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MAY 2017 - APR 2018

INDIA

mad
MAKE A DIFFERENCE

Annual Report
2017-18

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

CONTENTS | MAKE A DIFFERENCE

"*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

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.

Targets

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.

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.
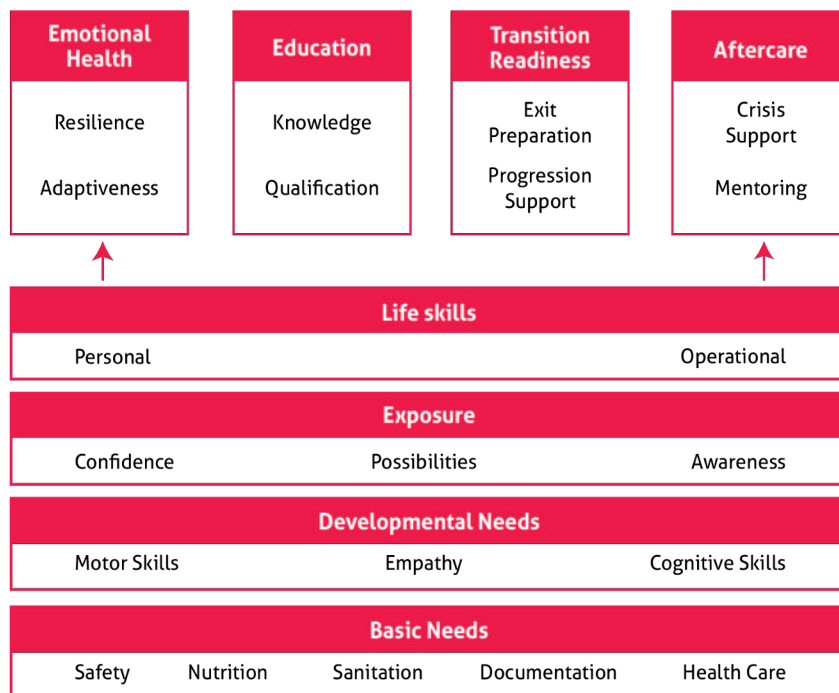
5

IMPACT META MODEL

From Exploitation

Freedom

Of Choice

Ability to cope with life crisis
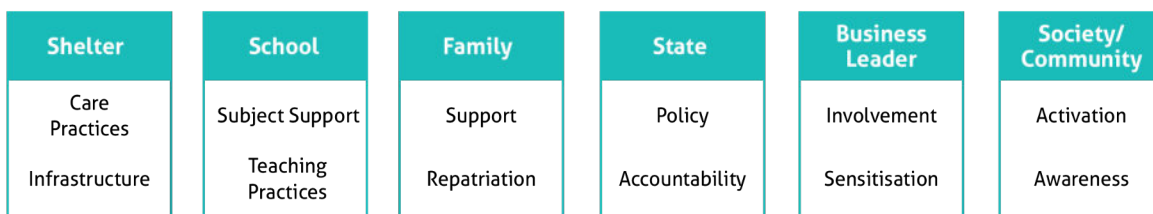
Emotional/Personal

Financial

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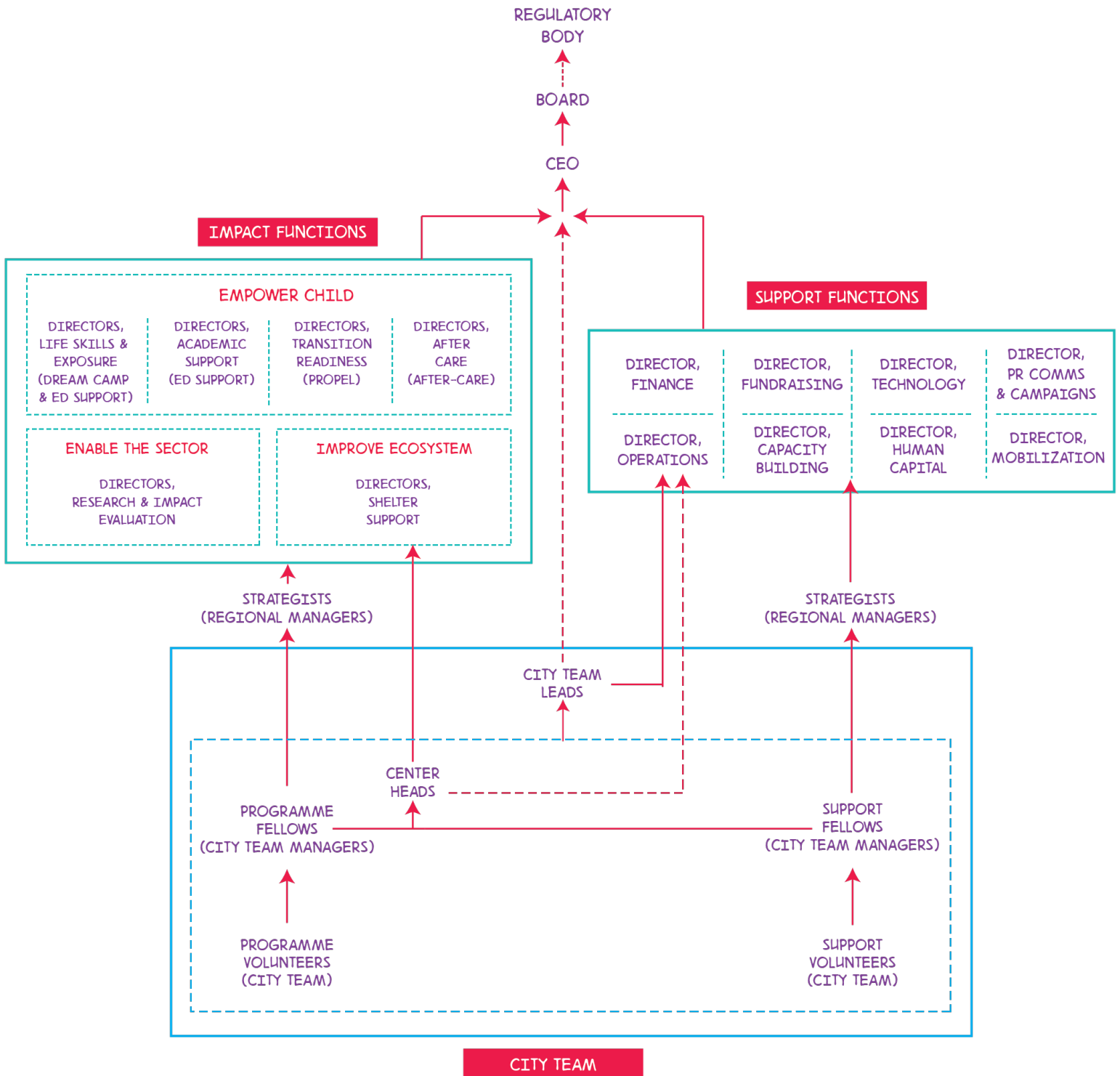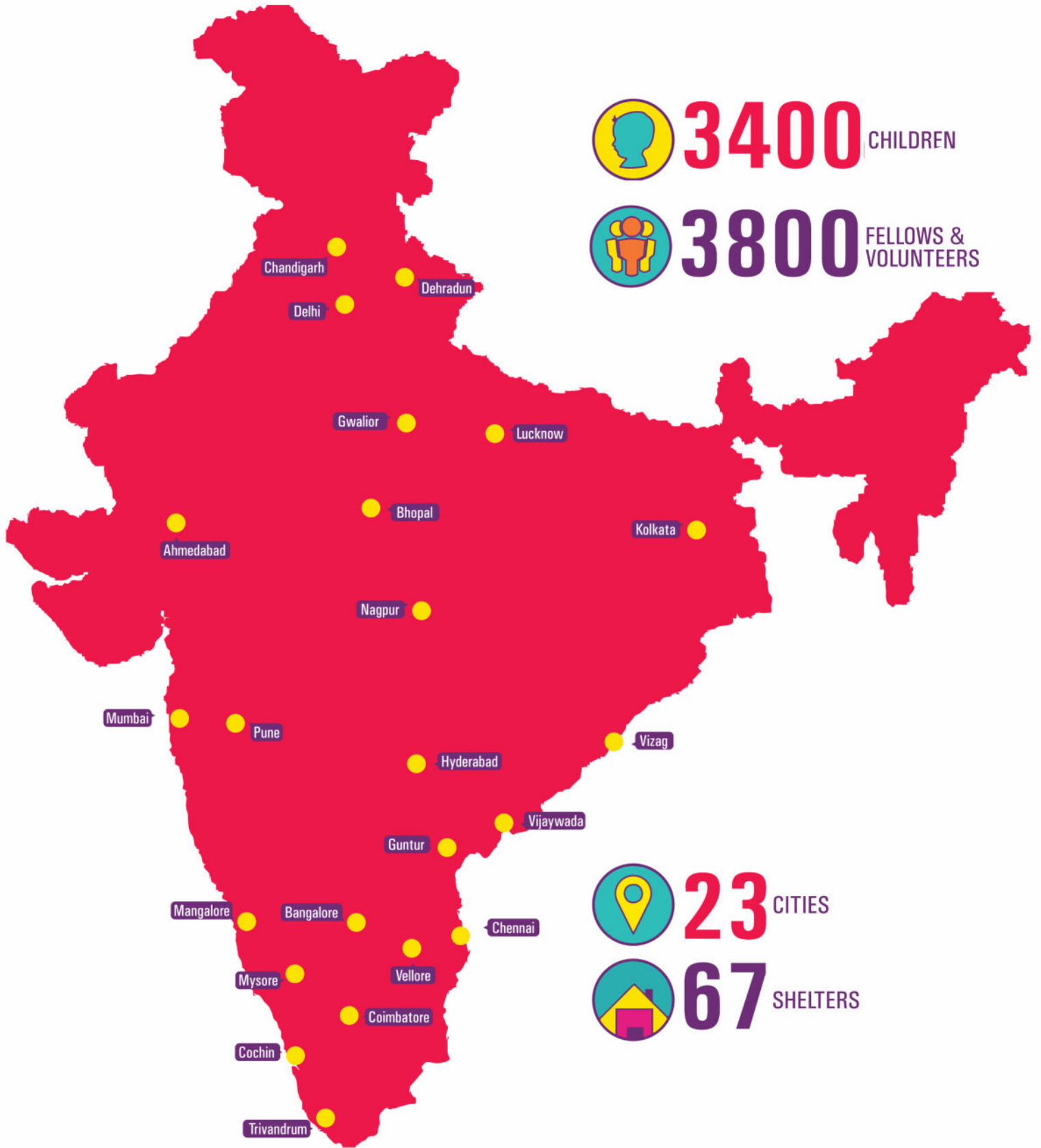
Empowering the Child

Emotional Health	Education	Transition Readiness	Aftercare
Resilience	Knowledge	Exit Preparation	Crisis Support
Adaptiveness	Qualification	Progression Support	Mentoring

Life skills
Personal	Operational

Exposure
Confidence	Possibilities	Awareness

Developmental Needs
Motor Skills	Empathy	Cognitive Skills

Basic Needs
Safety	Nutrition	Sanitation	Documentation	Health Care

Improving the Ecosystem

Shelter	School	Family	State	Business Leader	Society/Community
Care Practices	Subject Support	Support	Policy	Involvement	Activation
Infrastructure	Teaching Practices	Repatriation	Accountability	Sensitisation	Awareness

Enabling the Sector

Provide Data	Share Knowledge	Build Coalations & Network
FIeld Reseach	Conferences & Online platforms	Partnerships & Collaboration
Monitor Change	Reports & Whitepapers	Hub Infrastructure

GOVERNANCE & ORG STRUCTURE

REGULATORY BODY

BOARD

CEO

IMPACT FUNCTIONS

EMPOWER CHILD

| DIRECTORS, LIFE SKILLS & EXPOSURE (DREAM CAMP & ED SUPPORT) | DIRECTORS, ACADEMIC SUPPORT (ED SUPPORT) | DIRECTORS, TRANSITION READINESS (PROPEL) | DIRECTORS, AFTER CARE (AFTER-CARE) |

ENABLE THE SECTOR

DIRECTORS, RESEARCH & IMPACT EVALUATION

IMPROVE ECOSYSTEM

DIRECTORS, SHELTER SUPPORT

SUPPORT FUNCTIONS

| DIRECTOR, FINANCE | DIRECTOR, FUNDRAISING | DIRECTOR, TECHNOLOGY | DIRECTOR, PR COMMS & CAMPAIGNS |
| DIRECTOR, OPERATIONS | DIRECTOR, CAPACITY BUILDING | DIRECTOR, HUMAN CAPITAL | DIRECTOR, MOBILIZATION |

STRATEGISTS (REGIONAL MANAGERS)

STRATEGISTS (REGIONAL MANAGERS)

CITY TEAM LEADS

CENTER HEADS

PROGRAMME FELLOWS (CITY TEAM MANAGERS)

SUPPORT FELLOWS (CITY TEAM MANAGERS)

PROGRAMME VOLUNTEERS (CITY TEAM)

SUPPORT VOLUNTEERS (CITY TEAM)

CITY TEAM

REACH 2017/18

3400 CHILDREN

3800 FELLOWS & VOLUNTEERS

Chandigarh
Dehradun
Delhi
Gwalior
Lucknow
Bhopal
Kolkata
Ahmedabad
Nagpur
Mumbai
Pune
Hyderabad
Vizag
Vijaywada
Guntur
Mangalore
Bangalore
Chennai
Mysore
Vellore
Coimbatore
Cochin
Trivandrum

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

NATIONAL CAMPAIGN		RECRUITMENT DRIVE	TRAINING

NATIONAL CAMPAIGN
- Campus Presentation (College and Corporate Campaign)
- **+**
- Referral Campaign
- **+**
- Sign-up on Website
- **+**
- Social Media Campaign

x 23 cities →

RECRUITMENT DRIVE
- Telephone Interview
- **+**
- Recruitment Presentation
- **+**
- Group Activity
- **+**
- Technical Interview
- **+**
- Human Capital Interview

→

TRAINING
- **8 hour** training and Induction session for all volunteers
- **+**
- **16 hours** technical training per volunteer per year
- **+**
- **12 Shelter Meetings** per year **x** **65 Shelters in 23 Cities**

We receive over 25,000 applications every year, and 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.

| **2 years**	**97%**	**28,056**
Average period for which a volunteer works with MAD	Volunteers who believe they are making a real difference	Applications received for volunteering in 2017-18

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
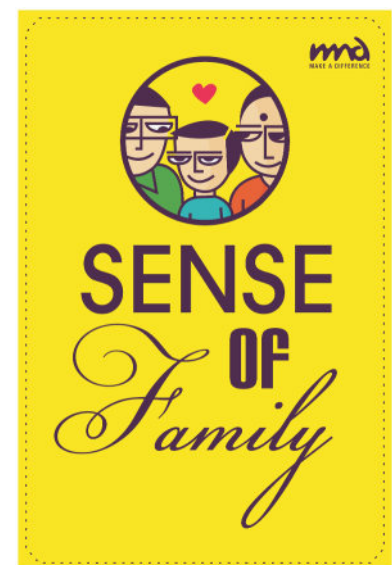
Value # 1: Cause above Self

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.

MAKE A DIFFERENCE

INNOVATION

We are an award winning NGO and one of the sector leaders in the use of cutting edge technology. With just 30 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.

API Core

Core API is a centralized API(Application Programmable Interface) for all operations on MAD Database. This will enable external companies and volunteers to develop applications for MAD. This approach will solve many issues with the earlier model(sharing database access with external companies) like privacy issue for volunteers and students, requires hand holding when working with our database, etc. Other advantage of this approach includes reduction of development time, quicker uptake time for new developers, and a more maintainable codebase.

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. The app captures both Ed Support Program and Foundational Program.

DONUT

DONUT is a mobile app that has revolutionised financial transparency in MAD by completely eliminating the need for paper receipts for personal donation received. 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.

19,165
Unique users for MAD App

1,88,92,326
Funds deposited through DONUT in 2017(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

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.

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

Raja came from a background where both his parents suffered from auditory and speech impairments. Inspite 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.

HIGHLIGHTS

Percentage of Children who passed the School Leaving Board exam.
93%

Percentage of MAD students who receive scholarships for tuition and living costs
78%

Number of corporates engaged
19

Volunteers who believe they are making a difference
97%

High school youth leaving shelters placed jobs and universities
89 %

Percentage of children whi passed year-end exams
84%

Number of Dream Camps conducted
30

Number of Teacher training conducted
80

Improvement in class participation after Dream Camps
91%

Young leaders trained
448

Applications received for volunteering in 2016 - 17
28,056

Number of hours of life skill support provided
11,480

Support Hours provided by Aftercare Wingman
8,000

Hours of learning support per child
136

Reach on Facebook
4,00,000

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:

2018	Great Place To Work Institue - Top 10 Great Mid-size Workplaces, India

2017	Great Place To Work Institute - Top 20 Great Mid- size Workplaces, India

2015	Great Place To Work Institute - Top 100 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

*Awards prior to 2012 are not mentioned

GREAT PLACE TO WORK

MAD has been recognized as one of India's top 10 Great Mid-Size Workplaces 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 10 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.

GREAT PLACE TO WORK®
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INDIA

Ranked

#10

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.

SPECIAL BOND

ABOVE: Volunteers of Make A Difference celebrate their Friendship Day with the children of Shelter

Today, the Bengaluru-based non-profit works with roughly 3,500 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 being looked at, and evaluated, individually.

H MOULDING MINDS citytab

Beyond the boundaries of classroom teaching

BHAGYASHREE KOTTOORI

Benjamin Franklin had once said, "Tell me and I forget, teach me and I may remember, involve me and I learn."

True to this iconic quote, city-based non-profit organisation Make A Difference (MAD), which works towards educating children from shelter homes, takes learning beyond the realms of classrooms by organising a 'Dream Camp' once every year. The three-day outbound camp is an experiential learning opportunity for its children as it provides them means to connect with their dreams.

This much-needed camp had participation from 108 girls and 94 boys and was held at Countryside Resort recently. In addition, 70 volunteers from MAD were also present at the camp, which was organised on the theme 'Travel around the world'.

Hosting creative sessions was divided into two categories, developmental and 'experience and 'exposure'

THE ⬤ HINDU

CITIES » VIJAYAWADA

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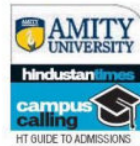
Inspiring tale of 'terrific trio'

- Special Correspondent

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

INSPIRING Vijay Singh had an accident and lost a leg after running away from home, 10 years later he has bagged a seat in a DU college

AMITY UNIVERSITY
hindustantimes campus calling
HT GUIDE TO ADMISSIONS

Shradha Chettri and Vaani Aggarwal

NEW DELHI: Vijay Singh was nine-years-old when he ran away from home in Assam.

It was difficult, he says, leaving his mother and three siblings behind in the hunt for a better life.

Around 10 years later, Vijay is a student of Shaheed Bhagat Singh College at Delhi University.

When he left home, he was young — so young that he doesn't even remember the name of his village — brash and irrational. And he wanted to escape from his alcoholic father.

Life, however, seemed to have different plans for him. Immediately after running away from home, the young boy had an accident and lost his right leg.

"I remember waking up at the hospital only to find to my horror that my right leg was gone. I stayed at the hospital for three months. After being discharged, I did not go home. I went back to the railway station," he said.

However, there were very few options of a better life that the railway station offered. So, with a boy that he had befriended at the station, he boarded a train that was headed towards Delhi.

"The train brought us to the Old Delhi Railway station where I stayed for some days," Vijay said. His friend left him some days after, leaving him to fend for himself. Loitering around at the busy station, Vijay was rescued by

▶ Vijay Singh says the decision to run away and leave his family was difficult but it was the only choice he had. SONU MEHTA/ HT PHOTO

"On June 19, 2007, I came to Bal Sahyog here in Connaught Place. Since then, this has been my home, the place from where I struggled and achieved everything I have in my life today. After coming here I started studying and had decided that I will work hard and make a name for myself," he said.

He said that he studied at the school inside the shelter home till Class 8, after which he was moved to Government Boys Senior Secondary School at Mata Sundri Road. Since then, he is being helped by an organization called Make a Difference that has been guiding and supporting him. Vijay completed his Class 12 and managed to score 70% in CBSE.

This year, Vijay found his name in the second cut off list at Bhagat Singh College, where he will now be pursuing Political Science (honours).

"I always had interest in politics a. So, I decided to study this subject," said Vijay.

Last month, he adds, he had to leave the shelter home after having turned 18.

"On June 19, I left the shelter home and shifted to a paying guest facility. It was difficult initially, but people from MAD (Make a Difference) are doing all they can to support me financially and morally," said Vijay. He has taken up work at a mobile repair store meanwhile to support himself financially.

Making a difference to the kids' lives

One of the many student volunteers of Make A Difference.

RAVIKANTH REDDY

An amazing change among students over the years is their increasing participation in social activities despite severe academic and employment competition they have to face.

Social consciousness is on the rise, and in a way their participation in such activities tests their managerial abilities as well. Make a Difference (MAD) is one such Indian non-profit organisation that is attracting engineering and management students to its fold.

MAD mobilises young leaders to enable equitable outcomes for children in shelters across India. "There are millions of children in urgent need of care and protection in India. Children end up living broken or institutionalised lives, with limited support systems, positive role models or opportunities. We extend our

support teaching the kids during the weekends," says Spandana Reddy Guda, a student of Srinidhi Institute of Science and Technology (SNIST).

Several socially conscious students are part of this system in the city. Manasa Varanasi, a student of Vasavi College of Engineering, is another student who is active with MAD. "We are filled with nostalgia when we think of our childhood. And there are such fond memories for these poor and neglected kids in shelter homes," says Manasa, who manages the Musheerabad shelter home.

MAD's service was also recognised by Michelle Obama, the first lady of the United States, who visited the organisation on her trip to India in 2010.

She praised the work done by the 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.

As of today, Make A Difference works with 69 shelters in 23 cities using a long-term, high touch intervention model that has directly impacted over 16,000 children and mobilised more than 18,000 young Indian leaders towards the cause.

Hyderabad is among the 23 cities where MAD runs its shelters. In Hyderabad, it has six shelters, and it now plans to recruit highly-motivated and interested volunteers to join their child intervention projects for providing added academic support. Spandana says a recruitment workshop is being conducted on September 11 at Sri Anugrha Academy, S.R. Nagar. Interested student volunteers can register by emailing humancapital1.hyderabad@makeadiff.in or humancapital2.hyderabad@makeadiff.in.

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 Falnir. At the helm of the rally will be a Tata Nano, the car that the NanoMADs

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talk to each other

सपने देखें और उन

ग्वालियर ● मेक अ डिफरेंस की ओर से ट्रिपल आईटीएम में चल रहे ड्राम कैंप के बच्चों के लिए तीन दिवसीय कैंप का समापन रविवार को किया गया। इस दौरान संस्था के सदस्यों ने मौजूद बच्चों के विभिन्न क्वालिटी के बारे में जाना। साथ ही उन्हें अपने सपनों को एचीव करने और मंजील तक पहुंचे के रास्तों के बारे में बताया। कार्यक्रम में बच्चों ने अपने भविष्य की योजना और कत्था बनना चाहते है यह भी शेयर किया। इसके अलावा बच्चों ने पतंग उड़ान और तीस धनुष चलाना सीखा। कार्यक्रम के अंत में बच्चों ने बैंड की धुनों पर ढेरों मस्ती की।

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 Millions Of Kids-At-Risk

A Rally to bring Change in Millions of Kids across India

DREAM CAMP

फैमिली ग्रुप बनाकर की

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dence and to make the children aware about themselves.

A mentor of the camp, Apurva Birla, shared, "I am a working pro-

MAD has many success stories. But, by far this 'out of classroom learning' experience they provide to these children of lesser

velopmental support. MAD has many success stories. But, by far this 'out of classroom learning' experience they provide to these children of lesser

संस्था की जनसंपर्क अधिकारी लिलांशा जैन ने बताया कि मेक अ डिफरेंस इन बच्चों की शिक्षा से लेकर उनके विकास में भी मदद करती है। इस संस्था से 69 शेल्टर उस और अनाथ आश्रमों में रहने

वर्ष उनकी संस्था ने नई पहल कर हुए स्कूल गोइंग (मोड) अभिया शुरू किया है। इसमें संस्था स्वयंसेवक शेल्टर हाउस के बच्चों साथ पहले दिन उन्हें स्कूल छोड़ने गए। साथ ही उन्हें नियमित स्कूल जाने के लिए भी प्रेरित किया।

Mangaluru driving through KS Rao Ro Road, Nanthoor before circling back via F the helm of the rally will be a Tata Nano, that the NanoMADs are using to participa Mongol Rally. At dedicated pit stops al way, volunteers of the Make A Di

स कराए जा रहे ड्राम कप के दूसरे दिन बच्चों को विभिन्न एक्टिविटी कराई गई। सामाजिक मुद्दों पर आधारित एक्टिविटी को आर्ट चैलेंज नाम दिया गया। इस अवसर पर बड़ी संख्या में संस्था के वॉलेंटियर्स मौजूद रहे।

रिवर ऑफ

दूसरी एक्टिविटी रिवर ऑफ ल साझा किया साथ ही जिंदगी के वॉलेंटियर्स ने बच्चों का सहयो

AGE TRANSITION MODEL

35+ STABLE MIIDDLE CLASS OUTCOMES

* CURRENTLY BEING WORKED ON

AFTERCARE

23-28	MENTORING & BUDDY SYSTEMS 4 HRS/MTH	LIFE COACHING & RELATIONSHIP MANAGEMENT SKILLS	FAMILY PLANNING	CRISIS SUPPORT	FINANCIAL ADVICE *

TRAJECTORY POINT 2.5
(UNIVERSITY/VOCATIIONAL TRAINING EXIT)

18-23	AFTERCARE 10+ HRS/MTH	SELF HELP GROUPS *	PLACEMENTS *	LOGISTICAL & FINANCIAL SUPPORT *	BACK UP & VOICE *

TRAJECTORY POINT 2
(SHELTER EXIT)

TRANSITION READINESS

16-18	TRANSITION READINESS 40+ HRS/MTH	EXIT READINESS SKILL & KNOWLEDGE *	CAREER EXPOSURE & COUNSELLING *	PROGRESSION SUPPORT *	STAKEHOLDER ENGAGEMENT *	I.D & PERSONAL DOCUMENTATION + BANK ACCOUNT *

TRAJECTORY POINT 1
(10TH STD.)

ED SUPPORT & [DREAM CAMPS]

14-16	ACADEMIC SUPPORT 24-40 HRS/MTH	ACADEMIC SUPPORT *	LEARNING SKILLS *	CAREER AWARENESS *	CONFIDENCE & PERSONAL DEVELOPMENT *	PRACTICAL INTELLIGENCE & ADAPTIVENESS	TRAUMA & BEHAVIOURAL COUNSELLING

TRAJECTORY POINT 0.5
(8TH STD.)

10-13	FOUNDATION SKILLS 24-30 HRS/MTH	FUNCTIONAL LITERACY	FUNCTIONAL NUMERACY	RESILIENCE LIFE SKILLS & EMOTIONAL HEALTH *	GENERAL EXPOSURE *	SELF ESTEEM *

INDIVUDIAL ATTENTION & CARE	HIGH ACHIEVER ROLE MODELS	SAFE SPACE	PERSONAL NETWORKS	LONG-TERM SUPPORT

STRATEGIC OPERATIONS	FUNDRAISING	SHELTER SUPPORT	HUMAN CAPITAL	FINANCE	COMMS CAMPAIGNS & OUTREACH	TECHNOLOGY

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.

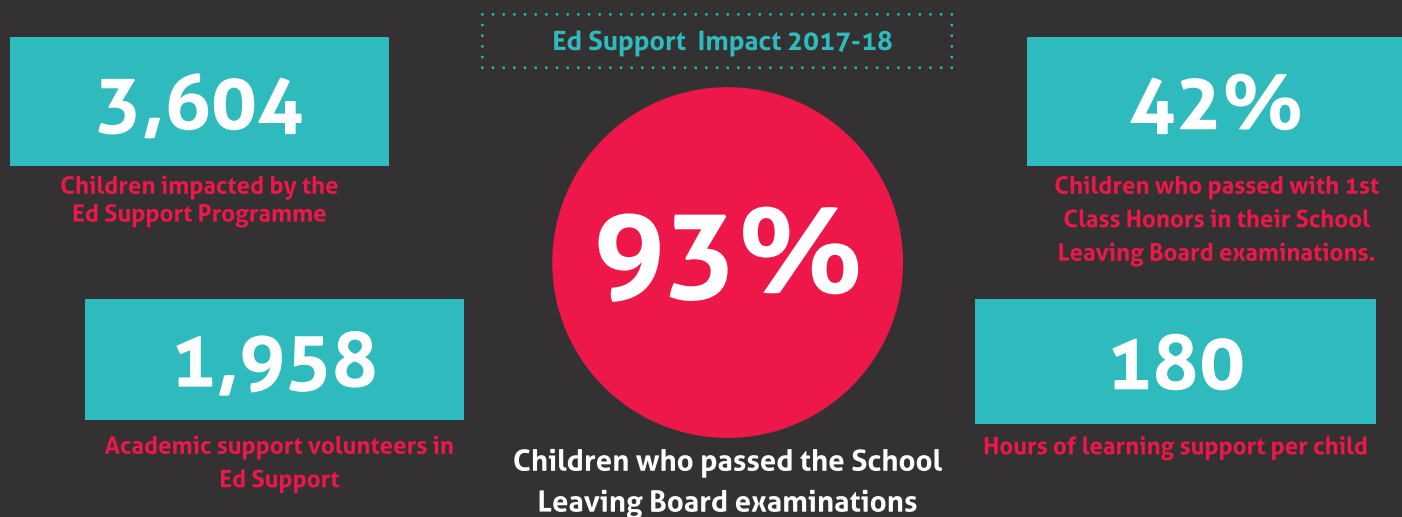- Nivethika Sundararajan, Programme Operations Director, Education

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.

Ed Support Impact 2017-18

3,604
Children impacted by the Ed Support Programme

1,958
Academic support volunteers in Ed Support

93%
Children who passed the School Leaving Board examinations

42%
Children who passed with 1st Class Honors in their School Leaving Board examinations.

180
Hours of learning support per child

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

In my first MAD class at MAD, I realised that my 12th grade youth didn't know the table of 3. The huge gap between the prescribed syllabi and actual learning suddenly hit me with all it's intensity. The first question that came to my mind was 'Will the children ever be able to cover this gap?' This is when i felt the need for a pragramme that focuses on the fundamental and grassroot learning. I strongly feel that equipping the children with basic literacy and numeracy along with life skills at a young age will go a long way in preparong the children for the real world and help MAD as an organisation to achieve euqitable outcomes.

- Vikas Kabra, Foundational Programme Fellow

FOUNDATIONAL PROGRAMME

Why Foundational Programme?

Age 14 marks a very important trajectory point in the life of a child. At this age, children risk being forced to exit shelter homes since they have completed their elementary education as defined by the Ministry of Human resource Development (MHRD). A number of schools also extend only until 8th standard, after which childen have to transfer and this doesn't always happen. As per The Child Labour (Prohibition and Regulation) Act, 1986 children between the ages of 14 - 18 are allowed to work in non hazardous environments. Owing to the fact most of these children are either orphans or have single parents, they risk being pulled out of shelter homes to start working.

Since current academic schooling is not geared towards readiness for life, these children are often dependent on others for advice or are left by themselves with no support. This means that they need to constantly rely on someone else to be able to provide information and make life decisions for them. This results in exploitation at many levels right from employers, to people they interact with on a day to day basis or even their partners.

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 2017-18

26
Needs for which impact indicators have been finalized

40
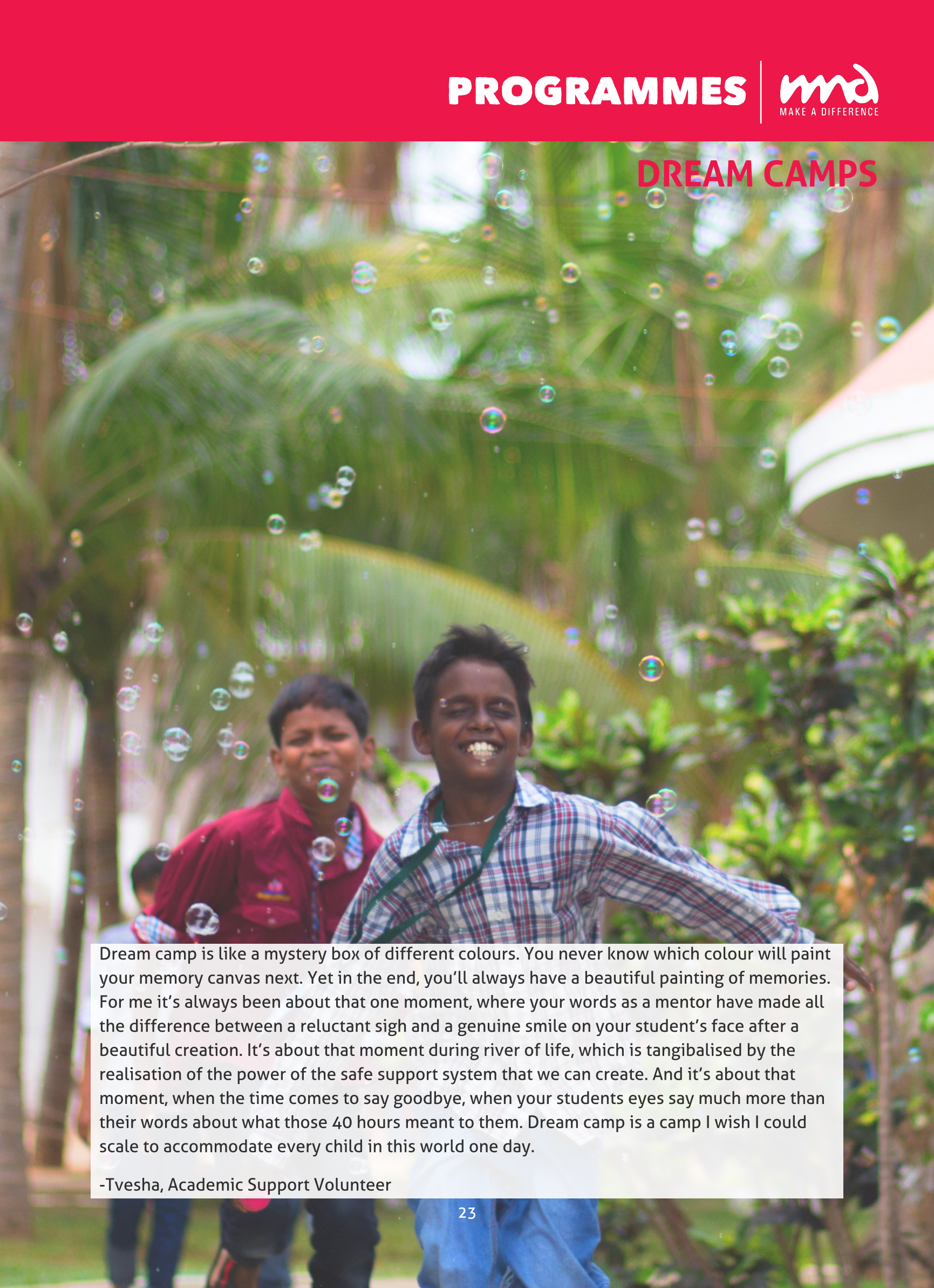Modules created for year 1 of the programme

96
hours spent by volunteers testing modules on ground

What's Next?

This year we primarily focused on content strategy and development for the Programme. Before we scale across our entire footprint, we will be piloting the programme across 6 cities and about 270 children for 3 years. Based on the pilot, we will be refining the modules that have been created for Year 1 of the Programme and simultaneously use our learnings' to be able to develop modules for Year 2 of the Pilot.

DREAM CAMPS

Dream camp is like a mystery box of different colours. You never know which colour will paint your memory canvas next. Yet in the end, you'll always have a beautiful painting of memories. For me it's always been about that one moment, where your words as a mentor have made all the difference between a reluctant sigh and a genuine smile on your student's face after a beautiful creation. It's about that moment during river of life, which is tangibalised by the realisation of the power of the safe support system that we can create. And it's about that moment, when the time comes to say goodbye, when your students eyes say much more than their words about what those 40 hours meant to them. Dream camp is a camp I wish I could scale to accommodate every child in this world one day.

-Tvesha, Academic Support Volunteer

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 2017-18

3,183
Children participated in Dream Camp

82%
Teachers who said their child's relationship with peers improved after Dream Camp

30
Dream Camps conducted

65%
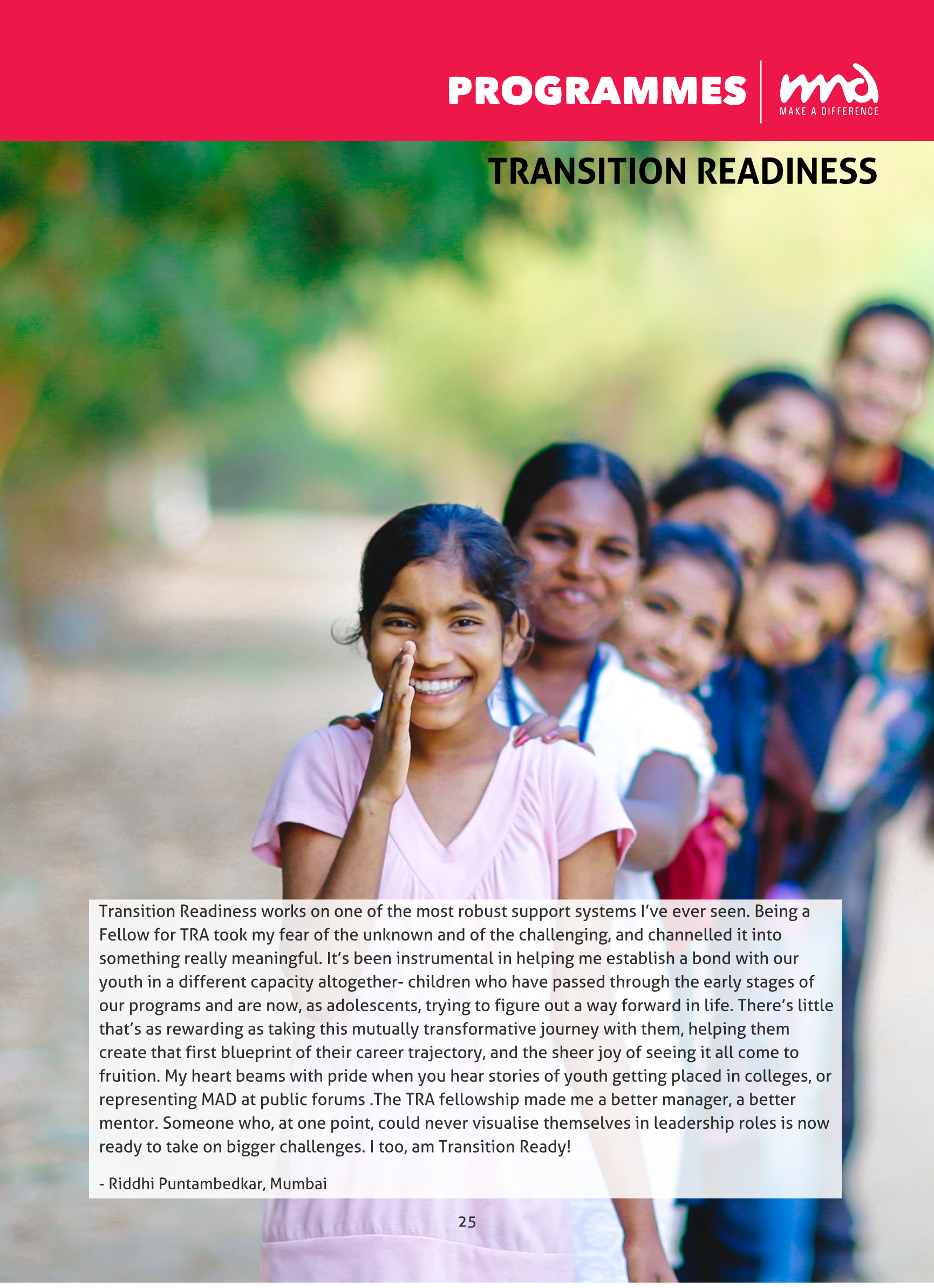Children who expressed they got more opportunities to try new things at the Dream Camp

91%
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 teamwill 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

Transition Readiness works on one of the most robust support systems I've ever seen. Being a Fellow for TRA took my fear of the unknown and of the challenging, and channelled it into something really meaningful. It's been instrumental in helping me establish a bond with our youth in a different capacity altogether- children who have passed through the early stages of our programs and are now, as adolescents, trying to figure out a way forward in life. There's little that's as rewarding as taking this mutually transformative journey with them, helping them create that first blueprint of their career trajectory, and the sheer joy of seeing it all come to fruition. My heart beams with pride when you hear stories of youth getting placed in colleges, or representing MAD at public forums .The TRA fellowship made me a better manager, a better mentor. Someone who, at one point, could never visualise themselves in leadership roles is now ready to take on bigger challenges. I too, am Transition Ready!

- Riddhi Puntambedkar, 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 youth. 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. Transition Readiness, aims to plus a number of gaps and thereby enable the youth to build a career in their chosen field of interest.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

51%
High School Youth securing 1st Class Honours at 12th Standard

89%
High School youth leaving shelters placed in colleges, jobs or vocational training

153
High school youth impacted

700,000
Total Scholarships (INR) awarded to youths

89,600
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.
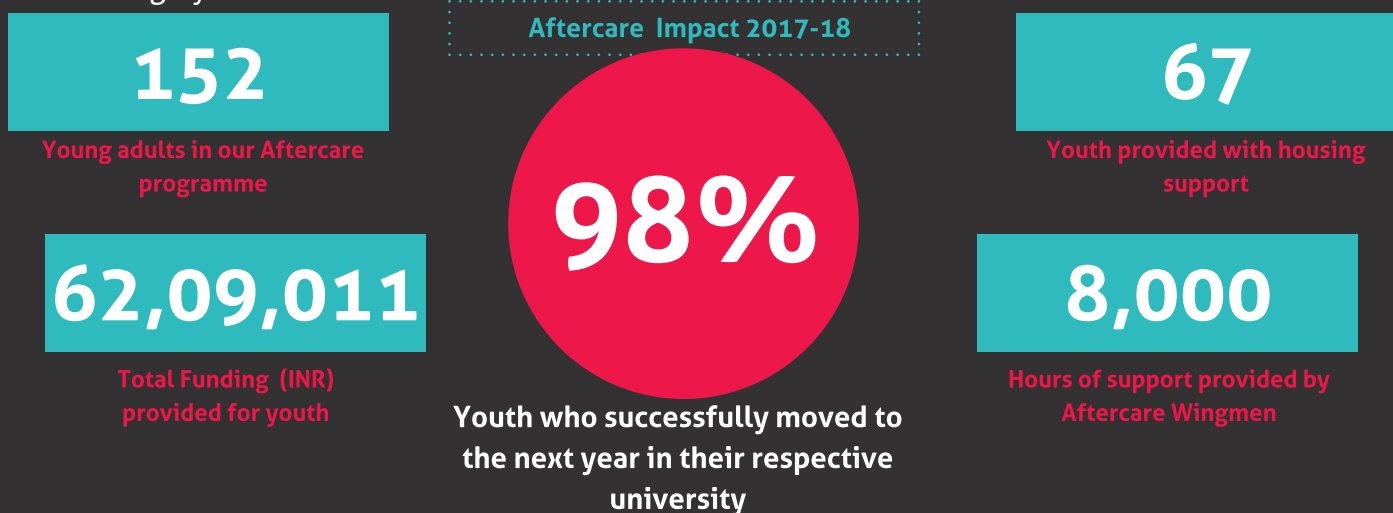
- Millesh, Wingman, Coimbatore

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, personal support system 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 by pairing them with reliable mentors 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. The youths are divided into small groups caled self support group and a team of wingmen are assigned to help mentor and support each of these groups. 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.

Aftercare Impact 2017-18

152

Young adults in our Aftercare programme

67

Youth provided with housing support

62,09,011

Total Funding (INR) provided for youth

98%

Youth who successfully moved to the next year in their respective university

8,000

Hours of support provided by Aftercare Wingmen

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 is now integrating the learning experience in a more long term timeline and not restricting itself just to time inside shelter homes. A lot of real time learning is getting backward integrated into all the intervention across all programs. We also realised that our interventions need to ensure the youth are on their path to being able to sustain themselves by the time they reach the age of 28. Some of the key interventions to be introduced next year are to upscale the self support group meetings in all cities, increase monthly stipend support to more youth, formal introduction of academic support intervention for youth attending university in all aftercare cities, expand stakeholder engagement to include college and PG/Hostel authorities and introduction to real world finance management.

LEADERSHIP BY DESIGN (LxD)
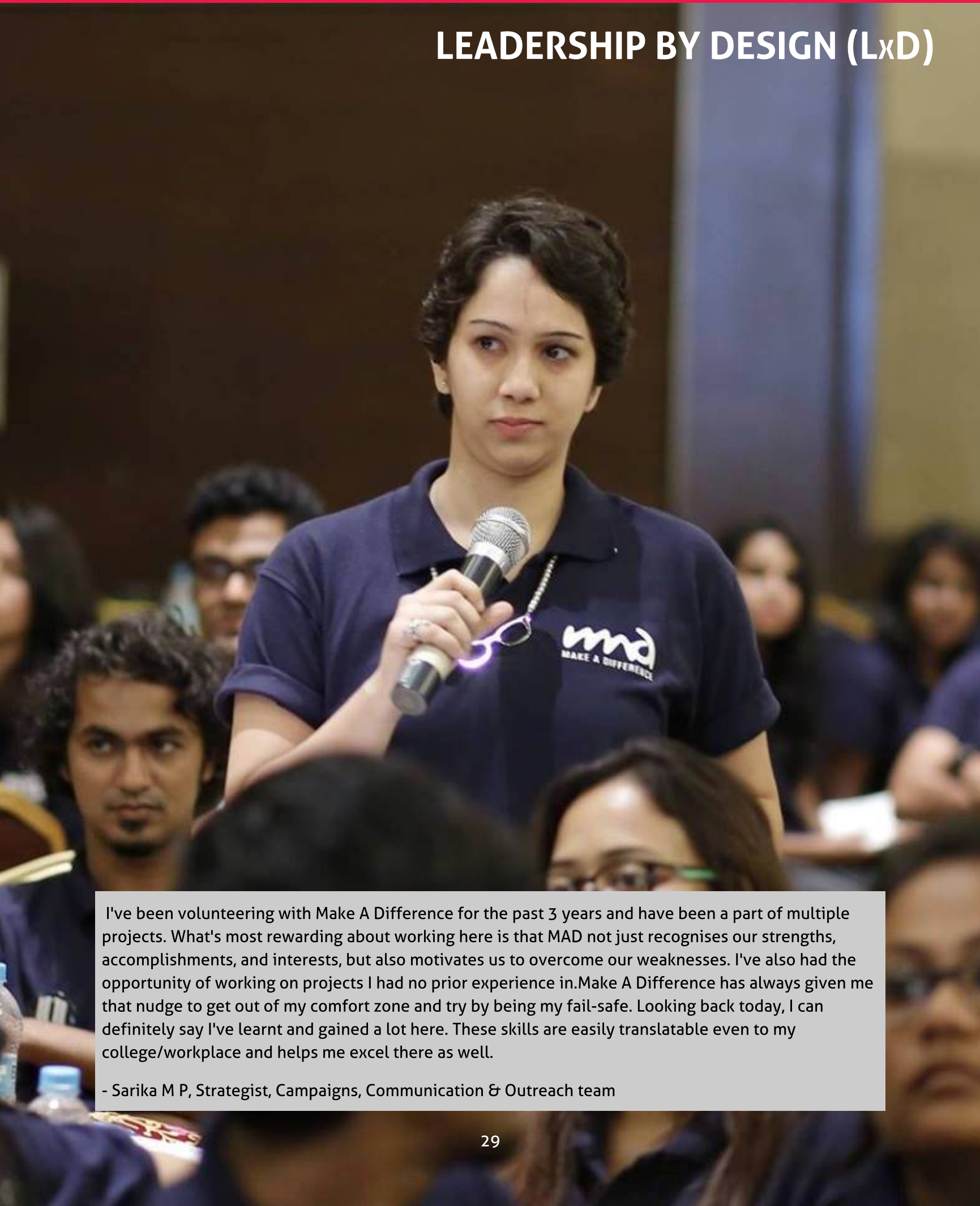
I've been volunteering with Make A Difference for the past 3 years and have been a part of multiple projects. What's most rewarding about working here is that MAD not just recognises our strengths, accomplishments, and interests, but also motivates us to overcome our weaknesses. I've also had the opportunity of working on projects I had no prior experience in.Make A Difference has always given me that nudge to get out of my comfort zone and try by being my fail-safe. Looking back today, I can definitely say I've learnt and gained a lot here. These skills are easily translatable even to my college/workplace and helps me excel there as well.

- Sarika M P, Strategist, Campaigns, 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 2017-1

324
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 voluntee We launched Volunteer Leadership Conferences where the Volunteers can experience the LxD programmes in their respective cities this year. It was a day long conference that made volunteers feel ready to do whatever it takes to supprort children in shelters. We will 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 2017-18

24
No. of employee engagement activities

384
No. of employees engaged

1,510
Hours of employment engagement activities
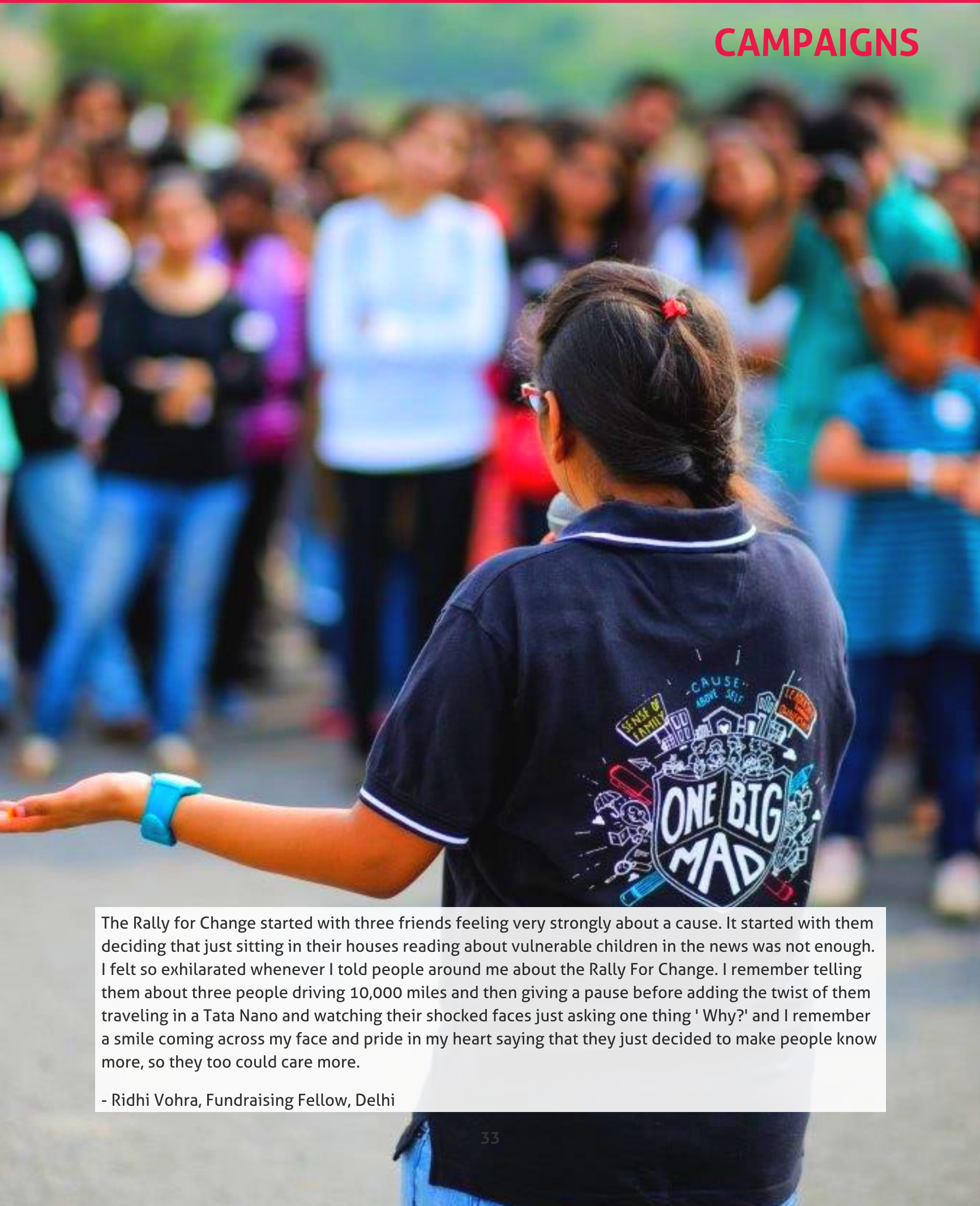
2017-18 Engagement Partners

Linked in. McKinsey&Company   Microsoft   GIVES BLACKROCK   capillary

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

MAKE A DIFFERENCE

34

CAMPAIGNS

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.

22,819

130

4,15,000

Outreach Events across India

Volunteer Sign Ups on Website

Followers on the MAD Facebook page

INCOME & GROWTH

HNI: 10%

Corporate Donations: 33%

Grants: 22%

TOTAL DONATIONS
RECEIVED

INR 5,48,76,552

Community Fundraising: 35%

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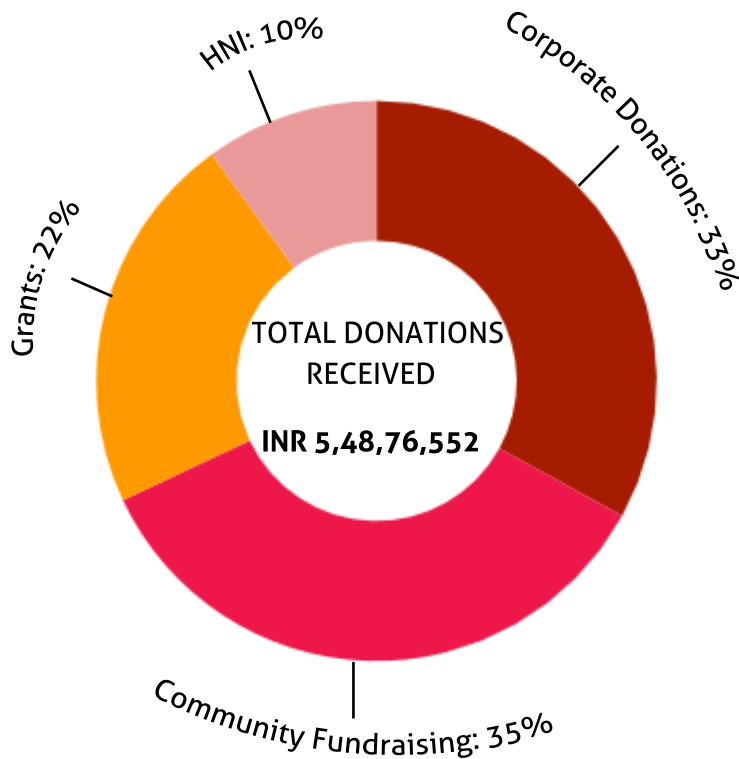
MAD is registered under Section 12A, 80G of the Income Tax Act, 1961 and the FCRA regulation of Ministry of Home Affairs. 75% of MAD donations come from Indian sources and 25% of donations come from foreign donors.

Indian Donations: 75%

Foreign Donations: 25%

Income Source
of Origin
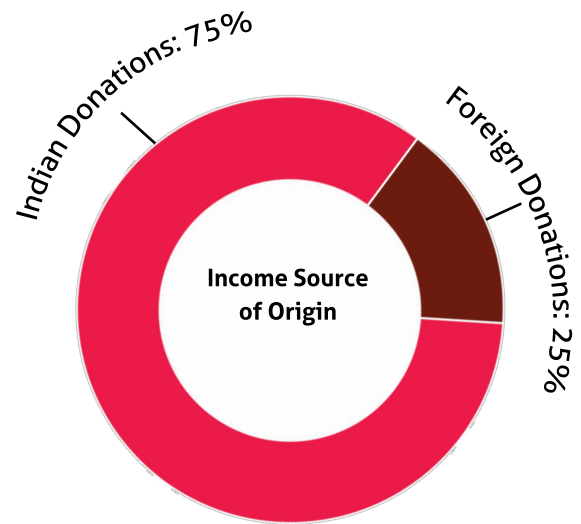
INCOME - **INDIAN vs FOREIGN DONATIONS**

33%

Funds raised through Corporate grants

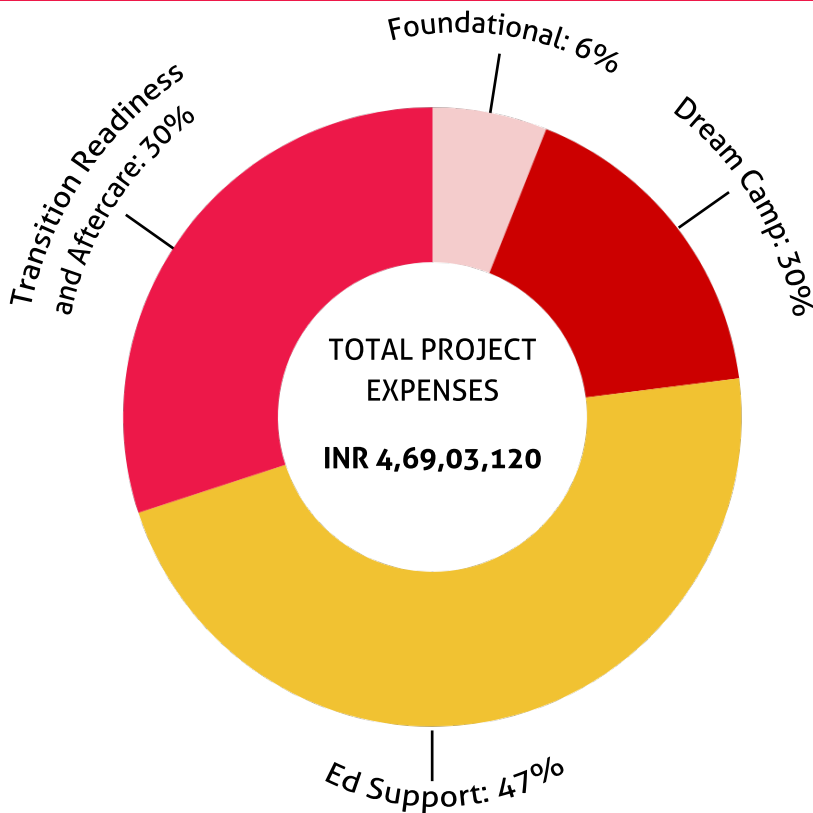**80%**

Spent on Programmes

75%

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

Foundational: 6%

Transition Readiness and Aftercare: 30%

Dream Camp: 30%

TOTAL PROJECT EXPENSES
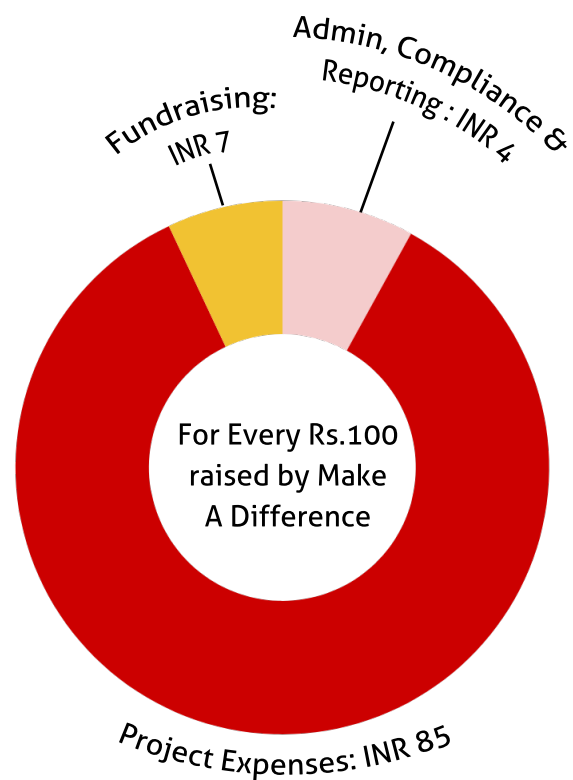
INR 4,69,03,120

Ed Support: 47%

85% 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 or our interventions will expand into a new age transitional structure for greater impact. Our target operating cost for the coming year is thus approximately 8 Crores.

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 **60 Crores** bracket.

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

Fundraising: INR 7

Admin, Compliance & Reporting : INR 4

For Every Rs.100 raised by Make A Difference

Project Expenses: INR 85

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	**BUDGETING & CONTROL**	**REPORTING**
Conducted by an independent external agency to ensure compliance with industry regulations.	Budgets for every activity are submitted separately using Salesforce, and are monitored by at least two approvers.	We ensure monthly reviews of financial reports in order to evaluate performance and identify variances.

SUPPORT | mad
MAKE A DIFFERENCE

THANK YOU

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

NICHE SOLUTION
+
SCALABLE DELIVERY
+
HEIRARCHICAL
ORG STRUCTURE
+
NON-PROFIT &
SEMI-GOVT. SHELTERS

83
2012

PROGRAMME
EVOLUTION

WE ARE HERE
2017

HOLISTIC SOLUTION
+
REDUCED FOOTPRINT TO ENABLE
FOCUS ON SOLUTION REDESIGN
+
SCALABLE DELIVERY
+
AGILE TEAMS
+
NON-PROFIT &
SEMI-GOVT. SHELTERS

70
2022

ORGANIC GROWTH

SCALED SOLUTION
+
SCALED DELIVERY
+
AGILE TEAMS
+
NON-PROFIT &
SEMI-GOVT. SHELTERS
+
GOVT. SHELTERS

200
2024

MOTIVATE & ENABLE
REPLICATION BY OTHERS

2028

CREATE HUB FOR
NETWORK SUPPORT
+
CAPTURE &
SHARE LEARNINGS
+
DRIVE CONTINUOUS
IMPROVEMENT
+
PUBLISH COLLECTIVE
DATA ON OUTCOMES
+
DEVELOP POLICY &
IMPLEMENTATION
METHODOLOGY

SISTER NGOS
& SHELTERS

INFLUENCE / CHANGE
PUBLIC DELIVERY SYSTEMS

2035

EMBED BETTER
APPROACHES
AS NORM

DRIVE TAKE-UP
OF BETTER
POLICY & PRACTICE
+
SUPPORT TRAINING
& DEVELOPMENT
OF SHELTER STAFF
+
MONITOR COMPLIANCE
& DRIVE ACCOUNTABILITY
+
TRACK & MONITOR
NATIONAL OUTCOMES
+
SUPPORT REPLICATION BY
INTERNATIONAL PARTNERS

EVOLVE TO
SUPPORT IMPACT IN
OTHER ENVIRONMENTS

2035+

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

Expand impact indicators to include progress and soft skills and invest in technology to facilitate and improve impact tracking & monitoring.

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

Evolve teams and culture towards doing whatever it takes, for as long as it takes.

Improve skills and build capacity among Fellows and Volunteers.

Improve the communications backbone and informational/data visibility across the collective.

Complete research on adult outcomes and develop scalable tools for managing and analysing data.

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

Build direct feedback loops from Director down to volunteer and child.

Increase robustness of HR, governance and escalation systems.

Improve internal knowledge sharing and transfer of regional best practices.

Improve operational rigour, tracking, monitoring & accountability.

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

Develop volunteer alumni systems to ensure longer term continuity in mentorship.

2018-19

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:

- Complete the foundational section of the age transitional model, and scale/improve and standardize quality of impact in existing programmes.
- Ensure seamless hand-off between all programs, and evolve the design of all programs in line with the integrated age transitional model for each age group.
- Improve care, knowledge, skills and capability at every level of delivery, focusing on enabling volunteers to enable children
- Systematise and stabilise critical support processes, specifically shelter management, HC, fundraising, finance and communications.
- Use adult outcomes baselines to help us prioritize interventions better and set more meaningful targets for outcomes.
- Build operational and cultural readiness to double in size / reach the full sample size needed to generate proof data that is meaningful at a Governmental and system level.
- Use data and learnings from research to engage the sector in improving outcomes for children in shelters
- Use social impact campaigns to mobilize support, finance and partnerships.
- 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.

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

Contact Us
contact@makeadiff.in

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facebook.com/makeadiff | twitter.com/makeadiff | instagram.com/makeadiffindia

80G
Registered

FCRA
Registered

12A
Registered

MAKE A DIFFERENCE