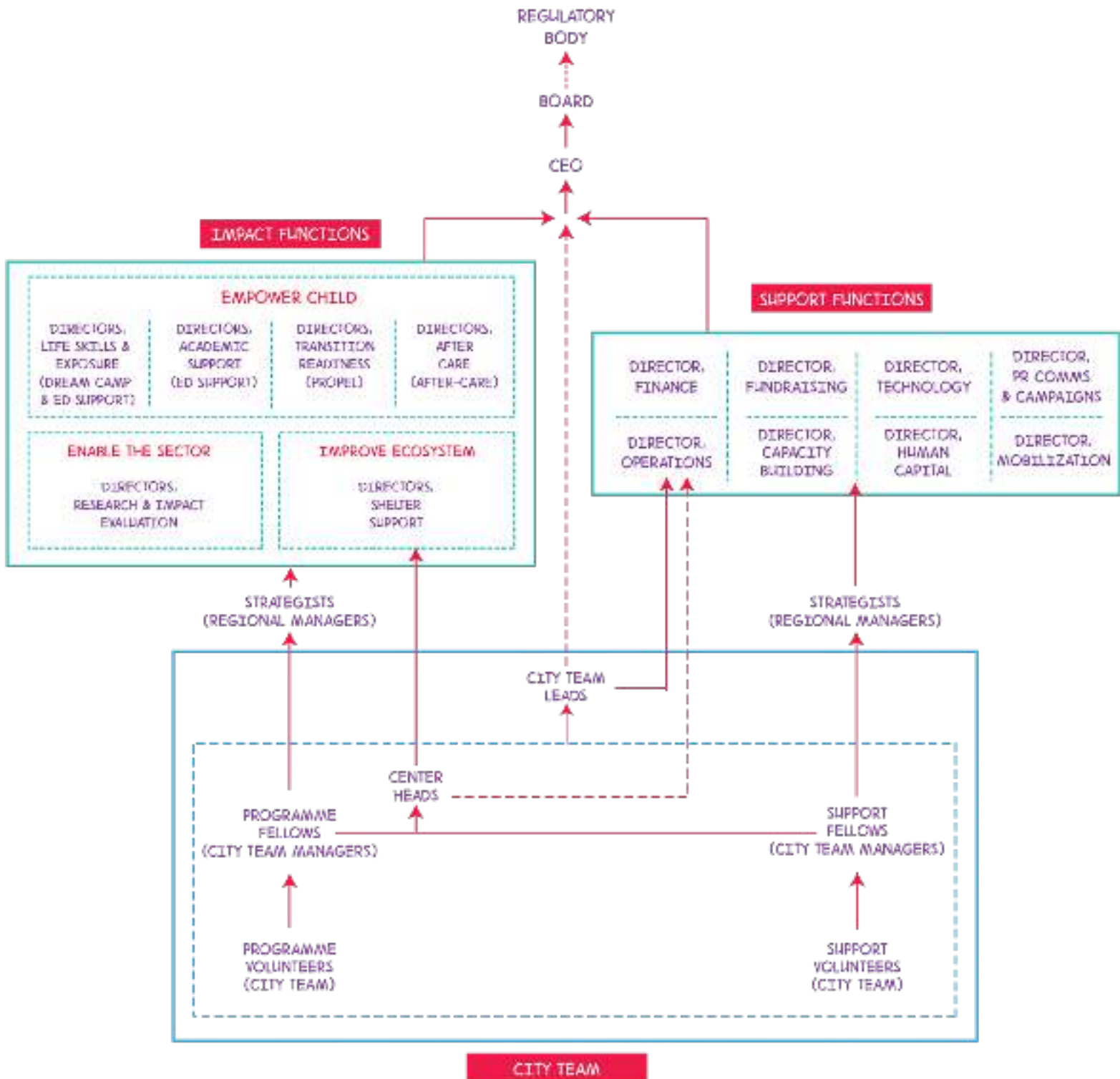
Improving the Ecosystem



Enabling the Sector



GOVERNANCE & ORG STRUCTURE



REACH 2016/17

 **3400** CHILDREN

 **3800** FELLOWS & VOLUNTEERS

 **23** CITIES

 **67** SHELTERS



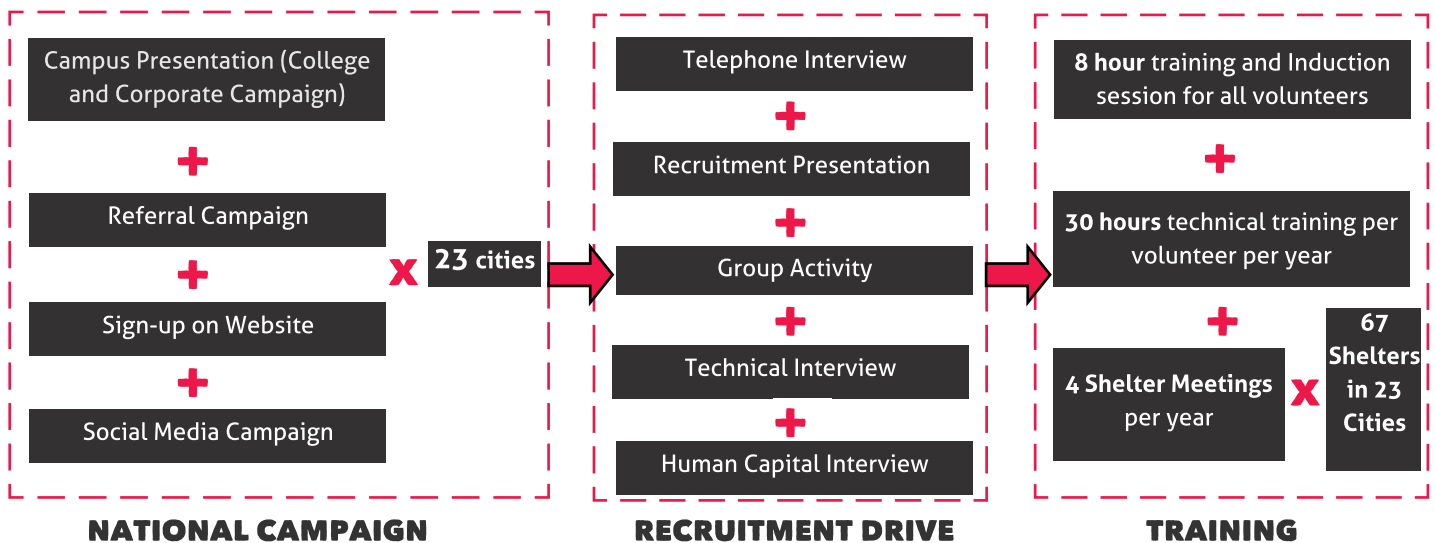
DELIVERY

Make A Difference is one of the first organizations in India to have developed a fully sustainable volunteer-based delivery model. We have mobilized over 21,500 young leaders to volunteer with children since 2006.

At Make A Difference (MAD), we ensure that children get the best of their city’s young leaders and they have role models to look up to. MAD has established itself as an exciting and energetic organization that provides unique platforms to create positive change in the lives of children around the country. Volunteers identify with MAD’s brand of passionate ‘can do’ spirit. They value the rewards of teaching and engaging with young children around the country and of witnessing the progressive change brought into their lives.

Engaging youth and channeling their energy into social causes is something most organizations in the social spaces struggle with. We pride ourselves on having a sustainable, robust and effective volunteer engagement model.

How we do it



We receive over 25,000 applications every year, and applicants go through a 4-round interview process to find the best candidates across the country. Selected volunteers commit to a minimum of a year, and are then provided training and induction sessions based on their profile, before they are challenged and empowered to make a difference on the ground.

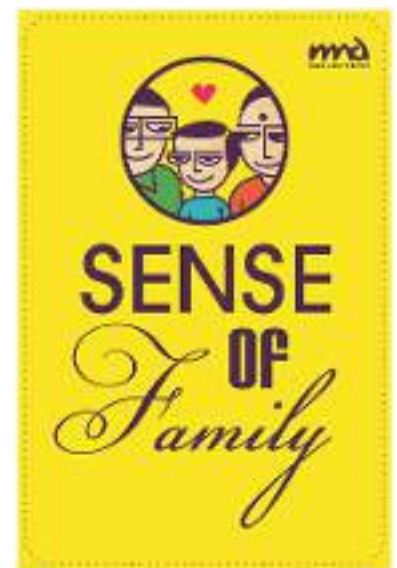
<h2>2 years</h2> <p>Average period for which a volunteer works with MAD</p>	<h2>97%</h2> <p>Volunteers who believe they are making a real difference</p>	<h2>28,056</h2> <p>Applications received for volunteering in 2016-17</p>
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CULTURE & VALUES

We invest significantly in building a culture that ensures our team members enjoy and learn from being part of a high functioning collective, because we realize that the right culture is the best driver of passion, care, ethics, quality and professionalism in the delivery of outcomes.

At MAD we treat values with great importance, as they are critical building blocks of a resilient culture. We also only recruit from people who have directly volunteered with or previously worked to support disadvantaged children to ensure a common bond and focus on child connect. We have embedded a series of care-oriented practices to ensure the safety of children on a cultural as well as practical level.

MAD Values



Value # 1: Cause above Self

We are driven by a sense of possibility that we as a community can create a fair world for children at risk. Our mission is bigger than ourselves.

Value # 2: Leadership through ownership

In MAD, when you see an issue arising, either internally or socially, you are expected to do something about it. You are expected to take ownership and act till the problem is solved.

Value # 3: Sense of Family

In MAD, we work together as a family that stands by each other during thick and thin. We support each other, and work hard to ensure there is a safe space for everyone to be free to be themselves.

INNOVATION

We are an award winning NGO and one of the sector leaders in the use of cutting edge technology. With just 29 full time employees designing and managing programmes across 23 cities, we leverage technology to stay lean and drive transparency, effectiveness, quality and performance across our operations.

MADApp



MADApp is one of a kind internally developed web and mobile volunteer management app designed to empower communities to self-mobilize. It provides real-time information on every one of our activities on the ground, and is used to drive quality standards within the organization. It has been showcased in forums including the Harvard Kennedy School of Government.

MADApp for Propel



MADApp for Propel is a dedicated module within MADApp, which is used to manage classes and sessions for youth above the age of 16 (11th and 12th Grade and Aftercare). This application helps the user to schedule sessions with the youth and track attendance. Once the sessions are conducted, the 'Wingman' is able to add a journal entry to mark the youth's observations towards the module delivered.

ESMA



To enable the regular collection, aggregation and analysis of operational data, we have designed a mobile-based web app called ESMA (Ed Support Mobile App). This app is used by both teachers and mentors to capture on-ground operational data on a weekly basis. The app is also designed to analyze this data and provide appropriate reports to each of our service delivery teams from teachers to National Directors.

DONUT



DONUT is one of the biggest offline Crowd-Funding Platforms in the country. This mobile app has revolutionized financial transparency at MAD by completely eliminating the need for paper receipts for personal donations received, as it issues E-receipts directly to the donor as soon as a donation is made. MAD thus receives and is able to track real time data on funds raised.

15,430

Unique users for MAD App

1,50,47,871

Funds deposited through DONUT
in 2016 (in INR)

2,217

Number of successful donations
processed by DONUT

SUCCESS STORIES

NILESH

Nilesh was plagued by a difficult past. He was lost for almost a year – living alone in a railway station before being rescued by an activist and put in a shelter home. Even though he was a jovial and interactive youth, there were moments of extreme mood swings in his behaviour which were a reflection of his traumatic past. Despite being a good student he failed to clear his pre-boards. MAD intervened via the Aftercare programme. The reality of failing his exams and an open communication with his wingman helped him pick the pieces of his life again and pass the board exams with good grades. Because of his efforts and cooperation he got admission in a college in Bombay to pursue BSc in Agriculture.

Rajwant was an introvert who would take at least 20 minutes to even respond to basic questions. Along with this, she was a slow learner and needed academic support as well. She also had a history of psychological disorder in her family for which she required some medical attention. She attended our Dream Camp where the sessions helped her to open up about herself and share her experiences. Once timid and shy, she transformed into a bold and smart girl whose journey was of finding one's true self. The Dream Camp sessions and her own efforts ensured that she was able to effectively interact with people around, helping her in the long run.

RAJWANT

KAJAL

Kajal was an expressive and interactive youth who was on good terms with everyone. She was an ambitious girl eager to become a teacher and help her family. Even though she had a goal, she lacked the determination to complete any task at hand. This affected her studies negatively. We conducted a career counselling session for her which resulted in a change in her attitude. Although initially hesitant about the concept of making a timetable, her focus towards the studies increased and she started following a systematic process to prepare her lessons. This resulted in her clearing all subjects with good grades.

Raja came from a background where both his parents suffered from auditory and speech impairments. In spite of this challenge, he was one of the exceptional students in the shelter. However, due to the increasing pressure of expectations from him, he failed the class 12 exams. With the help and guidance of the MAD Academic Support Volunteers (ASVs) he rose to the challenge to take up Mathematics as his core subject even though he came from a non-Mathematical background. His dedication and efforts of his ASVs resulted in him excelling the exams. He was admitted at one of the more renowned colleges in Kolkata in the commerce department.

RAJA

HIGHLIGHTS

Percentage of children who passed their Board exam (10th grade)

96%

Percentage of Youth who moved to the next year in their university

97%

High school youth leaving shelters placed in colleges/ jobs/ vocational training

91%

Improvement in class participation after Dream Camps

73%

Young leaders trained

3,800

Number of hours of skill building sessions and support delivered

56,160

Support Hours provided by Aftercare Wingman

9,000

Hours of learning support per child

168

Number of corporate engagement activities

24

Volunteers who feel they are making a real difference

97%

Number of Dream Camps conducted

30

Applications received for volunteering in 2016 - 17

28,056

Number of Fellows and Strategists trained

334

Reach on Facebook

4,15,000

MONITORING

We design for and monitor impact on both macro and micro levels and develop our programmes specifically to target the impact we want. We see macro indicators as those that are indicative of the long term quality of life we aspire for the children we work with, and micro indicators as those which we expect will add up to effect that change.

Research

We are working on scalable models and holistic solutions that in the longer term will both aim to increase the support systems available for abandoned children and also improve the way shelters are managed and run.

To ensure that we get these right, we are investing significantly in field research to test and validate sector assumptions around long term outcomes and to allow us to better prioritize the interventions we deliver. Through our in-house Problem Definition and Research Team, we aim to understand the effects of institutionalization on longer term life outcomes of children. By studying the lives of 35 year old adults who grew up in institutionalized environments across the country, the team aims to identify the real drivers behind negative outcomes and create sustainable and effective solutions to address them.

We address and track indicators at different stages up to the age of 28, starting with early stage indicators we believe fundamentally affect trajectory. Some of the indicators we look to measure are:

- *Fundamentals of literacy and numeracy*
- *Confidence and self-esteem*
- *Core life and social skills*
- *10th Std Grades*
- *12th Std Grades*
- *Core transitional and independence skills*
- *Progression to further education or vocational training*
- *Stable housing post shelter*
- *Progression to career oriented work*
- *Financial stability*
- *Earning Threshold*
- *Freedom of Choice*
- *Social Inclusion*

ACHIEVEMENTS & AWARDS

Our work in India has been recognized by eminent people around the world, including Michelle Obama who chose MAD as one of the few organizations to visit on her trip to India in 2010. We have also consistently won awards for excellence, including:

2016

Great Place To Work Institute - Top 10 NGO to Work For, India



2016

Great Place To Work Institute - Top 20 Great Mid-sized Workplaces, India



2015

Great Place to Work Institute - Top NGO to Work For, India



2015

World HRD Congress Certificate of Merit for encouraging diversity and inclusion for growth



2014

Website of the Year India Award - Winner, Charities Category



2014

eNGO Award - Winner, Communications and Outreach category



2013

iVolunteer Award: Winner, Volunteer Engagement



2012

First Runner-up in the Mahindra Spark The Rise competition



2011

Starbucks Youth ActionNet Award Winner



*Awards prior to 2011 are not mentioned

GREAT PLACE TO WORK

MAD has been recognized as one of India's top 20 Great Mid-Size Workplaces, and Top 10 NGOs to work for in India.

Every year Great Places to Work®, conducts a worldwide survey that establishes the standards for a great workplace. Their annual research is based on data representing more than 10 million employees in 50 countries representing about 6,000 organizations and every year they release a list of top 100 Great places to work country wise. ***This year, among the 600 organizations evaluated, we made it to the list of top 20 Great Mid-Size Workplaces in India.***

MAD is a place where people are empowered to take on big real world challenges and do meaningful work. It is a place where learning and development happens in a community of 3,800 young leaders across 23 cities. We pride ourselves in providing a safe space based on trust and mutual emotional support.

A major driver of our success has lain in breaking away from the standard approach of simply copying and adapting norms, and instead designing and developing a high functioning collective that is specifically built for impact.



Ranked

#16

Our formula of making a Great Workplace is four pronged:

1. **Empowering teams** - MAD team members are empowered by driving high levels of ownership by trusting them with work typically done by much experienced individuals in other companies and organizations.
2. **Supporting people** - We strive to treat our people with care. We drive development by increasing expectations and correspondingly also the support to help them meet those expectations.
3. **Creating a safe space** - We focus on enabling personal connections and safe spaces within our community that enables a culture of open feedback and retrospection that improves us year on year.
4. **Appreciating people** - With an overarching value of care and appreciation, we ensure that our team members receive high amounts of personal value and great working relationships.



ABOVE: Volunteers of Make A Difference celebrate their Friendship Day with the children of Shelter Homes at PAPA Home in Visakhapatnam on Sunday.

Today, the Bengaluru-based non-profit works with roughly 3,50 children every year and provides them guidance and support in every aspect of their lives—from academic aid such as literacy and numeracy to emotional health, life skills and work readiness.

In order to do that, it has recognized that building a good work culture within is just as important. It encourages employees to enable one another in performing their tasks, and growing in their careers and personal lives.

Nobody reports to CEOs Nedumala and Tayabali, and there are no annual performance reviews. The firm's directors and other employees, or strategists as they're known internally, hold a meeting once a week and everyone reports for that open forum. Goals are tackled collectively rather than being looked at, and evaluated, individually.

Employees are encouraged to walk up and talk to each other instead of communicating by email. That the office is located within a house furthers one of the three core values it was built around—a sense of family. There is even a dog adopted by the firm that wanders around the office, occasionally contributing to the team of the rally will be a Tata Nano, the car that the NanoMADs are using to participate in the Mongol Rally. A dedicated pit stops along

सपने देखें और उन्हें

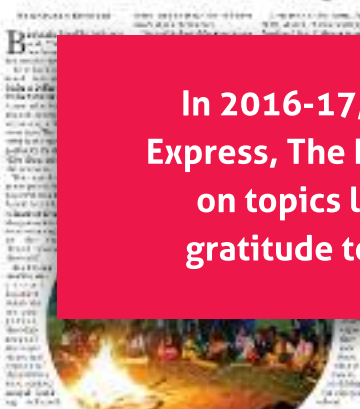


क्वालिटीय • मेक अ डिफरेंस को आर से ट्रिपल आईएम में चल रहे बच्चों के लिए तीन दिवसीय कैंप का समापन रविवार को किया गया। इस दौरान संस्थान के सदस्यों ने मौजूद बच्चों के विभिन्न क्वालिटी के बारे में जाना। साथ ही उन्हें अपने सपनों को एचोय करने और मजबूत तक पहुंचने के रास्तों के बारे में बताया। कार्यक्रम में बच्चों ने अपने भविष्य की योजना और कल्याण बनाने चाहते हैं यह भी शेरार किया। इसके अलावा बच्चों ने पतंग उड़ान और तीर-धनुष चलाना सीखा। कार्यक्रम के अंत में बच्चों ने बैंड की धुनों पर देरी मस्ती की।

अनाथ बच्चों को सहारा दे रही मेक ए डिफरेंस



Beyond the boundaries of classroom teaching



THE HINDU

INSPIRING tale of 'benefic trio'



19-yr-old homeless boy makes the cut to DU

INSPIRING: May Singh had an accident and lost a leg after running away from home. 19-year later he has topped a seat in a DU college



19-year-old May Singh sits on the chair he purchased and from his family was gifted but it was the only chair he had.

The 19-year-old boy, who lost a leg in an accident, has topped a seat in a DU college. He is now a student at AMITY University. The article highlights his inspiring journey from homelessness to academic success.

Making a difference to the kids' lives



Supporting the lives of children in need is the mission of Make A Difference. The organization works with various NGOs and shelters to provide education, healthcare, and emotional support to children in need.

MANGALURU: Make A Difference (MAD) in association with United Bikers of Mangaluru will hit the road this Independence Day in support of Team Nano MADs of the Mongol Rally 2016 as part of their awareness campaign 'Rally for Change'.

The rally, which will be flagged off at Forum Fiza Mall, will do a circuit around the city driving through KS Rao Road, MG Road, Nanthoor before circling back via Falmir. At the helm of the rally will be a Tata Nano, the car that the NanoMADs are using to participate in the Mongol Rally.

What makes your firm a great place to work in?

There are a lot of things, but, fundamentally, it's about the culture of enabling. If you are operating in a workplace that is essentially built to enable you, it is a workplace that is built to invest in your development. And an enabling culture is kind of the opposite of a managing culture. If your fundamental output as a manager is to enable somebody else, you can't do it by controlling them. And one of the main reasons we changed the narrative internally is that if our work is to enable children, then we have to be culturally and systemically

A 'Rally' To Bring 'Change' in Millions Of Kids-At-Risk

A Rally to bring Change in Millions of Kids-at-Risk

फैमिली ग्रुप बनाकर कैंप

DREAM CAMP

विद्युत रिपेरेटर • 50 बच्चों को 5-5

In 2016-17, MAD was recognized in leading daily newspapers like Indian Express, The Hindu, and The Deccan Chronicle where articles were published on topics like our camps with children, community campaigns to show gratitude to people, programmes we run, and the outcomes we achieve.



AGE TRANSITION MODEL



AGE TRANSITION MODEL

The age transition model is a holistic empowerment solution for institutionalized children to prioritize our interventions better depending on what they need at any given age and help focus on each trajectory point in their developmental and outcome journey. Trajectory points represent key points or events that affect an individual's ability to continue to, progress towards a healthy and stable middle class life outcome.

1

The first trajectory point is when the child drop out of school at the age of 14. In such scenarios, they are vulnerable to exploitation. The first stage of the holistic solution focuses on developing foundational skills, namely; functional literacy, numeracy, life-skills and emotional health along with providing general exposure to life outside shelter home environment and as a by product of all these developing self-esteem. It helps them form a bedrock to achieve equitable outcomes when they become adults.

2

The next major trajectory point comes at the age of 16 when the child completes secondary school (10th standard). The solution at this stage focuses on academic support, learning skills with an intent to improve the high school scores of the child so that they have sensible options for continuing their education post 10th standard. It also introduces career awareness, confidence and personal development, practical intelligence and adaptiveness.

3

For youth in shelters, the next trajectory point comes at the age of 18, when they have to leave the shelter. Their qualifications and ability to cope in the real world determines whether or not they have options that allow them to continue to progress along the journey to stability and middle class. Here we focus on exit readiness skills, increased career awareness and counseling, progression support and stakeholder engagement.

4


The next trajectory point is between the age group of 18 and 23 wherein youth require support in their career through university, vocational or job placements. Our aim is to provide financial and logistical support, and help them phase out of the MAD support system and become self-reliant. It also focuses on the formulation of self-help groups among youth in the city who have been a part of the MAD interventions so that they can support each other daily as well as in times of crisis.

5

The final stage of MAD intervention is through the age of 23 to 28. MAD focuses on providing a more reduced, but still ongoing support for youth to continue their self-help groups and also mentoring support for relationship, finance, and family planning. We encourage them to be buddies for other younger children in the support system. Our role will be largely to provide mentoring and coaching for them, providing support when they need it and during times of crisis, until they reach stable independence as adults.

Age Transition Model is thus built along 5 stages based on the age group of the beneficiaries which are Foundation skills, Education support, Transition readiness, Aftercare Level 1 and Aftercare level 2. The programmes are explained in detail in further sections of the annual report.

ED SUPPORT



A parent had come to the shelter to take the child back to their hometown, as staying back in the city was not an option anymore. A group of academic support volunteers (ASVs) including the one who was currently supporting the child spoke to the father to understand the opportunities the child would have if she moves to her hometown, for she had been showing promising progression in her academics here. And in 2017, 4 years, 4 different volunteers, 100 sessions later the child successfully cleared her 10th grade and is all set to pursue her higher education in the field of her choice. Made possible by not one, but multiple volunteers supporting her through the years, each volunteer sharing equal passion to ensure she progresses through. Truly a special programme in place for children, for not only do children have the necessary certification but a vision for self along with the confidence to achieve it as made possible through the years.

- Nivethika Sundararajan, Programme Operations Director, Education

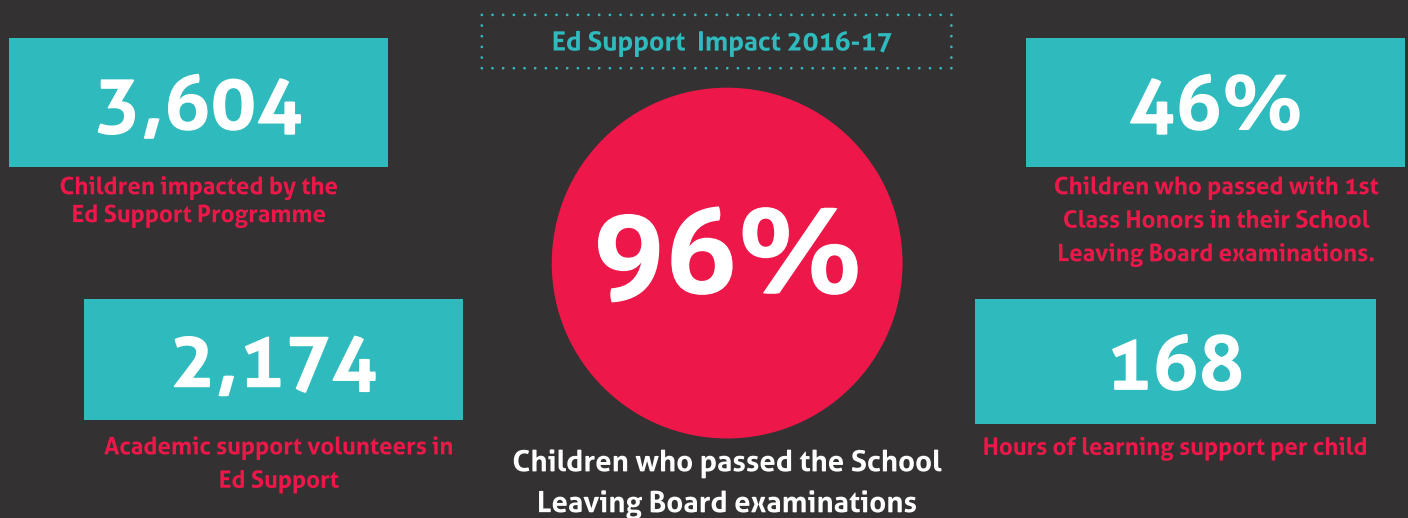
ED SUPPORT

Why Ed Support?

One of the biggest challenges faced by children in shelter homes is that of educational inequity. The school and shelter system are in most cases severely under-resourced to provide the kind of after school educational support required for children to flourish. The care and one-on-one attention that children from regular homes receive from their parents or guardians is also missing for children in shelters. This results in low motivation, poor academic performance, high dropout rates, lack of positive role models and an ever widening gap between what a child knows and what they should know for their age.

How Ed Support works

Ed Support is a unique programme designed to ensure children in shelter homes receive the quality of support and 1-on-1 attention required to bridge learning gaps and enable them to clear Grade 10 and pursue higher education. The school curriculum is delivered by high achieving volunteers who are provided with professional teacher training and empowered to be both teachers and positive role models. The programme supports children from grade 5 to grade 10 and is implemented with periodic tracking of each child’s progress and regular impact measurement through standardized tests. An average class size of 8 students is supported by 2 Volunteer Teachers who commit to classes for a minimum period of one academic year.



What's Next?

This year we worked on measuring the gaps present in fundamentals for children of different standards. Based on our analysis, in the year 2017 we will work towards the pilot of a new curriculum designed to improve foundational literacy and numeracy in children with the 10-13 age bracket. We also plan to invest in up-skilling and empowering our academic support volunteering team to incorporate differentiated and activity based teaching practices in all Ed Support classes, thereby improving the quality of support children receive. In addition to programmatic improvement, we plan to invest in updating our monitoring and tracking systems to better gauge the impact of our interventions and create positive feedback loops that feed into improving programmatic design with the support of different verticals.

FOUNDATIONAL PROGRAMME



Something that I have always seen as a concern with our children is the fact that they lack their basics and it becomes challenging to bring them up to their current grade level and that's been something we have been trying to work on over the years. The Foundational Programme will help us ensure the children have the basic prerequisite skills they'll require to build further skills and competencies in later life.

- Nirali, Ed Support Strategist

FOUNDATIONAL PROGRAMME

Why Foundational Programme?

Under the strategic objective of Empowering the child, children need to be supported with emotional health, education, transition readiness out of the shelter and aftercare facilities in an age transitional manner while continuing to build life skills, providing exposure and focusing on developmental needs. This programme acts as a foundation or base for 10 to 13 year olds on basic life-skills, functional literacy, numeracy and developmental skills and is meant to set the tone and structure for how the rest of our interventions for older age groups will be redesigned and synchronized. The purpose of the programme is:

- To ensure that the children we work with are equipped with basic developmental personal and functional skills to support more advanced development at later stage.
- To provide the foundations that will enable them to cope and develop themselves further if they have to leave their shelter post the age of 14.
- To form a bedrock for them to achieve equitable outcomes when they grow up to be adults.

How Foundational Programme works

The Foundational Programme is being currently designed to ensure that the children in shelter are equipped with basic developmental, personal and functional skills to support more advanced development at later stage. It focuses on the youngest age group of children that MAD works with, viz; 10 to 13 years, which will provide them with the foundations, hence enabling them to cope and develop themselves further even if they have to leave the shelter post the age of 14. The outcome targets have been divided into six broad areas namely freedom from personal exploitation, freedom from social exploitation, freedom of choice, ability to deal with personal life crisis, ability to deal with financial crisis and lifelong learning.

Foundational Programme Impact 2016-17

10

Needs for which impact indicators have been finalized

30

Needs identified for children between the ages of 10 to 13 through Needs Assessment Study

64

Volunteers involved in design of baseline assessments

What's Next?

In the coming year the team will focus on designing the 3 year Integrated Programme. Additionally, modules will be tested with small groups of children to check the effectiveness and feasibility of delivery. The team will also plan for a pilot for the year 2018 and work closely with shelter authorities to help transition to the new programme.

DREAM CAMPS



My first eureka moment happened during the river of life session. One of the children who was very shy, insecure about her fears and hardly spoke to anyone apart from her ASV, shared her story with around 40 girls & 15 volunteers present in the room. Most of the audience were unknown to her, yet she took up the courage. It was the moment of the session for her ASV who was in the room. We realized we were able to help her look beyond the insecurities and make her understand - no matter what happens in life, we should always stand strong and face it.

- Sandeep Kavety, City Team Lead, Hyderabad

DREAM CAMPS

Why Dream Camps?

Institutionalization typically results in children growing up in insular environments where they rarely get to experience the unfamiliar. When they leave the shelter, they struggle to cope with the range of new challenges and experiences that inevitably come their way, and for many this can cripple their self-belief and thus longer term outcomes. Dreaming about the future is also often missing from children who live with emotional traumas, and without markers for the future, there is little motivation to invest in activities like schooling that have longer term returns. Dream Camps aim to address that sense of hopelessness and lack of self-belief by helping children build and connect with their dreams, gain confidence through action and exposure to new experiences in a supportive and safe environment, and for a few days, to be free from the confines of the shelters they grow up in.

How Dream Camps work

Dream Camps are a 2-3 day experiential camp that primarily focuses on helping children build and connect with their dreams through a process of self growth and transformation via a tried and tested methodology called the 'arc of transformation' which involves four group plenaries. Around these sessions, children also build self-confidence through exposure to new people, ideas and experiences that are deliberately designed to expand their horizons within a safe space. Finally we ensure that Dream camps also act as a recreational space for the child, providing an essential break from the stresses of institutionalization. This year, the big focus areas for the Camps were Impact assessment, Quality Assurance and Financial Efficiency and we were able to make significant leaps in all of them. Various cities attempted to facilitate a zero cost camp and succeeded.

Dream Camps Impact 2016-17

2,685

Children participated in Dream Camp

93%

Children who expressed they got more opportunities to try new things at the Dream Camp

30

Dream Camps conducted

82%

Teachers who said their child's relationship with peers improved after Dream Camp

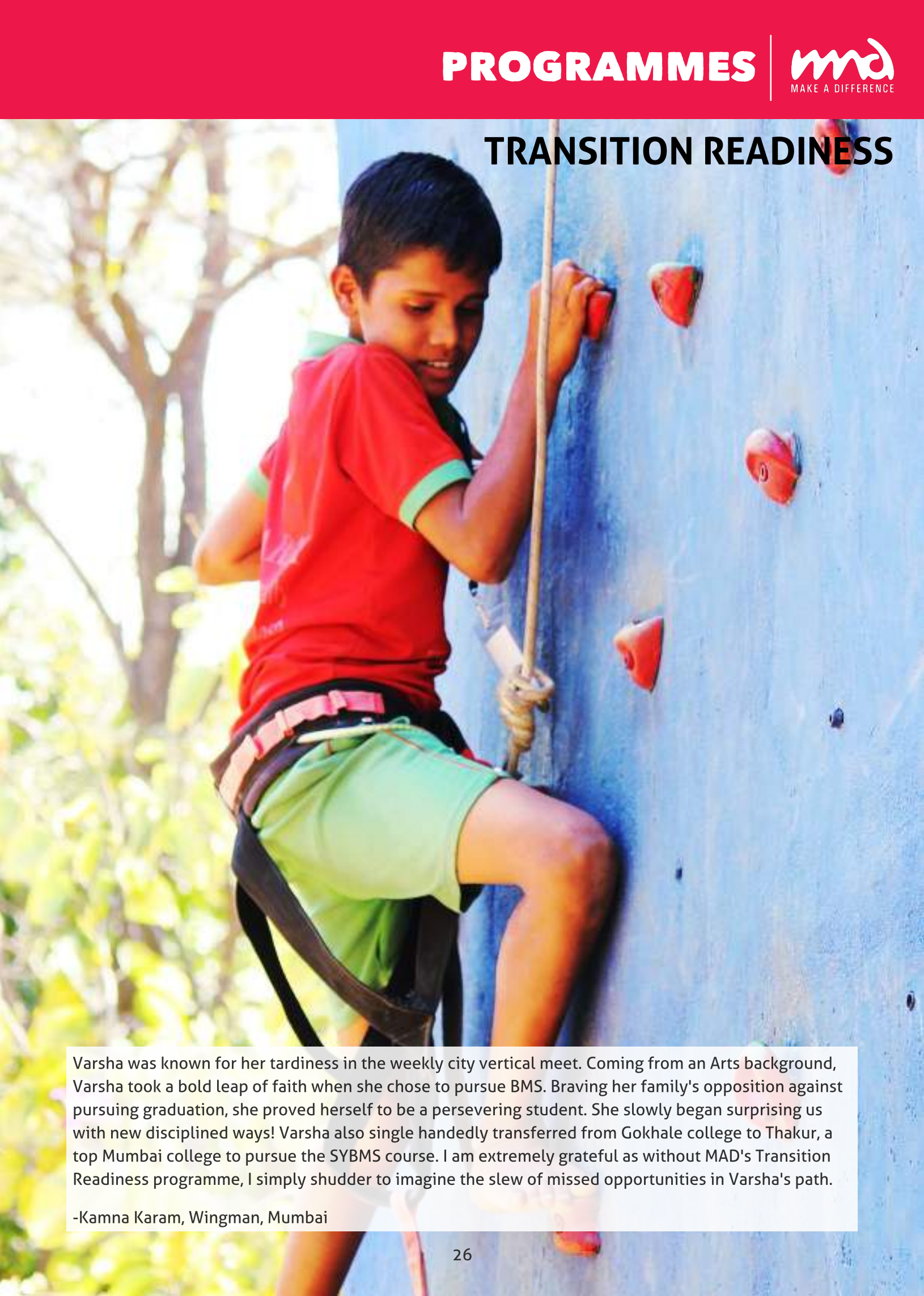
71%

Children felt confident they could fulfill their dreams after Dream Camp

What's Next?

Our focus for 2017 onwards is to work on seamlessly integrating Dream Camps with the rest of the programmes to maximize impact. We will be building precursor activities that prepare children to get the most out of their Dream Camp, and follow up activities that help them take their reflections and learning forward. We will also be analyzing the impact data, to understand whether our design is effective or not, as well as to prioritize areas of improvements. The numbers obtained by the Quality Assurance team will feed into the operational design of Dream Camps to translate into on-ground standardization of camp experience across cities for children and volunteers.

TRANSITION READINESS



Varsha was known for her tardiness in the weekly city vertical meet. Coming from an Arts background, Varsha took a bold leap of faith when she chose to pursue BMS. Braving her family's opposition against pursuing graduation, she proved herself to be a persevering student. She slowly began surprising us with new disciplined ways! Varsha also single handedly transferred from Gokhale college to Thakur, a top Mumbai college to pursue the SYBMS course. I am extremely grateful as without MAD's Transition Readiness programme, I simply shudder to imagine the slew of missed opportunities in Varsha's path.

-Kamna Karam, Wingman, Mumbai

TRANSITION READINESS

Why Transition Readiness?

High school is an important decision point for all children, but it is also a critical trajectory marker for children exiting shelters. For children in shelters, the period is often made worse by the absence of a mentor such as an elder sibling or parent who can guide them. Faced with deficits in life-skills, academic support, career guidance and funding support, children in shelters often make poor career and life choices. This point at which a child leaves the shelter, usually around high-school, is thus a crucial intervention period. Transition Readiness evolved from our identification of the need to provide strong reinforcement of life skills, increased exposure to career choices and overall transition support to older children at this stage.

How Transition Readiness works

Transition Readiness focuses on young adults from the age group of 16 to 18 years. It equips and supports young people exiting out of shelters at the age of 18 years to successfully make the transition into a broader society. The on-ground intervention is primarily executed by a volunteer referred to as a 'Wingman' who is paired with each youth, who becomes a trusted advisor, friend and a guide for the latter. Our programme includes modules aimed at inculcating transition and life skills, facilitation of college hunting and admissions, job placements, vocational training enrollment along with financial support via providing scholarships, targeted career counseling, focused academic support and help with legal documentation as per requirement. So far, several Transition Readiness students have been successfully placed into degree courses in law and engineering at prestigious institutions like Bangalore Institute of Legal Studies (BILS) and Vellore Institute of Technology (VIT).

Transition Readiness Impact 2016-17

56%

High School Youth securing 1st Class Honours at 12th Standard

156

High school youth impacted

30,46,183

Total Scholarships (INR) awarded to youths

91%

High School youth leaving shelters placed in colleges, jobs or vocational training


56,160

Hours of skill building and academic support delivered

What's Next?

Going forward, we intend to merge and restructure our existing programmes to make them more impactful, scalable and synchronized as a collective suite of interventions that are designed to be more age transitional. Our primary goal for the next couple of years is to grow impact and improve the way we track and monitor it in the long term. Along these lines major changes this year include: a new generation of MADApp, further investment in Impact assessment systems, improved training for wingman and scaling up of stakeholder engagement intervention.

AFTERCARE



Venkatesh is a youth from Don Bosco, Coimbatore. Unlike others, what really sets him apart is his will to come up in life. After his 12th boards he wanted to work and we got him an interview at ELGI for a vocational training course. He, all by himself, cleared 7 rounds of interview and landed himself a job! He has now moved to a new house along with a few of his colleagues, and we can't be proud enough of his achievement. All MAD did was to be with him all along, while he showed us his potential in getting placed.

- Millesh, Wingman, Coimbatore

AFTERCARE

Why Aftercare?

As we started tracking outcomes for children beyond their life in shelter homes, we realized that the lack of support systems, limited exposure, poor social skills and low self confidence are caused by a combination of institutionalization and limited experience of the world outside the shelter. The children require both longer term mentoring and financial support to overcome these issues. As it would be for children from any background, the gaps are too wide for an 18 year old to be able to make a smooth transition to the real world by themselves, especially without any personal finances or networks. Getting them into a college or a job is thus not the end of our intervention, but a beginning of a new and more complex real world chapter. In light of this, we initiated a longer term Aftercare programme that provides medium touch personal and financial support up to 23, and lighter touch mentoring up to 28.

How Aftercare works

The Aftercare programme provides support to young adults in the form of a reliable mentor after they leave their shelter and are admitted to college or vocational training, or placed in a job. The Aftercare mentor (wingman) engages and interacts with them periodically to ensure that they are able to cope with and overcome both social and economic challenges and helps them stabilize into their new independent life. We provide support in multiple areas such as emotional health, financial support, housing support, crisis funding, career guidance, academic support, scholarships, family planning, older life skills, and help them with respect to any transition related challenges. Interventions from the Transition Readiness programme are designed to progress into Aftercare, and remain highly customized to meet individual needs.



What's Next?

After two successful pilot years for Aftercare, one of our biggest realizations has been that most of the transition support elements need to continue even once the youth have left the shelter homes and joined colleges or jobs. Hence, the programme design now integrates the learning experience in a more long term timeline and does not restrict itself just to time inside shelter homes. A lot of our learnings from Aftercare are getting integrated to other programme design to make them effective. Some of the key interventions to be introduced next year are to upscale the support ecosystem through regular meetings in all cities, increase monthly stipend support to more youth, provide free and mandatory medical insurance to the youths under the program, expand stakeholder engagement to include college and PG/Hostel authorities of the youths and introduction to real world finance management.

LEADERSHIP BY DESIGN (LxD)



I joined Make A Difference, over four years ago, fresh out of school. I have been a part of many teams and what stands out the most is that I have learnt a lot from each project. Learning platforms like Leadership Circles, City Circles and the Growth Project period have helped me learn more about myself - work on enhancing my strengths, and overcoming my weaknesses. These learnings are not restricted only to my role in Make A Difference - but even outside the organization, in college, and my work place. Make A Difference invests heavily in all the volunteers and I am definitely one of those who has benefited a lot from it.

- Shradha Ramprasad, Strategist, Communication & Outreach team

LEADERSHIP BY DESIGN (LxD)

Why LxD?

One of our focus areas since the time of inception has been seeding social change in the minds of the youth of India. Our Leadership x Design (LxD) programme is India's largest Youth Leadership Programme, which brings together over 400 young leaders every year from across 23 of India's biggest cities. So far through our Leadership x Design Programme (LxD) we have been able to create over 1300 high potential leaders who in the years ahead will be passionate and competent to bring change for the betterment of their community as they move to greater positions of leadership and influence in the future.

How LxD works

The LxD programme consists of a combination of induction training, ongoing mentorship and Leadership Conferences (LCs) that each Fellow undergoes. Our 3 day intensive residential training is based on Stanford's Design Thinking principle, which is an approach to learning that focuses on developing creative confidence which inculcates problem solving and leadership skills in participants. Instead of merely focusing just on ideation, the Design Thinking approach has a positive bias towards on-ground implementation. Once our Fellows learn, observe and understand the challenges they are dealing with, they become solution-drivers in their own ecosystems, thereby leveraging the benefits of Learning by Doing. Training and development is supplemented by an internal user generated knowledge library called HQ, trainings and city circles held and organized locally by city teams themselves. This year, we also ensured that all our Fellows (City Managers) are directly invested in by our directors to help our fellows upskill faster.

LxD Impact 2016-17

334

Fellows & Strategists
intensively trained

98%

MAD Volunteers who feel supported to
make a difference

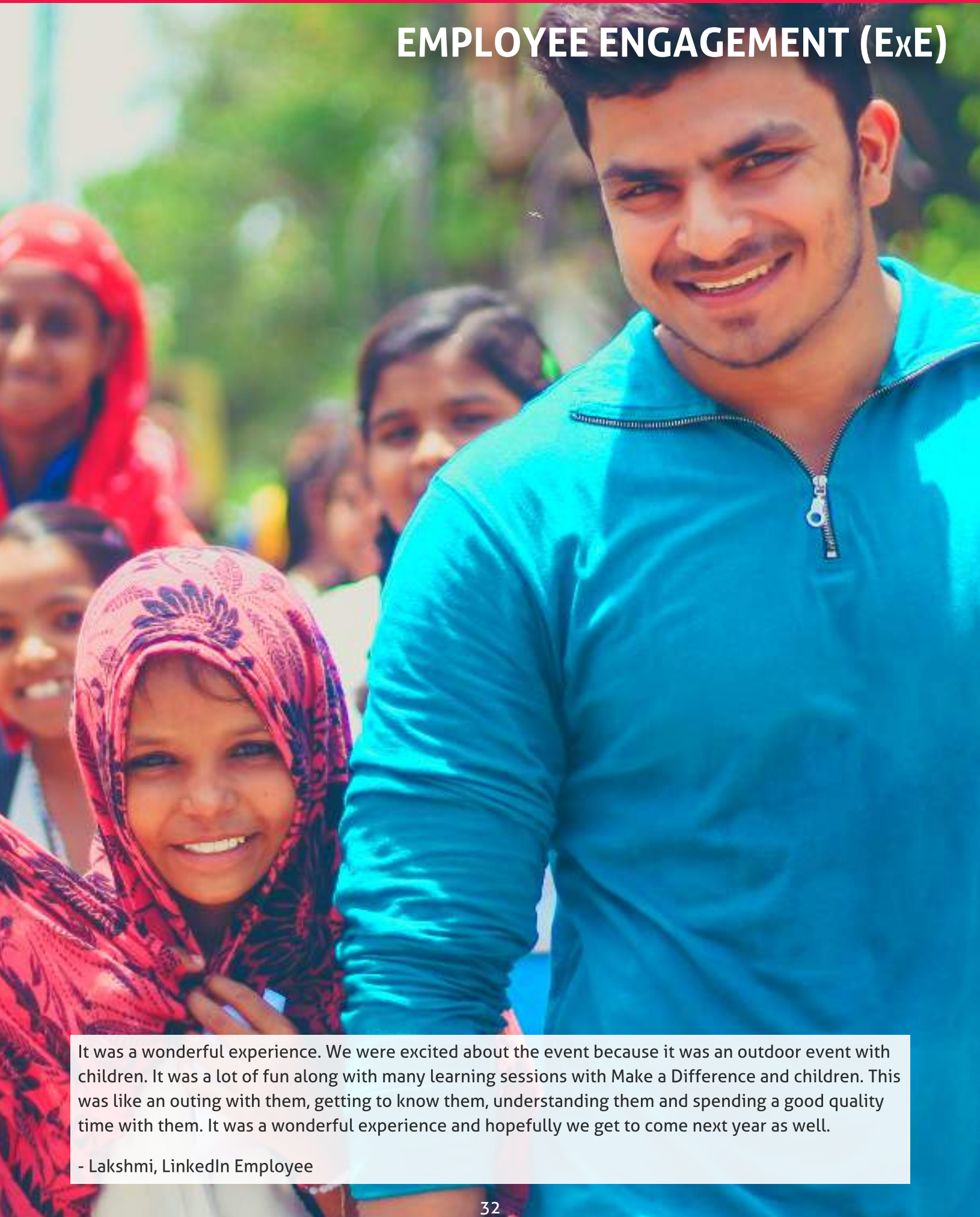
800

Director Hours for Fellow/
Strategist growth

What Next?

Historically our LxD programmes have focused primarily on our Fellows, but over the next two years we plan to build out our internal capacity-building team and scale our LxD programme to reach beyond our Fellows to our entire volunteer base. We are piloting Volunteer Leadership Conferences where the Volunteers can experience the LxD programmes in their respective cities. We will also be starting Master Classes online. Here we will be delivering trainings to volunteers directly about topics that will help them work with children better.

EMPLOYEE ENGAGEMENT (ExE)



It was a wonderful experience. We were excited about the event because it was an outdoor event with children. It was a lot of fun along with many learning sessions with Make a Difference and children. This was like an outing with them, getting to know them, understanding them and spending a good quality time with them. It was a wonderful experience and hopefully we get to come next year as well.

- Lakshmi, LinkedIn Employee

EMPLOYEE ENGAGEMENT (ExE)

Why ExE?

Along with mobilizing young leaders in communities surrounding shelter homes through our Fellowship model, we also work towards engaging Companies and Corporations in the work we do. We firmly believe that Business Leaders also need to be a part of the solution and support corporate employees to volunteer with us as part of sponsorship packages. It is an effective way to sensitize leaders of the future to the issue of children in shelters, while providing great value in return to sponsors who fund our impact. Over the years we have built some great relationships with local and multinational brands and companies whose employees have been instrumental in some of our campaigns and have made a difference to children by helping deliver Life skill modules and volunteering in our Dream Camps. It is thus a win-win approach for children, MAD and the organizations who sponsor us.

How it Works

We first create ownership by catalyzing a core team of volunteer leaders within the sponsor company. This team becomes the epicenter of all our engagement activities. Their primary responsibility is to collectivize and create a community within the company where everybody chooses a way of giving back based on their age, interests, educational background, and time availability. Their options include Child-centric Projects, Technology Projects, Fundraising Campaigns, Mass Awareness Campaigns, and Project Management.

Post a child sensitivity training session, they then join our regular sessions as support mentors, after which they are enabled to deliver sessions by themselves, and finally to create their own sessions with support from our dedicated city teams. The whole experience becomes powerful and binding when young business leaders are able to see impact on the ground for the work they put in.

ExE Impact 2016-17

24

No. of employee engagement activities

384

No. of employees engaged

1,510

Hours of employment engagement activities

2016-17 Engagement Partners



CAMPAIGNS



The Rally for Change started with three friends feeling very strongly about a cause. It started with them deciding that just sitting in their houses reading about vulnerable children in the news was not enough. I felt so exhilarated whenever I told people around me about the Rally For Change. I remember telling them about three people driving 10,000 miles and then giving a pause before adding the twist of them traveling in a Tata Nano and watching their shocked faces just asking one thing 'Why?' and I remember a smile coming across my face and pride in my heart saying that they just decided to make people know more, so they too could care more.

- Ridhi Vohra, Fundraising Fellow, Delhi

CAMPAIGNS

RALLY FOR CHANGE

In July 2016, three young Indians, took on the gruelling and dangerous 2 month long car rally called Mongol Rally. Traversing 18,000kms across 13 countries from London to Mongolia, through 5 mountain ranges and 3 deserts in one of India's tiniest city cars, the team, who are also ex-MADsters aimed to raise funds for the cause of vulnerable children in India. With the efforts of the team and our generous donors, we were able to not only finish the rally in a TATA Nano, but also raised 25 Lakh through the campaign.



MAD WEEK

MAD week is a campaign we run annually from 1st - 7th November, the anniversary week of MAD's registration in 2006. Its signature campaign is called 'Happiness is contagious' where our volunteers across the country step out into their community and show their gratitude to people who are rarely appreciated, such as the traffic police, laborers, security guards and street vendors through acts of kindness. In this process, we also sensitize the community about the conditions of children in shelter homes and provide them a way to get involved with the cause.



130

Outreach Events across India

731

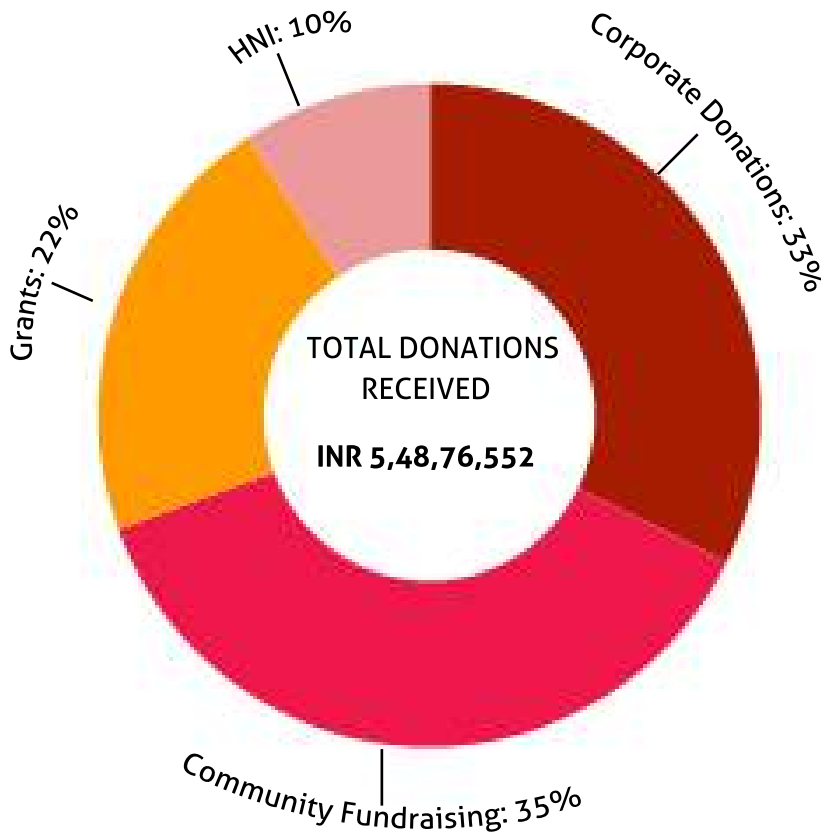
Number of donors for Rally for Change

4,15,000

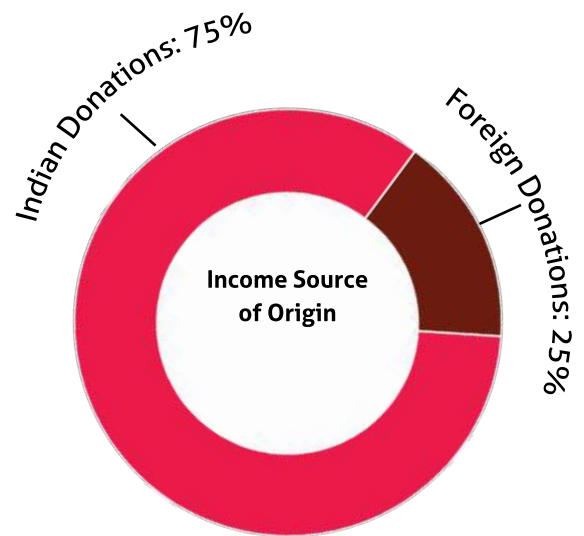
Followers on the MAD Facebook page

INCOME & GROWTH

The overall amount of funds we raised increased from INR 5.13 Crores in 2015-16 to INR 5.48 Crores in 2016-17. This year, Foundation grants accounts for 22% of our total income in addition to corporate sponsorships. Corporate Sponsorships and Community Fundraising continue to remain our largest source of funds with contributions of 33% and 35% respectively.



MAD is registered under Section 12A, 80G of the Income Tax Act, 1961 and the FCRA regulation of Ministry of Home Affairs. 75% of MAD donations come from Indian sources and 25% of donations come from foreign donors.



INCOME - INDIAN vs FOREIGN DONATIONS



Funds raised through Corporate grants



Spent on Programmes



Funds raised from domestic sources

Historically Make A Difference was dependent largely on crowd funding and corporate sponsorship, but in 2016 we aimed to diversify our funding streams to become more sustainable and help manage potential risk.

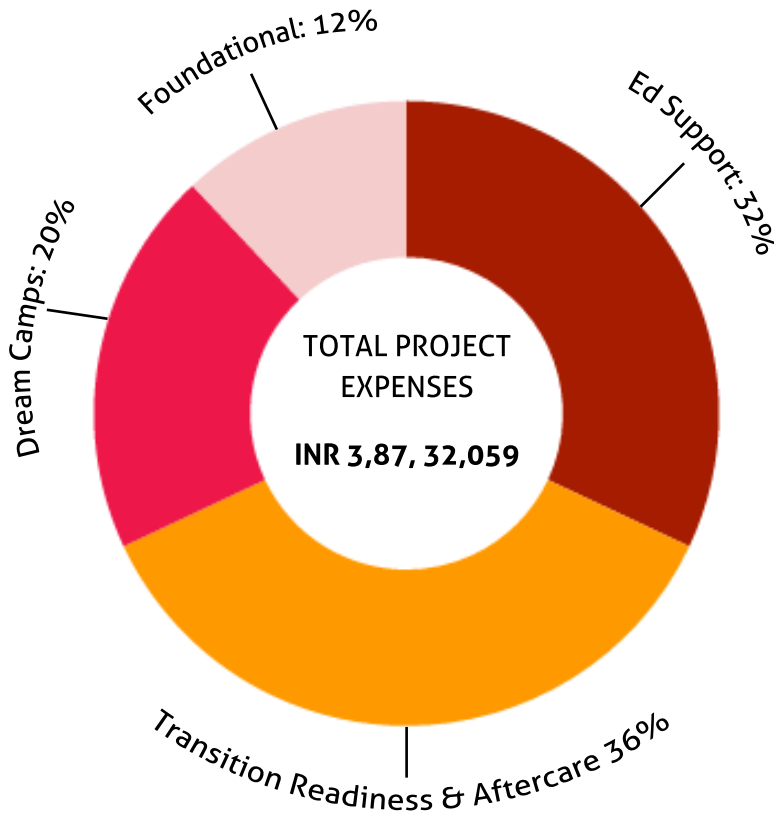
By the end of the year we were successful in sustaining large individual donations and moving our crowd funding into monthly recurring donations which are more sustainable and improves our longer term stability.

We also reduced our dependency on event based fundraising, and our fundraising costs now average out at about 7%, which is highly efficient compared to a sector norm of approximately 20%. We will continue to innovate in the way we fundraise to ensure we continue to keep our costs well below the industry average.

EXPENDITURE

80% of our total expenditure went directly towards our 4 programmes, with the rest going to fundraising and administrative costs. However, this expenditure was considerably lower than it should have been, due to a reduction in team size post restructuring, and due to pausing some of our interventions ahead of a broader programmatic redesign in 2017.

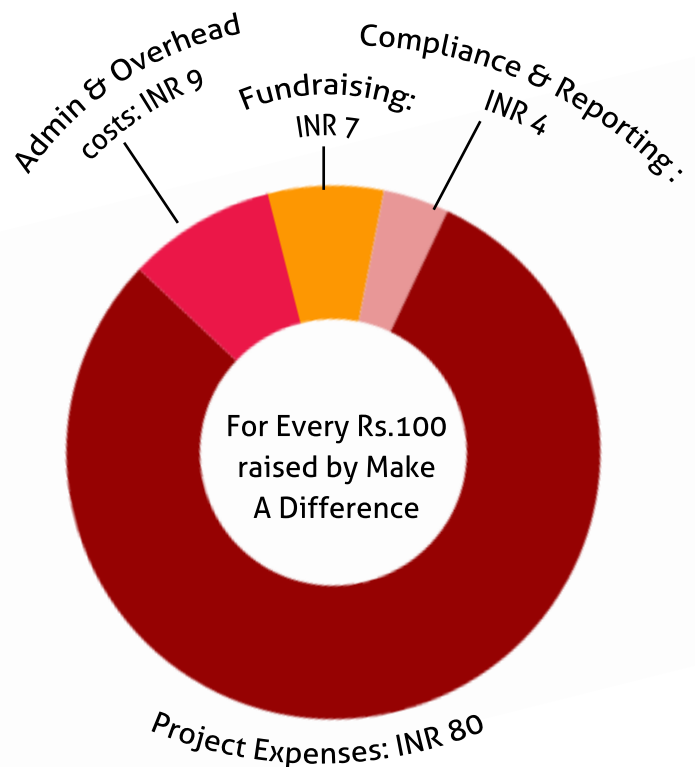
In 2017/18 we plan to increase bandwidth to better manage operations, and the range and nature of our interventions will expand into a new age transitional structure for greater impact. Our target operating cost for the coming year is thus approximately 8Cr.



Using an innovative, technology driven and volunteer-based delivery model with minimal physical infrastructure allows us to be considerably more cost efficient than any comparable organization, with only **9%** of expenses going towards admin and overhead costs.

A recent study by an external agency also concluded that given our size, impact and reach, were we to use a more traditional model, our operating cost would be in the **60Cr** bracket.

Our volunteer model thus ensures that our delivery costs are approximately 1/10th of an equivalent employee based model.



Accountability & Transparency

We follow international industry standard GAAP guidelines with respect to administrative costs and allocation of salaries and overheads to projects based on actual effort and time spent on execution of the projects. Our complete audited financial statements for all years are available on request.

INTERNAL AUDIT

Conducted by an independent external agency to ensure compliance with industry regulations.

BUDGETING & CONTROL

Budgets for every activity are submitted separately using Salesforce, and are monitored by at least two approvers.

REPORTING

We ensure monthly reviews of financial reports in order to evaluate performance and identify variances.



As an organisation that delivers impact largely through a volunteer network, key aspects of our ability to make a difference to children in shelters would not be possible without the help and support of the wonderful people and organisations who stay involved with us.

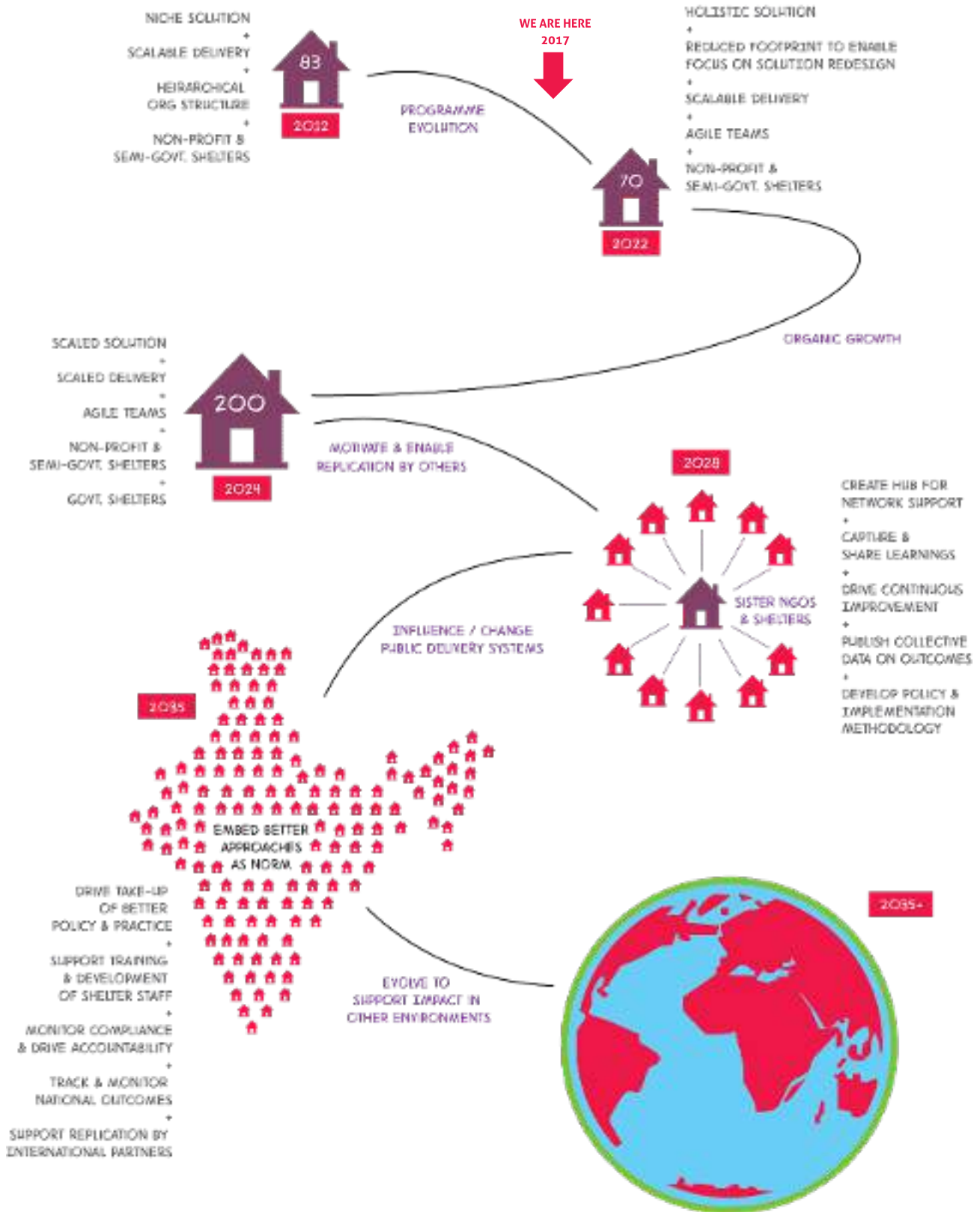
First and foremost we must recognise all our amazing MADsters - our dedicated Volunteers, Fellows, Interns and Strategists for the unwavering commitment that drives the change we want to see in the world. Your names are all in the small print.

A big thank you must also go to all our givers, from our Corporate Sponsors and Foundations to the Individual Donors who contributed so generously to help vulnerable children.

Much gratitude also goes to our NGO partners who have shared their knowledge with us, and to our strategic advisors for the time and effort they have put in to ensure that our impact keeps growing.



ROADMAP



With an estimated 35 million children in need of care and protection in India, our best hope of impacting the true scale of the problem is to work towards changing the way the existing system operates.



NEXT STEPS

Next 3 Years

Our planning is ranged in a way that ensures our annual plan remains firmly in line with our long term aspirations. Over the next 3 years we will continue to lay foundations for longer term systemic change by focusing on the following:

- Scale/improve and standardize quality of impact in existing programmes focused on personal development, education and progression, and make them more age-transitional.
- Expand our range of empowerment programmes to cover all critical intervention points, with a focus on Life Skills, Emotional Health, Transition Readiness and After-Care.
- Ensure seamless integration and cohesion between all our programs, and more agile and responsive delivery.
- Systematise and stabilise critical support processes, specifically shelter management, HC, fundraising, finance and communications.
- Benchmark and baseline adult outcomes to help us prioritize interventions better and set more meaningful targets for outcomes.
- Develop thought leadership in improving outcomes for children in shelters, and in mobilizing/developing young leaders.
- Improve governance, and ensure we meet Guidestar Platinum transparency standards.
- Formalize and expand the work we do to drive change in the ecosystem around the children we work with, focusing on shelter care practices, public awareness and understanding policy.

Review impact indicators and invest in technology to facilitate and improve impact tracking and monitoring.

Complete the design of the age-transitional approach for the foundation level, and continue to upgrade the content of existing programmes.

Restructure fundraising, increase our online and offline crowd-funding capability, develop monthly donations, and expand corporate sponsorship through employee engagement.

Increase robustness of HR and set up functional governance and escalation systems including board and elections.

Develop volunteer alumni systems to ensure longer term continuity in mentorship

Build capacity among Fellows and Volunteers.

Improve operational rigour, tracking, monitoring & accountability.

Maintain our focus on scaling quality of impact by increasing range of interventions in Foundation skills and Aftercare in particular.

Improve internal knowledge sharing and transfer of regional best practices.

Partner with other expert organizations to deploy tried and tested methodologies wherever possible.

Increase Director involvement on ground - ensure direct feedback loops down to volunteer/child level.

Increase operational resilience (ability to cope with shocks) and agility (flexibility for change).

Focus on strengthening cultural identity, and becoming an even greater place to work.

Expand dedicated team for researching adult outcomes to include regional Fellows and develop scalable tools for managing and analyzing data.

2017-18

HOW YOU CAN HELP

Help us do more

Over the next five years, we hope to invest more per child in three key areas:

- Understand their individual and collective needs better
- Provide more time with volunteers who have received extensive training
- Improve and increase our touch-points and interventions to ensure a more holistic range of support for better long term outcomes

Help us help more children

UNICEF estimates there are 31 million orphans in India. Our work has only touched the tip of the iceberg. As we evolve, we hope to reach more children, either directly or by working with the state to roll-out better practices in all shelters across India. Your time, skills, donations in kind and financial support, all go a long way towards helping us achieve both of these goals.

Help us lower our costs

For Children: While we are able to massively reduce our costs of delivering services through a sophisticated volunteering model, our work of supporting children does also incur a range of non-service costs such as Classroom Resources, Learning Books and Materials, Buses/Local Transport for Extra-curricular Activities and Venues for Camps.

For Make A Difference: As a distributed non-profit organization, we strive to be as efficient as possible, and one of the ways we do this is by eliminating drag as much as possible. We are always looking for Sponsors to help us eliminate the costs of Computing Technology (Hardware and Software), Office Equipment, Connectivity, Travel and Venues for City Team Meetings.



Donate to MAD

<http://makeadiff.in/donate>



Find Out More

<http://makeadiff.in>



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