![Make A Difference logo]

MAKE A DIFFERENCE

Annual Impact Report

2023-24

About MAD

01

Sectoral Expertise

02

SDGs

03

North Star

04

Our Work

05

Onground-Stories

06

Major Donors

07

Financial Reports

08

Thank You

09

01 About MAD

Who we are, & What we do

Make A Difference (MAD) is an award-winning NGO that works at the **intersection of human development, community organising, and technology** to end poverty in our lifetime. We do this by delivering an 18-year-long intervention to Children in Need of Care & Protection (CNCP) in India that has the proven capability to enable them to break the cycle of poverty in a single generation.

Over almost 2 decades, we have pioneered and implemented a community-powered social protection system that **mobilises the community to provide high-touch, scalable, and age-appropriate progression mentoring to children** starting at the age of 10 up to the age of 28, seeing them through major life milestones such as higher education, establishing careers, and even matrimony and parenting.

Our Progression Mentoring model, which has consistently ensured that **72% of our beneficiaries pursue higher education** (compared to the national average of 15%), and **90% of them find employment within 6 months** of graduating breaching not just the poverty line (approx Rs 1,500/month), but the empowerment line (approx Rs 30,000/month), is, arguably, the gold standard for poverty alleviation interventions the world over.

vision

Children born into intergenerational poverty are able to break the cycle in a single generation.
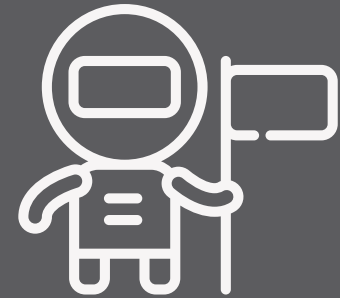
values

Cause Above Self – Especially in times of conflict or confusion.

Leadership Through Ownership – We don't crib, we care, we do and we deeply believe that we make a difference.

Sense of Family – If you want to go fast, go alone, if you want to go far, go together.

mission

Mobilising young leaders towards ensuring equitable outcomes for children born into poverty though empowering the child, improving the ecosystem & enabling the sector.

02 Sectoral Expertise

Poverty

The poor in India are not just nameless & faceless, they are statistics-less. In the absence of ratified, verifiable, high-frequency data released by national agencies, economists have arrived at different estimates to arrive at the number of poor people in India.

The five most well-regarded put the number at anywhere between 34 million (Kerala's population, approx) to 373 million (4x West Bengal's population) Which means, India's poor make up anywhere between 2.5% to 29.5% based on different estimates between 2014 and 2022.

The last updated numbers available are from a recent NITI Aayog report that suggests an 18% (248 million people) decline in multidimensional poverty over the last nine years, from 29% to 11%.

As shocking as these numbers are, here's the one that's the hardest to get behind. India's poverty line stands at a per capita income of ₹1,059/m in rural & ₹1,286/m in urban areas. Does this sound like a liveable figure in 2024?

MAD works towards helping its beneficiaries cross the Empowerment Line of ₹30,000/month approximately (as proposed by the 2014 McKinsey Global Institute (MGI) report on India's path from poverty to empowerment) instead of the above-mentioned poverty line.

Livelihood

According to the India Employment Report 2024 by the Institute for Human Development and International Labour Organisation (ILO), the youth make up 83% of the jobless population in the country. Additionally, educated young people (with at least secondary education) make up almost 66% of the unemployed youth in 2022, almost double that of 35% in 2000.

More devastatingly, we know that over 1 crore Indian children work to support their families, according to ILO estimates, and that 63% of India's child labourers are adolescents between 15 to 17 years of age.

And here's the death blow – 56% working adolescents stop studying altogether.

These figures show us that while its undeniable that India's poorest and most vulnerable children need urgent interventions by way of policy changes and scheme access to keep them in schools and out of factories so that they are not trapped in an endless cycle of low-paying labour-intensive jobs, they also make clear that they need much more than education to be equipped to take on the changes and challenges of the formal employment sector.

MAD's delivery models are currently centred around capacity building for our children and youth, and creating networks of peers and professionals they can rely on for economic advancement and stability.

03 Sustainable Development Goals

What are SDGs?

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

The 17 SDGs are integrated — they recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Countries have committed to prioritise progress for those who're furthest behind. The SDGs are designed to end poverty, hunger, AIDS, and discrimination against women and girls.

The creativity, know-how, technology and financial resources from all of society are necessary to achieve the SDGs in every context.

The SDGs we're working on...

SDG 1: No Poverty
SDG 8: Decent Work & Economic Growth
SDG 10: Reduced Inequalities

Achieving the No Poverty SDG is the cornerstone of development in India. We can harbour dreams about becoming a 10-trillion-dollar economy, but this victory would be hollow if millions of Indians, particularly from historically marginalised communities and geographies, are excluded from this economic growth and grapple with poverty.

SUSTAINABLE
DEVELOPMENT
GOALS
INFOGRAPHIC

We know that the success of poverty eradication initiatives hinges the equitable distribution of economic growth. Historically, 87% of poverty reduction in India has been due to growth.

We also know that the richest 1% in India own 40% of the country's wealth, while the bottom 50% own just 3%, per Oxfam India 2023 report.
MAD's work directly combats these disparities and the systemic failures that make access to economic growth almost impossibly difficult for those who need it the most.

We do this by adopting a multi-pronged approach, that includes:

1. Working with communities to take radical ownership of their poorest and most vulnerable children
2. Mobilizing the country's youth to ensure that these children achieve equitable learning outcomes for children in need of care and protection, despite the many disadvantages they're saddled with
3. Building programs and implementing them at the grass roots to enable skill development, livelihood creation, and financial inclusion so that our beneficiaries can break out of the cycle of intergenerational poverty for good, and
4. Collaborating with government agencies, NGOs, and other stakeholders within the poverty ecosystem to enable scheme-access for those who need it, and enabling the ecosystem through knowledge and resource-sharing.

04 North Star

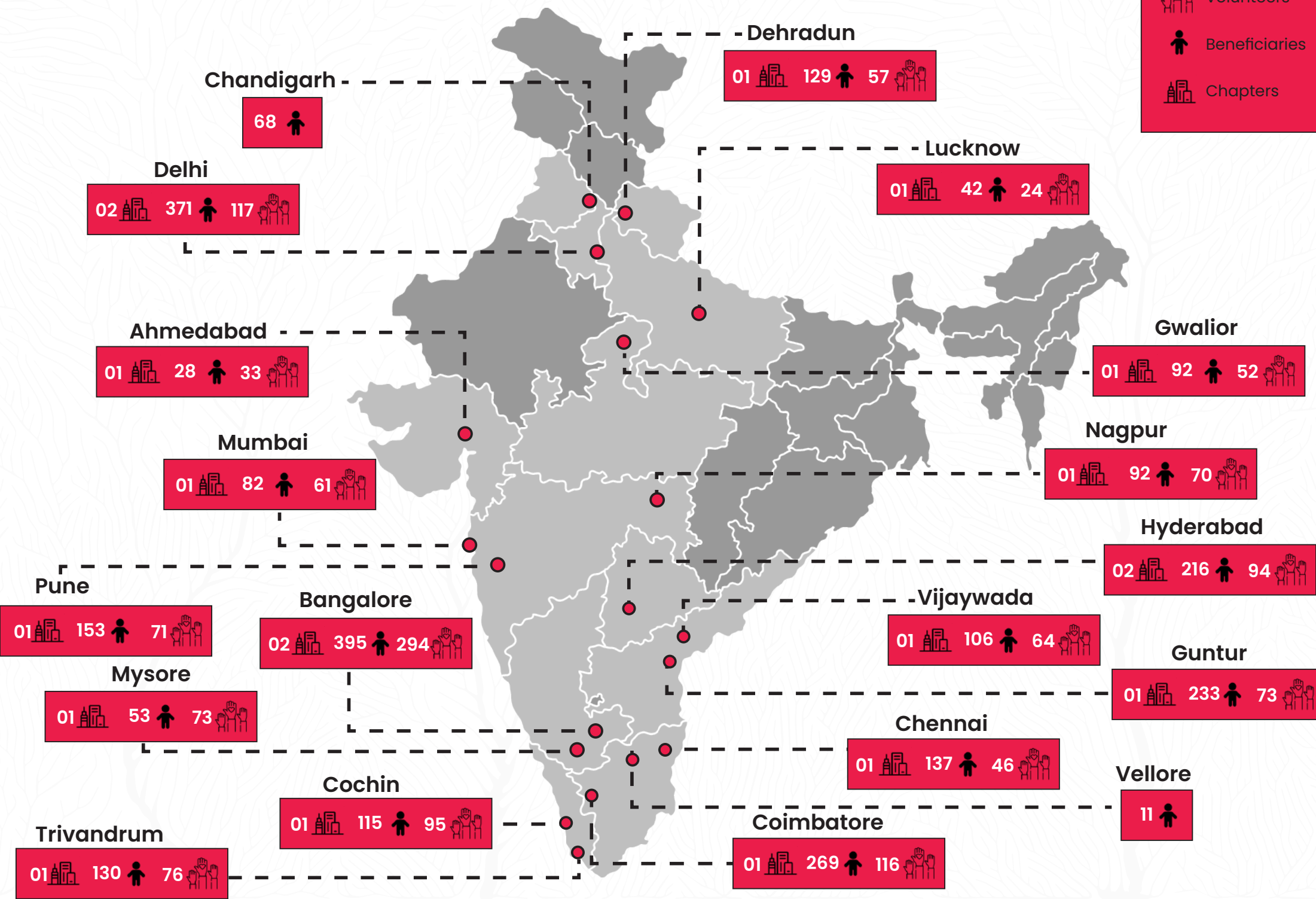# Deliver Progression Mentoring to 1 Million Children by 2035

05 Where we work

Legend:
- Volunteers
- Beneficiaries
- Chapters

Dehradun
01 Chapters | 129 Beneficiaries | 57 Volunteers

Chandigarh
68 Beneficiaries

Lucknow
01 Chapters | 42 Beneficiaries | 24 Volunteers

Delhi
02 Chapters | 371 Beneficiaries | 117 Volunteers

Ahmedabad
01 Chapters | 28 Beneficiaries | 33 Volunteers

Gwalior
01 Chapters | 92 Beneficiaries | 52 Volunteers

Nagpur
01 Chapters | 92 Beneficiaries | 70 Volunteers

Mumbai
01 Chapters | 82 Beneficiaries | 61 Volunteers

Hyderabad
02 Chapters | 216 Beneficiaries | 94 Volunteers

Pune
01 Chapters | 153 Beneficiaries | 71 Volunteers

Bangalore
02 Chapters | 395 Beneficiaries | 294 Volunteers

Vijaywada
01 Chapters | 106 Beneficiaries | 64 Volunteers

Guntur
01 Chapters | 233 Beneficiaries | 73 Volunteers

Mysore
01 Chapters | 53 Beneficiaries | 73 Volunteers

Chennai
01 Chapters | 137 Beneficiaries | 46 Volunteers

Vellore
11 Beneficiaries

Cochin
01 Chapters | 115 Beneficiaries | 95 Volunteers

Trivandrum
01 Chapters | 130 Beneficiaries | 76 Volunteers

Coimbatore
01 Chapters | 269 Beneficiaries | 116 Volunteers

MAD Nation-Wide

Children Supported

1,695

Beneficiaries added for 2024-25

577

Youth Supported

753

Total no. of COs
19

Total no. of Fellows
166

Total no. of Volunteers
1,416

Total no. of Cities
18

Total Chapters
21

Total Shelters
43

No. of total sessions taken

19,602

Total no. of SSGs held

180 SSGs

Total no. of hrs of support delivered

39,924

No. of Volunteer Applications

12,188

Amount raised from Community Fundraising

37,98,641

Applications from U25

4,555

No. of Volunteers Participated in Community Fundraising

503

Donors from Community Fundraising

1,558
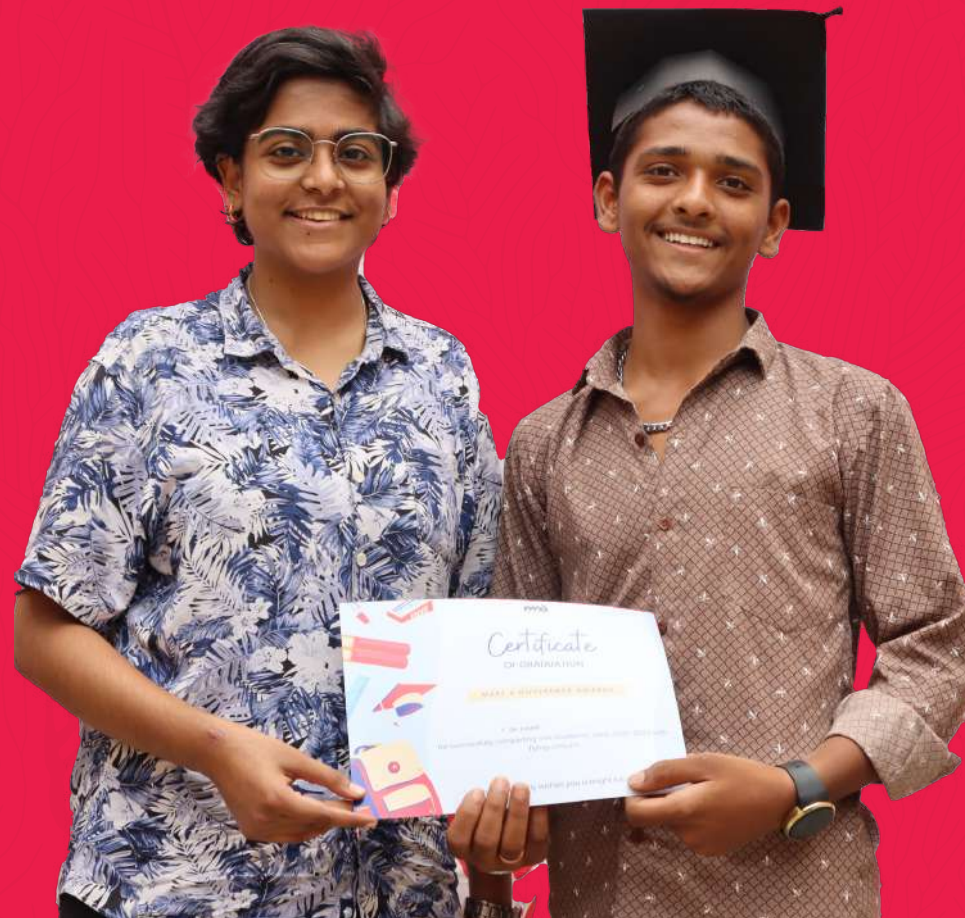
Foundation Program (FP)

151
Children who transitioned from FP to ES

No. of Volunteers	**No. of Sessions Conducted**
210	4,869
Children Supported	**Hrs of Support Provided**
423	9,738

76

**Children
who transitioned
from ES to TR**

Educational
Support (ES)

Children
Supported

1,272

Hrs of
Support
delivered

24,388

No. of
Volunteers

608

No. of
Sessions
Conducted

12,194

Children who appeared for 10th grade

213

Children who passed 10th grade

192

Children who passed 10th grade with first class

125
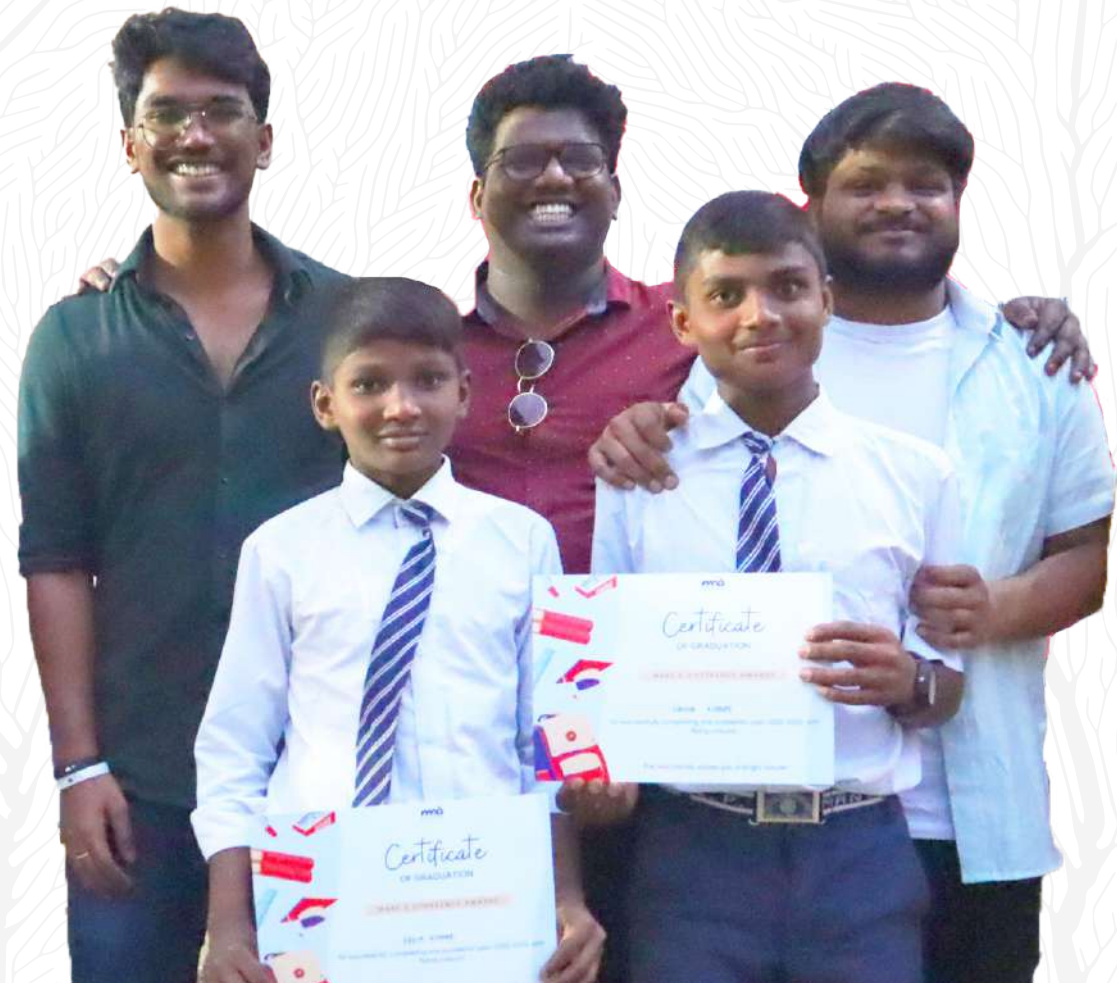
Transition Readiness (TR)

81
Children who transitioned from TR to AC

No. of Volunteers **219**	No. of Sessions Conducted **2,539**
Children Supported **214**	Hrs of Support Delivered **5,078**

Children who received counselling for higher studies (exam support + entrance exam prep)

84

No. of Children who attended wingman sessions

160

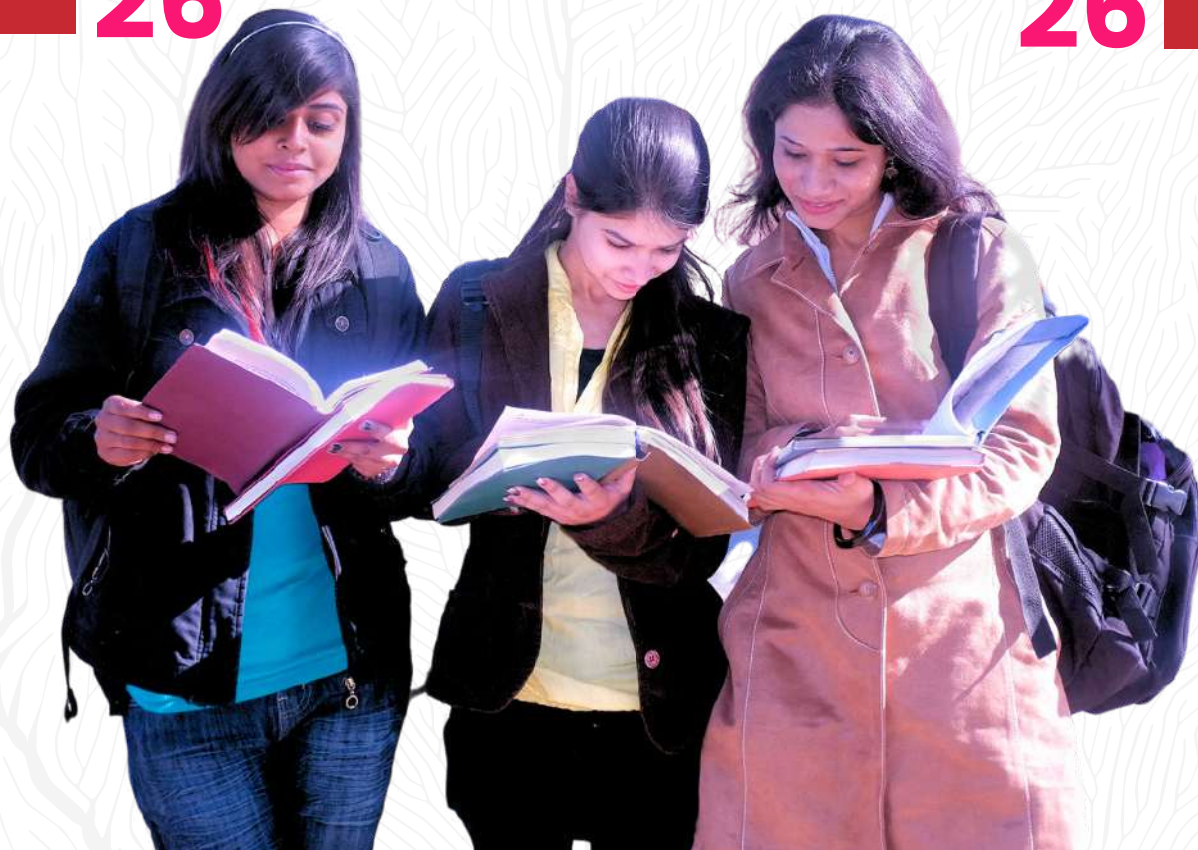## No. of Youth provided with monthly stipend support

- Q1 — 27
- Q2 — 23
- Q3 — 26
- Q4 — 26

No. of Youth provided housing support

- 27 — Q1
- 23 — Q2
- 26 — Q3
- 26 — Q4

No. of Children who appeared 12th grade

123

No. of Children who passed 12th grade

108

No. of Children who passed 12th grade with first class

48

No. of Children who got placed in colleges

85

Youth who received crisis intervention

86 (100% of youth requiring crisis support are provided with it)

151

No. of career counselling sessions conducted

Aftercare (AC)

61%

Youth participation in SSGs

No. of Youth 539	**Hrs of Support Provided** 720 hrs
No. of Volunteers 146	**SSGs - Held** 180

Youth placed Jobs, Colleges, Diploma/ Vocational Courses, Internships, etc.
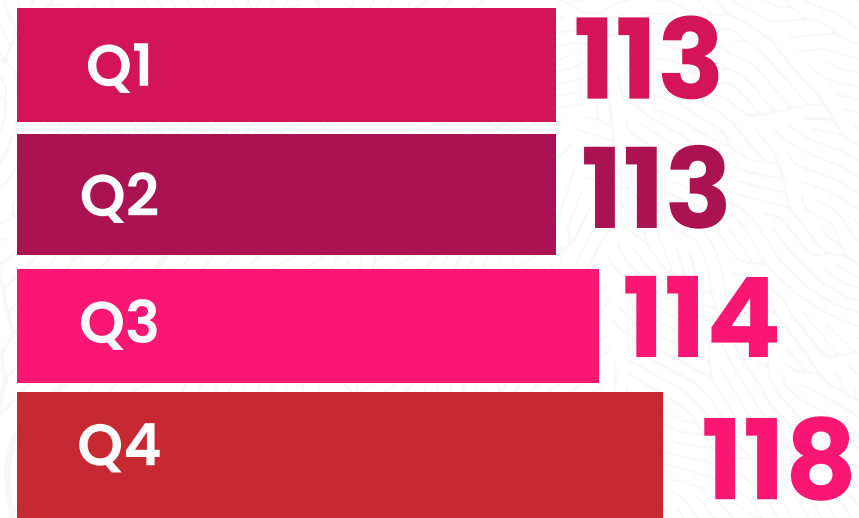
52

Youth who received monthly stipend

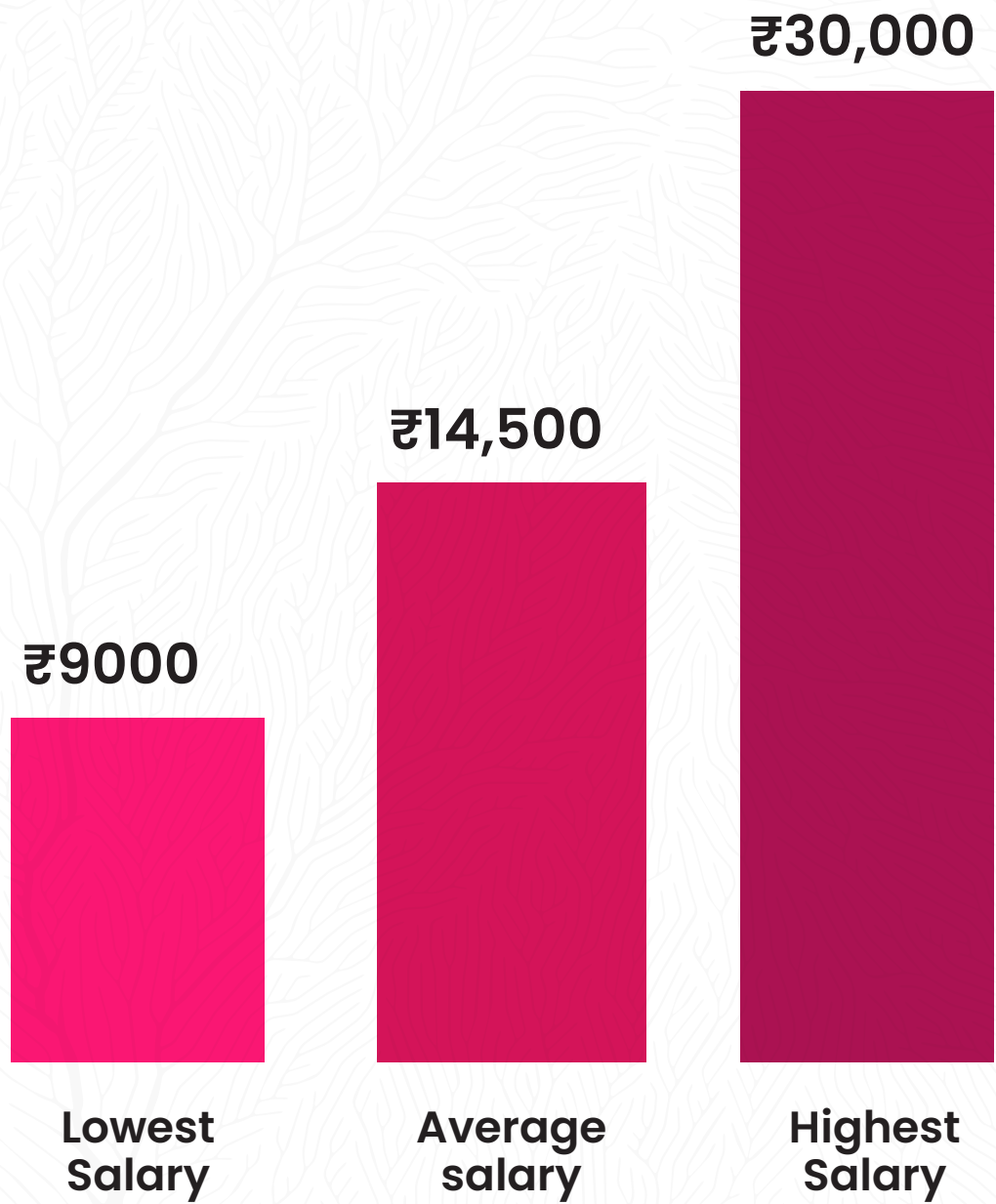- Q1 — 132
- Q2 — 141
- Q3 — 141
- Q4 — 142
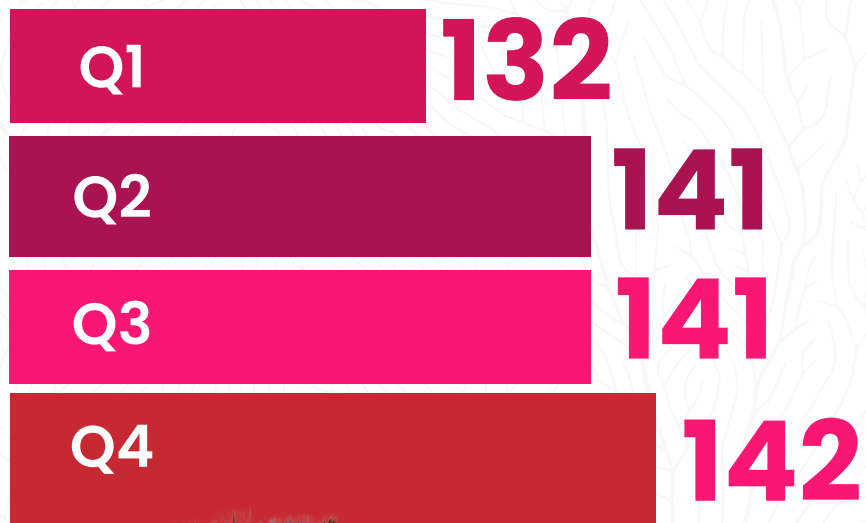
Youth who received housing scholarship

- Q1 — 113
- Q2 — 113
- Q3 — 114
- Q4 — 118

142

Youth who received educational scholarship

₹30,000

₹14,500

₹9000

Lowest
Salary

Average
salary

Highest
Salary

06 Onground Stories...

Radhakrishnan (L), with his mother and younger brother.

Radhakrishnan,
MAD Youth, Coimbatore

Radhakrishnan, a tribal youth, was born in a family of 4 with a younger brother and their parents. He hails from a small village in Pollachi, which is about 2 hours from Coimbatore. His father left them 14 years ago, and it became very difficult for RK's differently abled mother to support both her sons as a single parent with minimal income.

After finishing his 10th grade, RK moved to the Don Bosco partner shelter home in Coimbatore. This is when Make A Difference started to work with him and we were blown away with his curiosity and thirst for knowledge!

Even while in high school, RK was interested in pursuing a career in medicine. Doing MBBS felt like a distant dream given his economically weak background, but he worked hard and persevered.

While studying for his 12th grade exams, he simultaneously prepared for the NEET exam (a mandatory requirement for MBBS). Despite his best efforts, RK scored 169/720 in his first attempt and was unable to secure himself a medical seat.

All this while, pressure was mounting on him to return home and look for a job, but his mother would not let him give up his education and his dream.

Charged with his mother's encouragement and tuition & housing support from MAD, RK took a year to prepare and re-attempt the entrance exams. This time, he scored 406/720 and was successfully placed at the Cuddalore Government Medical College.
Since then, RK has successfully finished his first year of medical school and is well on his way to becoming a doctor!

The journey has not been easy, and he still faces challenges. The transition from a childcare institution to the gruelling medical school environment is still something he is adjusting to. But he's come such a long way – from being a child who struggled with English to studying MBBS. The sacrifices by his mother is something he is grateful for, and is the sole reason he wants to keep going!

RK has also been felicitated by Senthil Balaji, Tamil Nadu's former Minister of Electricity, with a mobile phone for his achievements.

KARNATAKA SCHOOL EXAMINATION AND ASSESSMENT BOARD

II PUC EXAMINATION -1 RESULT 2024

Name   ANTHONY JOSHVA S

Reg. No.

Part A

Subject	Theory Marks	Practical/Internal Marks	Total Marks
KANNADA	70	18	88 P
ENGLISH	52	19	71 P
Part A - TOTAL			159

Part B

Subject	Theory Marks	Practical/Internal Marks	Total Marks
ECONOMICS	56	16	72 P
BUSINESS STUDIES	68	18	86 P
ACCOUNTANCY	70	16	86 P
COMPUTER SCIENCE	61	26	87 P
Part B - TOTAL			331

TOTAL MAXIMUM MARKS	600
TOTAL OBTAINED MARKS	490
FINAL RESULT	First Class

P-PASS , F-FAIL , X-EXEMPTED, AA- ABSENT, NC-NOT COMPLETED

Joshva,
MAD Child, Bangalore

Big shout-out to Joshva, an exceptionally sweet and quiet MAD child from Bangalore. Just a couple of weeks ago, he received his Class 12 exam results, and we're thrilled to share that he scored a whopping 82 percent!

He's been with us since the MAD program started in his childcare institute, and all is deeply loved by all the MADsters who have interacted with or taught him over the years for his kind demeanour.

Crossing the 80% mark opens up several avenues for him – from good colleges to specialised industry-level courses that are tough to get admission to.

Joshva is super excited and can't wait to start the next phase of his life – college!

Avoor Khaiyam Ahmead,
MAD Fellow, Vijayawada

Hi All! 😄

I just had the most fulfilling experience today with one of the youth, Sai, in our Aftercare program.

We decided to spend the afternoon learning how to ride a scooter 🛵 together.

It was a fantastic time for both of us! 🤣 At first, Sai was a bit nervous, but with patience and guidance, he got the hang of it. Eventually, he confidently rode the scooter on his own.

The joy on his face was priceless! 😇 He was not just happy but also incredibly grateful for the opportunity.

This simple act of teaching him to ride a scooter might seem small, but the impact it had on Sai's confidence and sense of achievement was huge.

It's moments like these that remind us of the positive influence our volunteers and mentors have on the lives of the youth we work with. Each interaction, no matter how seemingly trivial, creates a ripple effect of empowerment and encouragement in their lives.

Much Love,
Avoor Khaiyam Ahmead

Additionally, these celebrations are an entry-point for those in the community not currently associated with MAD to get a sneak-peak into our values and ways of working.

This year's MAD Week theme was #JoyInMadness.

- 18/18 cities celebrated with their children!
- 9 cities conducted >5 activities through the week, involving the larger community.
- Guntur & Ahmedabad spread joy and care with chai!
- Nagpur & Cochin created beautiful online care packages and memoirs for their cities.
- Mumbai celebrated by organizing an auction night to raise funds.

Celebrations: MAD week

MAD Week is a celebration of our inception on 1st November, 2006, and is celebrated with much joy and enthusiasm across all cities and chapters. It is also an integral component of our goal to build robust MAD communities, both internally and externally, all in service of improving support and outcomes for our children and youth.

And so **we celebrate MAD's birthday for a whole week!** During this time, city teams organise celebratory out-of-classroom activities such as tree plantations, visits to old-age homes, feeding stray animals, serving public servants, shelter-home celebrations, game nights, cosplay, potluck parties, etc.

Celebrations: MAD week

It was June of 2023, newly selected fellows were settling in for their fellowship journey, when they suddenly received a message requesting them to visit one of our partner shelter homes due to some unprecedented issue. Few fellows from the vicinity stepped up, finishing their office work early to go sort out the matter with the shelter.

To their shock, when our fellows reached the shelter, they were greeted not by kids, but with an empty shelter. Turns out, the kids were being moved without prior notice so we could prepare the children for this daunting reality. Understandably, the kids were upset. The fellows who visited treated the handful of remaining kids to pastries to cheer them up and ensured that the shelter authorities gave them comprehensive details about where the kids were being moved.

Fast forward to a few weeks later, they receive an update saying that one of our youths – Durgi, who was pursuing her ITI – wasn't being allowed to sit for her exams due to the rules of her new shelter.

Another wave of fear hit the team, but being resolute, a few fellows again took up the task of not letting Durgi's education and efforts go waste. So for the next couple of days, several fellows took time out of their professional lives to meet and convince the new shelter home's authorities.

Undoubtedly, the new shelter was strict – they had to consider the safety of many young girls, which was why they had strict rules. Over the course of the multiple meetings, the authorities asked our fellows to meet with the Child Welfare Committee (CWC) to shift Durgi to a different shelter that didn't have the same strict time-related rules.

This called for another round of meetings, this time with CWC officials, which meant more requesting, explaining, convincing, and cajoling to get them to support Durgi's educational needs and aspirations. Finally, after much deliberation, the new shelter didn't just sign an agreement with MAD that allowed Durgi to write her exams, they even agreed to escort her to the centre as and when needed!

Abhay,
MAD Fellow, Ahmedabad

"It's hard to quantify progress when dealing with the kids of ____*. However, if we talk about this year, I observed several positive positive changes in the 3 youths that I worked with.

Raju had dropped college after the first year of his diploma course because he didn't have a mobile device for remote studying. This happened during the Covid period, and since our Transition Readiness program was not operational at that time, we were unable to support him. At the start of last academic year, we managed to enrol him again in college for a diploma in computer science. Over the year, he has become more serious about acing col lege, and I've noticed him studying and preparing for exams with more dedication than before. English is still a barrier for him, but he's working on it.

One of the significant challenges with

Kishan was he was not able to understand the seriousness of the 12th board exams because his entire batch was mass-promoted when he was in Class 10 due to Covid. Making him realise the importance of boards was difficult, but I'm happy to share that he's started taking it seriously and is even carefully thinking about what he wants to do with his life after the Class 12. He has also opened up a lot more with the volunteers, which has made it easier for us to support him.

Divyesh started college with a BSc in hotel management. One of the major issues we faced with him was that he could not accept new realities like shifting to a hostel and studying in English. But lately, he's started to accept hostel life. And even though his progress in English is slow, he is trying his best. Our upcoming strategy is boosting his confidence."

*Special needs centre, name redacted for privacy concerns.

Balram,
MAD Child, Ahmedabad

Balram Patel (15) used to be a whirlwind in the classroom in the past. Triggers, inexplicable and unpredictable, would often make him get up and walk out of class. This year, the triggers have disappeared: he sits patiently and does the work assigned to him even when his mentors are not around for supervision. This isn't just about him completing assignments – it is testament to the silent bond of trust and understanding that has blossomed between Balram and his teachers. The teachers could not possibly erase his triggers, but they have built a bridge of trust, allowing him to weather the storms within.

AB DeVilliers's Visit!

Our most prolific volunteer and international cricketing legend, **AB de Villiers, spent a day visiting and interacting with our Mumbai volunteers and youth for a one-day workshop at Good Karma farms**. He participated in teamwork activities and spoke about leadership lessons, advice on teamwork, and our shared vision of ending poverty. He even made a whole video blog about the visit, and the event was widely covered by NW18 on Television and Online!

"Commitment to empowering the frontline to be self-organising, self-sustaining, and regenerative."

It's time. It's time for MAD to make the big leap. To double. To go **from 2,700-odd children and youth to 5,500.** And this time we're going to do it in just one year.

From 2024 onwards, MAD is committed to doubling in size every year. It's the only way we are going to solve the problem of poverty in India at its full scale and **support the 3.5 lakh children in (most) need of care and protection in the next 5 years.**

We spent 2023 doing everything that needed to be done to prepare our systems, processes and operating model for this massive challenge we've set ourselves.

We piloted and tested the Community Organiser (CO) model in 2023 with just one question on our mind: **What would it take to empower local, social entrepreneurs to take charge of their cities and communities and do whatever it takes to support their vulnerable? How do we help them operate in a way that is self-organising, self-sustaining, and regenerative, to amplify impact?**

What we've learned is that the answer is multi-faceted. Our first cohort of 18 COs, who took on the daunting task of helping us figure this out as we go along, showed us that the first thing we needed was a **comprehensive best-practices curriculum to help them manage their chapters independently and successfully.** So we built one. They told us they needed **skill-specific training and tools to think on their feet as they recruited & built teams, mobilised volunteers, rais**ed funds, tapped on local resources, and resolved conflicts. So we gave them the experts they needed. In the course of doing all this we realised they needed something that grounded them in the possibilities that could open up for themselves and the children they were serving, and so we **embedded ontology within our curriculum and working practices.**

Each of our COs went through 60-odd hours of often intense and always demanding training in all these disciplines with three doyens of their fields **Arhan Bezbora (Collab.X), Abhinand (New Doors), and Akshay Cherian (Biz Sherpa).**

None of it was easy, I'll tell you that. But it was

so worth it.

When we dug deep and gave it our all, we realised we could make very little go a very long way.

In addition to the herculean task of developing the CO model, when our COs felt truly in charge of their communities, they expanded and **added 600 to our beneficiary numbers all on their own – without any help from the central team!**

We saw that the **time taken to run a chapter went down by almost 50% as our COs empowered their own city teams to self-organise** and find hyper-local solutions to their chapter's problems.

We saw our COs and city teams collectively decide to restructure MAD and abolish the silos we'd unwittingly created by making frontline roles somewhat impenetrable. What this resulted in is **33% less management of the frontline, which means all our best fellows and volunteers are spending their maximum time in classes and self-support groups** – which is the whole point of doing what we do.

How's that for self-organising, self-sustaining, and regenerating?!

Which is not to say we have it all figured out. Some of the questions that lurk as unknowns for us in 2024 are… How do we make our chapters completely self-sustaining? How do we make data-driven decision-making the norm within the frontline so that their response time to beneficiary-related questions and decisions is lightning fast and confident? How do we build capacity for each COs to be able to support at least 3 chapters, instead of the existing 1 chapter?

We don't have the answers, but if 2023 was anything to go by, it's not going to be log before we do!

Mannat Anand
Sr Director, Operations

What's Next: Community Organiser – Based Scaling

The Goal:

- Supporting 500,000 vulnerable children from at-risk communities through community-driven prevention support in every city
- Provide prevention support at Rs 100/child/month through govt. scheme access
  - High-touch support to 15,000 high-risk children in need in every city

Over 18 years, we have perfected the Progression Mentoring, its delivery, and have data to prove its long-term impact. The next step is to create a mechanism so it can be delivered at scale with or without MAD's intervention.

The CO-Based Scaling Model is built on the premise that when the youth of the country are mobilised to participate in active citizenry and take ownership of their communities, it leads to the emergence of a new role in society – Community Organisers, who come from within the community and are answerable to it, to solve the particular challenges their community faces.
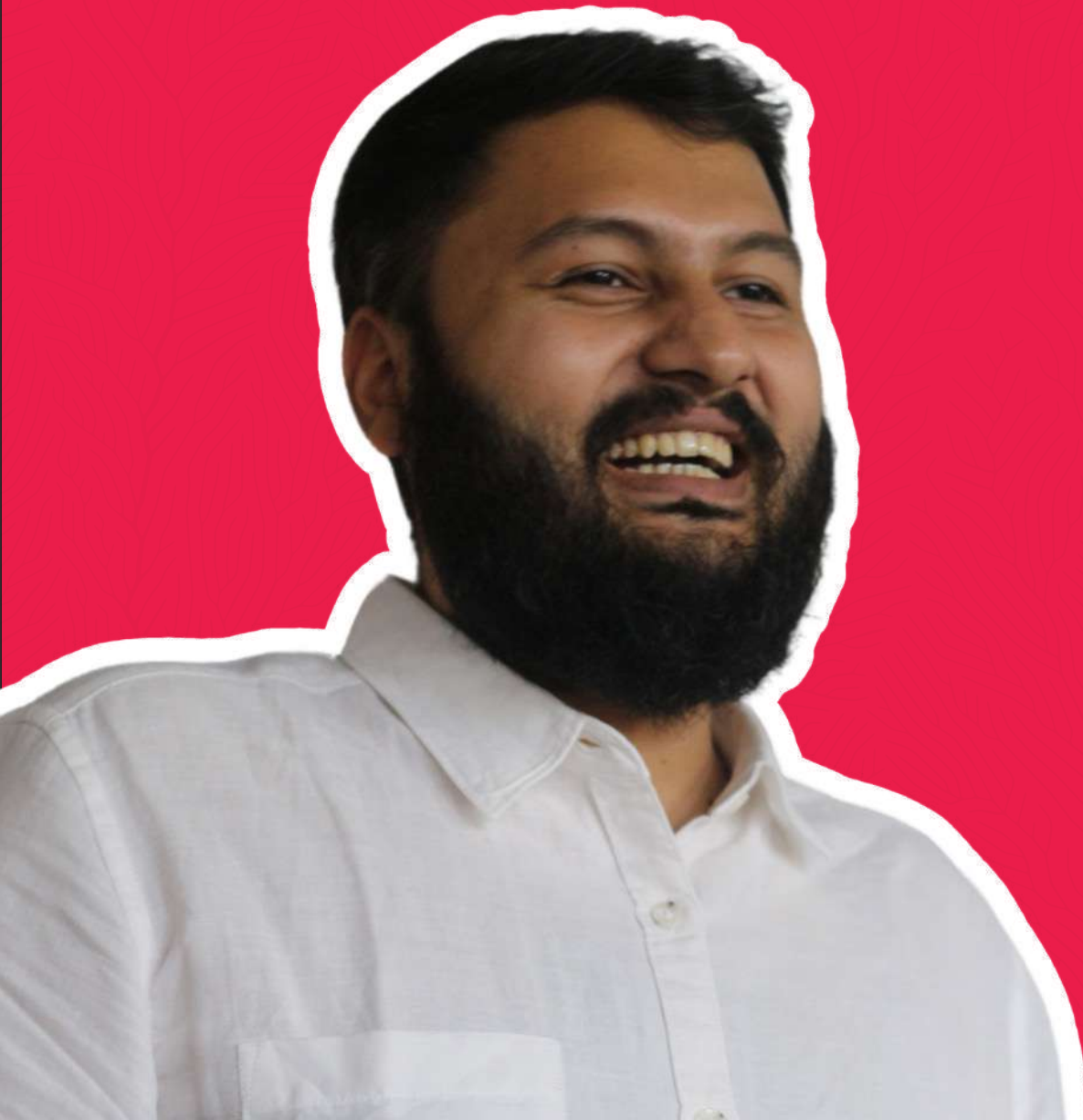

Pressing Challenges

- Current alternate-care capacity can support less than 2% of the 2 crore at-risk children in India
- MAD's progression mentoring model is optimised for delivery to institutionalised children

The Solution

- Customise MAD's progression mentoring & aftercare support to cater to a community's unique needs & for delivery at a community level
- Strengthen the family through crisis support & enabling govt. scheme access
- Partner with state governments for holistic prevention systems

"Commitment to user-centricity, efficiency, and inclusivity."

It's been a year of learning for the tech team at MAD! One of the biggest shifts we've made is moving away from a one-size-fits-all approach to tech. Instead, we've kept user-centricity within our design, dashboards, and tools at the forefront to enhance efficiency.

This is key to our scale goals because it's the only way to democratise decision-making and empower our frontline to run operations in a way that serves local requirements instead of a centralised timeline and standardised goals-based approach.

As we enter this exciting new phase of scale at MAD, I can't help but reflect on the long way we've come since we started building our own in-house technology, 10 years ago… To today, when **we've optimised to pick and customise off-the-shelf apps to serve specific needs cost-effectively and without losing time.** I'm proud to share that we've enabled communication and data flow amid different parts of our tech infrastructure so each part of MAD is learning from every other part. And we made all these major upgrades within just ONE year, through partnerships and subscriptions. **As of today, 70% of all MAD operations are powered by this latest technology.**

I'd also like to highlight another feather in our tech cap – **we secured a $250,000 grant from o9 Solutions, a leading software firm, to help MAD build the tech systems it needs to achieve our scale goals.** This grant will go a long way in helping us build a suite of apps & dashboards to empower COs and their frontline teams to run all on-ground operations in their chapters while making data-backed decisions. In 2024, it is our ambitious goal to complete laying the foundation of this mammoth country-wide system. Parallely, we're also working to build a suite of products that can help any young person in the country to start a MAD chapter independently, with all our 18 years worth of learnings, playbooks, and operational heft at their fingertips, anytime, anywhere!

Akshay Chawda
Director, Technology

What's Next:
Tech Scaling

The Goal:

- Empowering COs & volunteers to deliver MAD's programs by creating a network of software solutions that helps them function autonomously

Globally, the non-profit sector struggles massively with trying to cater to growing & diverse needs with limited resources. Technology can be a game-changer here by streamlining the work that we do by leveraging online platforms, deep data analysis, mobile solutions, and automation. MAD's goal is to serve more beneficiaries efficiently and effectively, ultimately scaling our impact.

Through tech, we want to enable data-driven decision-making across all functions by all volunteers, fellows, city leaders, and COs in all MAD chapters and cities.

Pressing Challenges

- Lack of real-time data, leading to a limited of data driven decision making
- Inability to forecast risks, making our work reactive not proactive
- Current infrastructure is not scalable beyond a point

The Solution

- Data & analytics: To identify gaps, measure impact, make decisions and mitigate risks
- Mobile/Web solutions: Develop mobile & web apps to enable ease of access & communication
- Automation: To free up time for impact-driven activities instead of admin tasks
- Innovation: Innovate with AI to amplify support to beneficiaries

"Commitment to supporting care-leaders outside of MAD to solve the problem at its full scale!"

In 2023-2024, our primary goal was to empower youth communities while enhancing operational resilience. We achieved this by shoring up capacity at the grassroots level, while simultaneously minimising their reliance on centralised operations systems.

After a year of on-ground experimentation and learnings, we're more convinced than ever of the power and importance of the community activation and engagement approach.

One important lesson we learned is that providing capacity-building and hygiene training to volunteers at the grassroots level plays a vital role in an operating model like ours. It equips them to enhance existing structures and cater to the specific needs of the care-leavers that MAD works with.

I'm also delighted to share that **we're expanding our sphere of influence by extending support to care-leavers even outside of MAD in the forthcoming year.** We will be partnering with other CSOs, NGOs, care-leaver networks, and state partners. Our hope is that these collaborations will help us all **achieve our shared goal of delivering holistic services, prioritising active mentorship, and addressing the functional requirements (education/skills, housing, rights and access, and community development)** of care-leavers.

We're also aggressively working to prevent children from needing care in the first place. We'll be supporting families in underserved communities and fostering community care practices that empower them to promote the holistic development of and care for the children themselves. **This year, we'll be testing this approach with over 300 children and families in Delhi, alongside government and other civil society partners.**

Saquib Abbasi
Director, Aftercare

What's Next:
Pioneer Circle

The Goal:

MAD's 18+ youth continue to receive mentorship & support even after they leave shelter homes and are restored to their families & communities so they don't get derailed from their progression milestone

To permanently transition vulnerable children out of poverty, they need to be supported – financially, emotionally, and opportunities for higher education & professional growth – beyond the age of 18, and until they reach a stable stage of life.

This is why MAD's interventions start at 10 and continue to the age of 28 for its beneficiaries.

MAD is currently developing the Pioneer Circle Program to deliver standardised long-term mentoring directly to youth above the age of 18, after they leave state-sponsored care.

Pressing Challenges

• MAD is losing access to 25% of its youth beneficiaries when they leave shelter homes
• No data or tracking of 18+ youth once they leave shelter homes & restored to families
• Current MAD model only supports youth within city limits, limiting scale

The Solution

• An 18-28 long-term mentorship methodology built around goal-coaching, emotional strength, motivation to grow, & community integration
• Deploying the methodology at scale through government integration & partnerships with community-based organisations, and care leaver networks
• Ensuring access to state & national schemes for 18+ youth & advocating for policy changes to benefit them

What's Next:
Community-Based Care (CBC)

The Goal:

- Supporting 500,000 vulnerable children from at-risk communities through community-driven prevention support in every city
- Provide prevention support at Rs 100/child/month through govt. scheme access
  - High-touch support to 15,000 high-risk children in need in every city

We already know that MAD's PM model has yielded remarkable long-term impact for institutionalised children as they go through every consecutive milestone.

But can you imagine how much more effective this mentorship support would be if we could prevent children from being separated from their families in the first place?

CBC is a community-powered prevention model being developed by MAD to be delivered through government partnership at a city level to prevent the entry of vulnerable children into alternate-care settings like shelter homes.
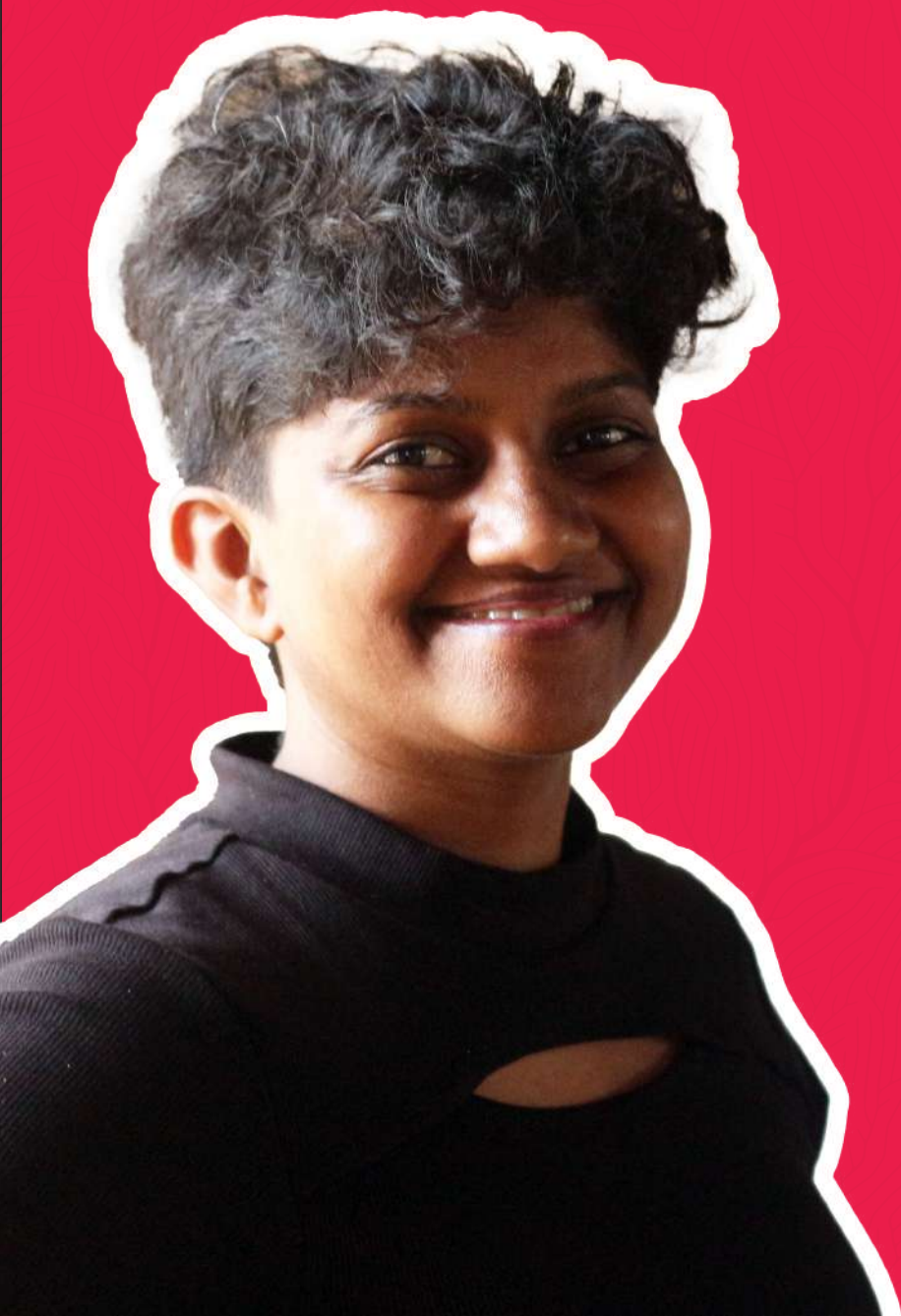
Pressing Challenges

- Current alternate-care capacity can support less than 2% of the 2 crore at-risk children in India
- MAD's progression mentoring model is optimised for delivery to institutionalised children

The Solution

- Customise MAD's progression mentoring & aftercare support to cater to a community's unique needs & for delivery at a community level
- Strengthen the family through crisis support & enabling govt. scheme access
- Partner with state governments for holistic prevention systems

"Commitment to investing in people as a means to powering our growth."

This year has been a period of tremendous growth for MAD. As we strive to reach more people and amplify our impact, a key focus has been on building and nurturing our most valuable asset – our people.

Each year, nearly 2,000 passionate individuals dedicate their time and skills to MAD's cause. They are the backbone of our organisation, and their growth is paramount. This year, we embarked on a journey to understand their experiences – from onboarding to leadership opportunities. We are currently developing a comprehensive Learning & Development (L&D) curriculum to empower them with the resources they need to excel.

We also recognised the need to provide dedicated support to our 1,800 volunteers & implemented a system to make individual developmental coaching possible for each one so they could excel in their roles.

We re-evaluated our organisational structure, prioritising lean and efficient teams for optimal impact. This led to the transition to a cross-functional team-based structure, where folks came together to collaborate for specific time-bound goals. This shift was possible only by **building a highly-skilled team of 25-30 individuals who perfectly align with our scaling vision.**

One exciting innovation on MAD's Human Capital side this year was **the introduction of a "Progression Tool." This tool helped us focus on leadership development by facilitating growth conversations, providing actionable feedback, and identifying skill gaps.** By supporting individual development, we ensured clarity on performance, alignment with organisational goals, and a heightened sense of purpose – ultimately driving collective success.

As we scale into an even more powerful movement, I want to acknowledge the critical role of external support. Through the year, dedicated coaches have been instrumental in guiding us through these changes.

We are incredibly grateful to **Arhan Bezbora (Collab.X), who is helping us build robust systems and processes, Abhinand, who brings his expertise in ontological leadership coaching, and Akshay Cherian (Biz Sherpa), who focuses on upskilling our team and driving innovation through experiments.**

The past year saw some crucial investments in our people at MAD, and the HC team is committed to keep turbo-charging this growth journey for all!

Mohanavalli Shankar
Sr Director, Human Capital

07 Our Donors

"Commitment to deepening donor relationships & fostering long-term partnerships."

As MAD prepares for an exciting period of expansion, it's only natural that our fundraising strategy will undergo sea changes to support this ambitious growth trajectory!

We're thrilled to share that MAD is formally gearing up to double in size every year, starting 2024. To achieve this audacious goal, we require a significant increase in our fundraising efforts. This translates to a 50% increase in our annual fundraising budget compared to the 20% year-on-year growth we're currently operating at. This is something that can only be achieved through strong donor relationships that help us secure multi-year funding for testing & capacity building from anchor donors.

We're refining our approach to fundraising by breaking down costs into manageable units within projects and activities, fostering transparency and ease of understanding. Our hope is that this deeper understanding will lead to greater engagement and investment from current and potential donors – that goes beyond financial support.

This year, we will also aggressively aim for self-sufficiency within our chapters. Currently, our chapters cover about 30% of their costs. By providing resources and support for chapter-level community-powered fundraising, we hope to make them more self-sustaining and financially independent.

As we look to the future with optimism and excitement, I also want to take **a moment to celebrate some recent successes. In FY2023-24, 70% of our funding came from anchor donors, with over 40% of next year's budget already secured** through multi-year contracts. Additionally, our **unrestricted funding has increased from 60% to 75%**, allowing us to invest in innovative pilot projects. Finally, approximately **88% of our funding has now been secured domestically**, marking a significant improvement over the past five years.
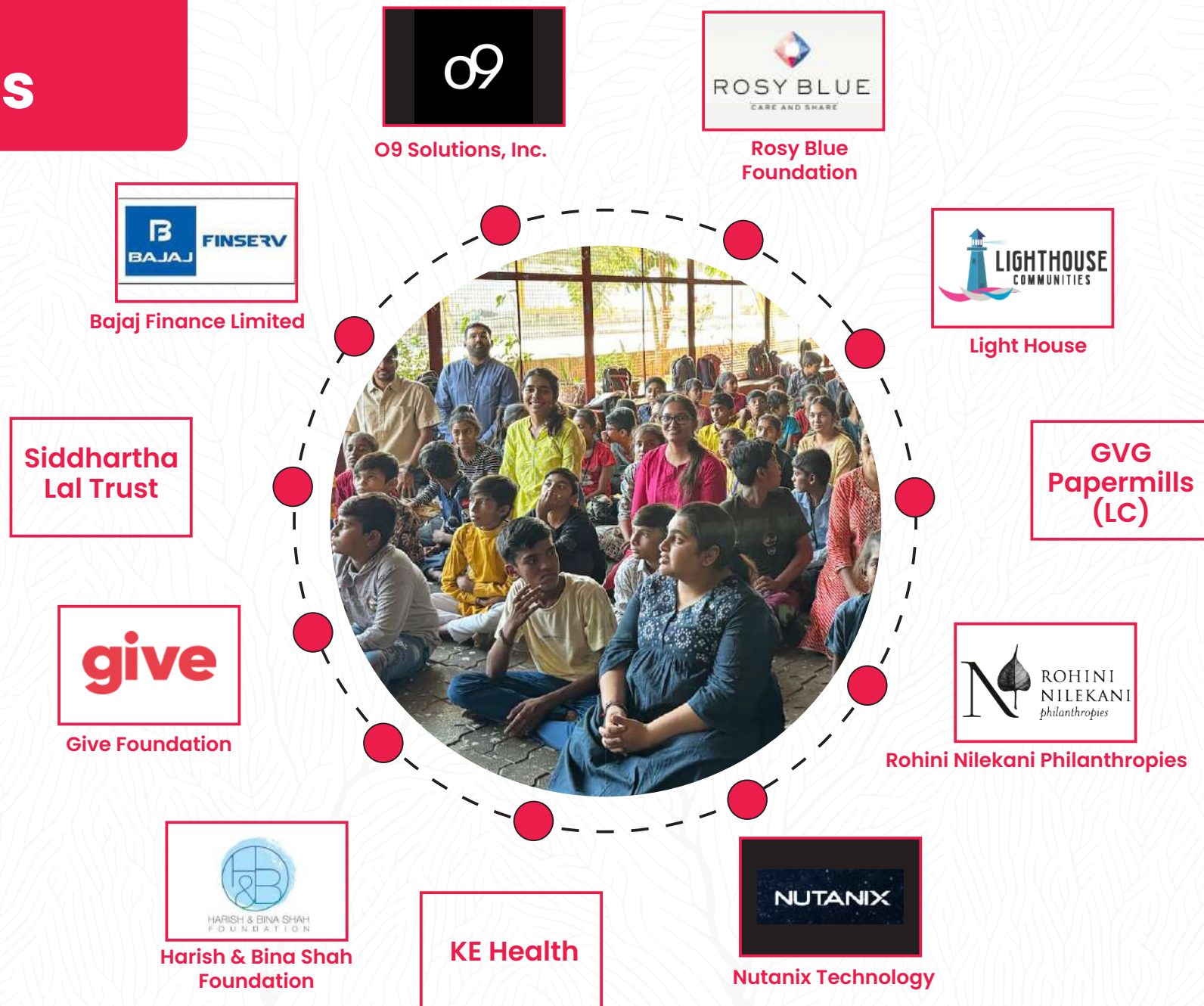
I am confident that with these comprehensive changes in our fundraising strategy and challenging goals for the team, together we will be able to provide all the critical resources needed to fuel MAD's expansion and drive an even greater impact for the children we serve!

Akshay Anand
Sr Director, Strategy, Partnerships & Fundraising

Major Donors

O9 Solutions, Inc.

Rosy Blue Foundation

Bajaj Finance Limited

Light House

Siddhartha Lal Trust

GVG Papermills (LC)

Give Foundation

Rohini Nilekani Philanthropies

Harish & Bina Shah Foundation

KE Health

Nutanix Technology

08 Financial Reports

"Commitment to financial vigilance, agility, and rigour."

This past year has been a journey of experimentation, resilience, and growth for MAD. Faced with unexpected turns, we have emerged with invaluable insights that have reshaped our approach to financial management and organizational adaptability. One key learning was the importance of vigilance in maintaining our financial health and the agility to adapt to rapid ecosystem changes.

It's only due to this focus on vigilance and agility that **we're able to enter FY2024-25 on a strong financial footing, with secured commitments to the tune of Rs 5.4 crores.** And also end the year knowing that **90% of our donations are directly allocated to beneficiaries and programs**, managing administrative and overhead expenses within a disciplined 10%.

Which is not to say that the year was without challenges - we faced a significant funding crisis in Q2, which required exemplary teamwork, strategic decision-making, and the timely support of our long-time champions to successfully navigate. As an NGO, we remain hopeful for positive outcomes, but we are also steadfast in our preparedness for potential adversities.

I'm happy to share that we made significant inroads in leveraging technology to further streamline our financial processes in 2023. **We updated old tools, and optimised new ones… All in service of making operations and program delivery smoother for our volunteers and beneficiaries.**

We also made structural changes to our city finance teams, introducing policy-level reforms for expenditure management and budget allocation, in an effort to foster transparency, accountability, and optimised resource utilisation, ensuring that every Rupee is directed toward maximizing impact.
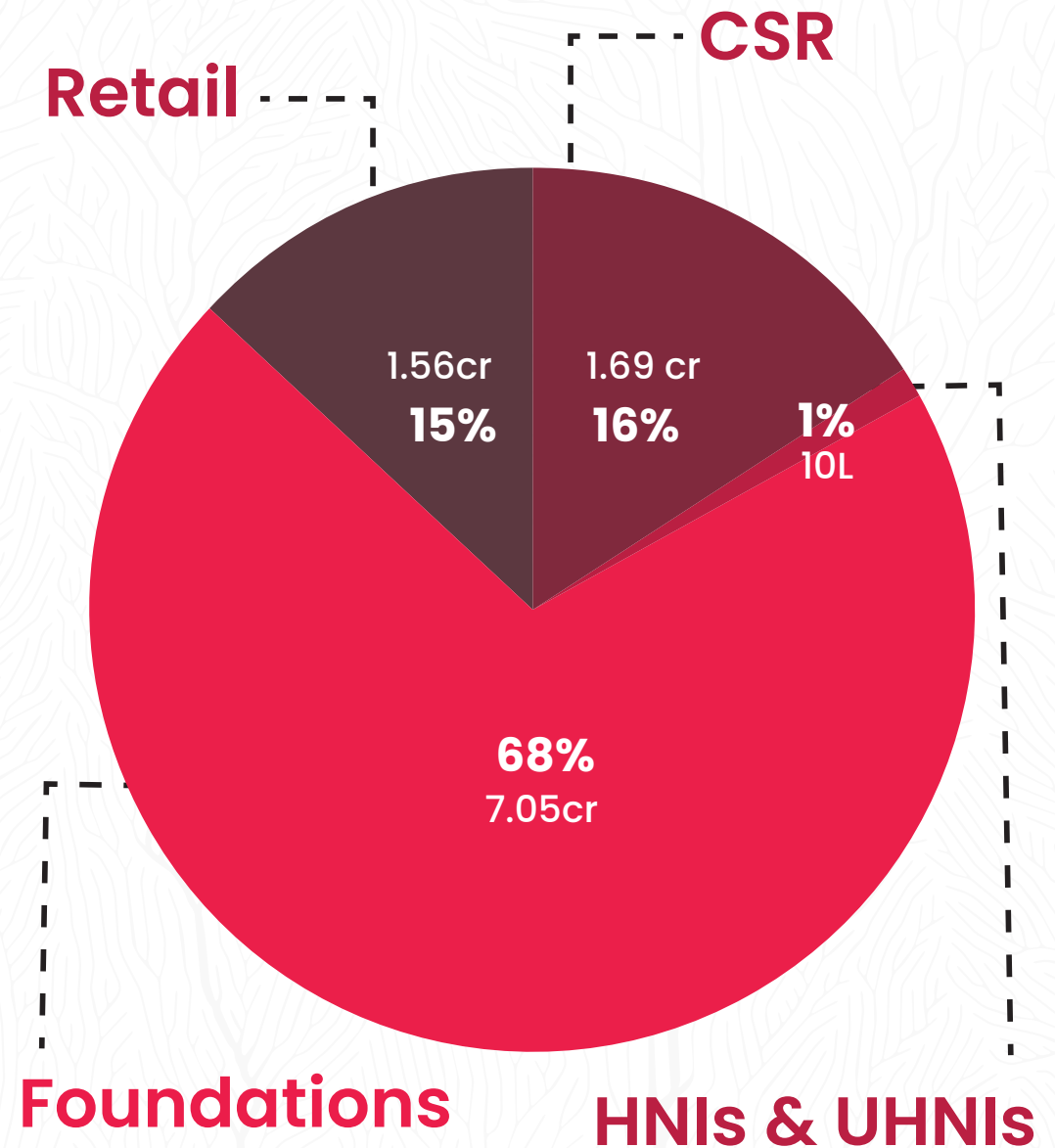
Looking ahead, the finance team remains unwaveringly committed to empowering the frontline so MAD's vision of ending intergenerational poverty within our lifetime can become a reality. We are actively working to implement even more robust planning and forecasting processes, and ensuring strict compliance with regulatory standards to enable a brighter and more inclusive future for all.

Santosh Bisht
Director, Finance

Total Budget
10.
40Cr

25%	50%	75%	100%
/	.	( )	%
*	1	2	3
+	4	5	6
-	7	8	9
<	0		=

Types of Donors:

Retail

CSR

1.56cr
15%

1.69 cr
16%

1%
10L

68%
7.05cr

Foundations

HNIs & UHNIs

Our expenditure:

Category		
Programmatic Development	54%	4.73Cr
Housing Support	13%	1.19Cr
Educational Support	12%	1.01Cr
Admin & Overheads	9%	80L
Volunteer Mobilisation & Engagement	8%	75L
Monthly Stipends	4%	34L
Total Expenditure		8.82Cr

Type of Funding:

Flexible
8.1cr
78%

Restricted
2.3cr
22%

Funding Source:

Domestic
9.22cr
89%

FCRA
1.18cr
11%

Thank You!

Volunteer
Empower India's vulnerable children & youth! Join MAD's 2024 cohort of 3,000+ change makers.
Apply at www.makeadiff.in/join

Join
Join the social impact sector with Make A Difference. We're hiring!
Email at mohana@makeadiff.in

Donate
Your donation will support vulnerable children & youth across 19 cities. Help us amplify the MAD impact.
Donate at www.makeadiff.in/donate

CONNECT WITH US:
email: contact@makeadiff.in

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