





# About Atma

Vision Quality Education for All Children

Mission To build the capacity of NGOs and the development sector as a whole, by engaging in effective and profound collaborations with organisations that are focused on children, education and community development.

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## Letter from the Founder

We are excited to bring you our 2010-2011 Annual Report. The year ended with Atma celebrating our 4<sup>th</sup> Anniversary as an organisation. Founded in 2007, Atma supports the development of Quality Education through our unique capacity building model.

Friends often ask 'Why has Atma been successful?' 'How has Atma grown so much, and reached so many NGOs, children and families in just a few short years?' The answer to that question is *action*. Action is the single greatest reason why Atma is where it is today: not talk or ideas about change, but action to make it happen.

Moving from idea to action, Adrienne Van Dok and I founded Atma in March 2007. Since that time, Atma has helped our [partners](#) to reach over 11,000 beneficiaries across the city of Mumbai.

Atma is where it is today because people have acted and given. What Atma has received in time, money, energy and expertise cannot be counted. It is this giving that, in the most extraordinary and serendipitous ways, has made the difference between *idea* and *action*.



### *Here are some of Atma's greatest milestones over the past four years:*

**2007** Atma was formally established as a registered Trust, with the support of Trustees Rahul Sood and Mahesh Rathod. Atma works with our first four Atma Partners - Mukangan, Nareshwadi, Mumbai Mobile Crèches and CHIP.

**2008** Atma moves into our first office and hires two more staff members.

**2009** Atma's Volunteer Program has hosted over 50 [volunteers](#) to date. These are skilled professionals who have completed projects like curriculum development and Human Resources strategies for Atma partners.

### **2010 to 2011 Highlights:**

- Atma's staff expanded from two to five people to meet the needs of the growing, thriving organisation. Atma delivered 11,260 service hours to four Atma Partners.
- Masoom and the Foundation of Mother and Child Health join as Atma Partners
- Atma runs in the Mumbai Marathon with two corporate challenge teams
- Atma hosts our 100th volunteer

2010-2011 marks my last year as the head of Atma in Mumbai: I will continue to work with Atma (Mumbai) in an advisory capacity while focusing on the development of Atma Australia. I am pleased to have Mary Ellen Matsui, my friend and colleague over the past two years, to carry Atma's mission and vision forward in the role of Executive Director.

Atma is growing faster than ever. Our future plans include a much wider dissemination of knowledge gleaned from the Atma Partnerships through workshops, trainings and publications. By creating workshops on NGO best practices, we at Atma will be able to share our learnings with a wider audience, effectively contributing to the development sector as a whole. 2011 will be an exciting year for Atma.

Action is the most powerful tool Atma has harnessed towards our [vision](#) of Quality Education for all children. Moving forward, I want to acknowledge every person along the way who has contributed towards Atma's vision. Our impact is your action.

With gratitude,

A handwritten signature in blue ink that reads "Hayley Bolding". The signature is fluid and cursive, with a long horizontal stroke at the end.

Hayley Bolding

# Atma's Board of Trustees

## Mr. Mahesh Rathod

Mr. Rathod is the Country Head (Investment) for the Australian Trade Commission, the Australian Federal Government's Trade and Investment Agency. One of Atma's founding trustees, Mahesh previously worked for the Government of Mauritius as Regional Director. He is also a board member of ANZBAI (Australia New Zealand Business Association of India), and the Education Committee of MEDC (Maharashtra Economic Development Council). He held the position of President at the Rotary Club of Bombay Harbour (2010-11). Mahesh's extensive community involvement only adds to his dedicated support of Atma.



## Dr. Rahul Sood

Dr. Sood is a Mumbai native. He studied at Cathedral School and then focused on Economics at Elphinstone College. Dr. Sood earned his BA in Film at Stanford University, a MS in TV-Radio at Syracuse University, and his PhD in Communication Research from Stanford University. When he returned to Mumbai from the US in the mid-90s, Rahul focused his career on pro-social TV serials for India's lesser-advantaged children under the Gudia Ghar banner.

Upon witnessing the true need of Mumbai's NGOs and the passion that Lee Bolding and Adrienne Van Dok held for the cause of Quality Education, Dr. Sood agreed to support Atma's vision.



Atma is looking to expand its Trustee Board to six members in the coming year.

Atma would also like to recognize the following individuals as dedicated advisors of Atma's work.

- Naresh Kripalani
- Harinakshi Somaiya
- Deepak Kanabar
- Lalita Uttamsingh
- Danny Carroll
- Amit Murugkar

*"Atma is so lucky to have Trustees Mahesh Rathod and Rahul Sood, and advisor Naresh Kripalani. Their dedication and steadfast governance is why Atma has reached where we are today."*

Mary Ellen Matsui, Atma Executive Director

## Understanding this Annual Report

This Annual Report features the Impacts and Outcomes for the 2010-2011 Atma Partnerships.

Atma defines an Outcome as results experienced by the partner due to various program interventions throughout the period of the partnership. The outcomes are listed in a non-standardized manner to give you the reader a more detailed view of the benefits the partner gained.

Atma defines Impact as meaningful changes that the organisation and/or beneficiaries experience due to the organisation's long term partnership with Atma. Impacts have a macro-effect on the organisation: they are tracked on an annual basis and showcased in varied formats.

## About Atma

Atma is an NGO that helps other NGOs provide Quality Education. Founded as a Trust in 2007, we work to address the issue of Quality Education for underprivileged children and young adults through a unique consultancy model.

Atma partners with dynamic organisations that work in educational development in Mumbai, India. Each Atma Partnership is an intensive three year collaborative process, where Atma addresses capacity needs and helps NGOs to create and execute growth plans.

Combining consultancy, training, advocacy and skilled volunteers, the Atma Model allows Atma Partners to look beyond their day to day resource constraints and maximise their impacts in the educational sector.



# Year Summary 2010–11

*2010-2011 has been a big year for Atma.*

**GOODBYE LEE** Atma Founder Hayley Bolding stepped out of daily operations in Mumbai, moving back to Melbourne to expand Atma's Australia Chapter.

**ATMA'S ANNIVERSARY** We celebrated our 4<sup>th</sup> Anniversary in April with over 100 of Atma's closest supporters in Mumbai.

**EXPANSION OF THE ATMA TEAM** Our staff has grown from 3 people to 6, and we are excited to continue growing.

**2011-2012 PROMISES TO BE A FANTASTIC YEAR FOR ATMA** We look forward to creating an even bigger impact on Quality Education in Mumbai.





**PARTNERING** Summer Starr, Atma Partnerships Director, at the Masoom office

## Total Outcomes: 60 Atma Partner Outcomes

Atma produces a partnership outcome every two weeks. Partnership outcomes include everything in the organisational development spectrum, from the induction of administration systems to the planning and implementation of new programs.

**HOURS OF SERVICE** In 2010-2011, Atma delivered 11,240 service hours to Atma Partners. The total hours are broken down into different areas:

### Atma Consultancy 669 Hours

The Atma Partnership Manager meets with each Atma Partner on a weekly basis.

### Atma Advocacy 78 Hours

Atma's advocacy services focus around creating a platform for awareness, resource-sharing and exchange between NGOs.

### Atma Workshops 130 Hours

Atma holds workshops on topics specific to the NGO sector in Mumbai. Atma Workshops are open to Atma Partners and other NGOs.

### Partner-Specific Training 133 Hours

Atma holds trainings for Atma Partners to gain specific skills required to help grow their organisations.

### Atma Volunteer Work Hours 8700

8700 Volunteer Hours – Delivered by 28 volunteers from 11 different countries. Atma Volunteers are professionals in their respective fields of expertise.

### Volunteer Support 1530 Hours

Atma Volunteers are an integral part of the Atma Model. Volunteers give of their time, energy and expertise to support Atma Partners in their growth, and play a valuable part in Atma's impact. Atma invests in each individual volunteer, supporting them through professional feedback, training, mentoring, cultural integration and support. Volunteers are incredibly effective in their work with Atma Partners because of Atma's holistic support.

	2009-2010	2010-2011
Atma Contribution Hours*	5577	11,240
Atma Partner Outcomes	49	60
Atma Consultancy Hours	523	669
Atma Volunteers	17	28
Volunteer Work Hours	4214	8700
Volunteer support hours	744	1530

\*Atma contribution hours consist of consultancy, workshops, partner-specific trainings, volunteer work hours and volunteer support.



# Atma Partners

## Current Partners

CHILDReach 8

CHIP 16

Foundation for Mother and Child Health (FMCH) 10

Masoom 12

Reality Gives 14

## Graduated Partner

Muktangan 20



**ATTENTION** A student at CHILDReach

*"I've moved away from day to day thinking and am focusing further down the line, at one year or three years in the future. We are working on concrete goals and setting new ones."*

Kirti Thakur, Director and Founder at CHILDReach

## CHILDReach

### Current Partner, year 2

CHILDReach is a school for children with learning difficulties ranging from dyslexia to dysgraphia and ADHD. With a low student/teacher ratio and educational programs designed to suit individual learning needs, CHILDReach creates a holistic learning environment in which children with learning difficulties can excel. CHILDReach became an Atma Partner in May 2009.

Children with learning difficulties are not underprivileged in the traditional sense of the term, but they are underserved; not given an equal opportunity to access quality educational offerings. CHILDReach's focus on creating and providing Quality Education for children with learning difficulties makes them an ideal Atma Partner.

#### Atma 2010-2011 Outcomes

1. Created the CHILDReach OUTReach Programme Guide to outline the reasoning, the need and the structure of the OUTReach Programme
2. Facilitated the development of a one year organisational budget
3. Created marketing materials including a brochure and mailer to address the OUTReach Programmes' communications needs of both parents and schools participating in the OUTReach Programme
4. Created a brochure to market the CHILDReach School to donors and general public
5. Developed HR processes to decrease staff turnover by taking feedback from exiting staff
6. Developed a three level curriculum to be used in the OUTReach Programme to address the English deficit in students, and a matching manual to ease the teacher's ability to use the curriculum.
7. Developed a lesson plan template that will allow teachers to plan their programming more easily and document lessons for future use.
8. Formed a Steering Committee for the development of the OUTReach Programme

#### Impact

The Atma Partnership has resulted in the formalisation of OUTReach: a scalable arm of CHILDReach that offers remediation for children with learning difficulties in other schools. With the implementation of the Right to Education Act, replication of the OUTReach Programme is more important than ever as more students with learning difficulties will have to stay in mainstream schools and go even further in their academic careers before receiving access to appropriate learning assistance. The OUTReach Programme hopes to grow to reach more of these students.

## CHILDREACH BENEFICIARY FOCUS Rabiya

Rabiya is 12, and joined CHILDReach school three years ago. Since becoming a student at CHILDReach, Rabiya has been able to excel in subjects that were previously inaccessible to her. This is because CHILDReach offers Rabiya a classroom environment and specialised attention that supports her unique learning style.

CHILDReach aims to create an environment where students with learning difficulties can thrive, by challenging the unique abilities of each child. Occupying a floor of a BMC school in Santacruz, CHILDReach school has been an Atma Partner since June 2009.

Rabiya attended two different schools before hearing about CHILDReach. In her previous schools, Rabiya lost confidence because she was not given appropriate time to answer questions she was asked. Rabiya has Attention Deficit Disorder and has trouble forming her sentences because of poor short-term memory. She needs a little bit more time to effectively communicate, but is otherwise not limited in her capacity for learning.

At CHILDReach, children attend classes of different levels for each individual subject, depending on their ability. When children do not have to study all subjects at the same level, they're able to excel in their areas of strength without being held back. The CHILDReach teachers support each student in their specific learning style and challenge them as they need.

"Rabiya is a proactive student and a very keen learner. We give her the space to develop at her own level in each subject, and we're glad to see how much she has grown," said Juliet Thakkar, Rabiya's main schoolteacher.



## About CHILDReach

[www.childreach.in](http://www.childreach.in)

Founded as a society

Functioning since 1987

75 beneficiaries in 2010-2011

## Atma-CHILDReach partnership

8 distinct outcomes

6 Hours Advocacy

30 Hours Atma Workshops

72 Hours Consultancy

30 Hours Partner-Specific Training

3 Volunteers

1500 Hours Volunteering

282 Hours Volunteer Support

1920 Hours Total Partner Contact

Donations Facilitated INR 5000 sponsorship for printing of stationery, INR 75,000 donation towards the school program

RABIYA Rabiya in her classroom at CHILDReach



**HEALTH** A little girl enjoying a nutritious snack at FMCH

*“The Atma Partnership has given FMCH the necessary skills and support to grow the organisation. In the beginning of 2010–2011, we had 175 beneficiaries. Through Atma’s guidance and professional volunteers, we were able to reach over 350 beneficiaries and open two new centres. Without providing ‘stepping stones’ to navigate the growth process, we would not have had the ability to increase our outreach to such an extent.”*

Dottie Wagle, FMCH Chairperson

## Foundation for Mother and Child Health (FMCH)

### Current Partner, year 1

The Foundation for Mother and Child Health (FMCH) provides preventative health and nutrition education to communities in Mumbai. Through FMCH’s regular health clinics and other events like skits and performances, young mothers and children have access to medical interventions as well as nutritional education. FMCH became an Atma Partner in June 2010.

Without the strong foundation that is built through proper nutrition, any efforts to educate a child can only reach him or her halfway. FMCH’s holistic view of education is a dynamic interpretation of Atma’s vision of Quality Education for every child.

### Atma 2010-2011 Outcomes

1. Developed a new vision and mission statement for FMCH
2. Facilitated the strategic planning process
3. Developed and documented the FMCH ‘Bloom’ nutrition programme
4. Completed analysis of the Bloom Programme impact and the program best practices
5. Assisted with initial planning for the new Community Centre in Ram Dev Nagar
6. Assisted with community needs assessment
7. Created systems for qualitative feedback, monitoring and evaluation of FMCH programs
8. Advised on developing sound quantitative data collection and monitoring program impact
9. Developed branding guidelines for all FMCH publications and marketing collateral
10. Created Marketing and Fundraising guidelines to outline communications procedures
11. Completed a new promotional brochure, letterhead, and banner
12. Designed and launched a new website
13. Created fundraising flyer and donation letter
14. Developed stock branding photos
15. Developed fundraising proposal for nutrition program
16. Facilitated a donation of INR 75,000 towards the Bloom Programme

### Impact

The Atma Partnership has resulted in a re-focusing of vision and mission and a formalization of programs and communications that will allow FMCH to replicate and grow at least two fold in the coming year. The hope is that together we are building a model of health and nutrition services that can be brought to any community.

## FMCH BENEFICIARY FOCUS Sheetal

Sheetal is 27 years old, and was born and brought up in Mumbai. Sheetal and her 4 year old daughter have been a part of the Bloom Programme at Mahila Ward, Mahalaxmi, since it began in July 2010. Prior to joining the programme, she lacked the knowledge of nutrition and access to clinical support to keep her daughter and her family in the best of health.

The Bloom Programme was designed to give children like Sheetal's daughter a head start by providing regular doctor visits and nutritional counselling. In addition, Sheetal is learning ways to keep her daughter and family in good health with better hygiene, nutrition and cooking practices.

At each clinic, a paediatrician, a nutritionist and a social worker provide medical interventions and preventative health education to families with young children. The program also consists of workshops like interactive skits designed to teach nutrition and cooking demonstrations to highlight nutritious foods.

FMCH tracks the progress of each child, using tools to measure the impact of their interventions and using feedback from beneficiaries to tailor their program to the needs of the specific community. This is what makes FMCH's work so effective for women like Sheetal: by not just providing clinical interventions, but by educating the community as a whole.

## About Foundation for Mother and Child Health (FMCH)

[motherandchildhealth.wordpress.com](http://motherandchildhealth.wordpress.com)

Founded as a registered trust

Functioning since 2010

175 beneficiaries in 2010-2011

## Atma-FMCH partnership

16 distinct outcomes

20 Hours Atma Workshops

110 Hours Consultancy

5 Hours Partner-Specific Training

2 Volunteers

1000 Hours Volunteering

192 Hours Volunteer Support

1327 Hours Total Partner Contact



**SHEETAL** Sheetal and her daughter at Mahila Ward



**STUDYING** A Masoom night school student

*“Atma and the Atma volunteers have been a great support for Masoom. Planning meetings with Atma helps us prioritise issues to work on, and volunteers provide the hands-on support we need to execute our plans.”*

Nikita Ketkar, Masoom Founder

## Masoom

### Current Partner, year 1

Masoom believes that night school students should not be at a disadvantage because of poor educational offerings, but should be praised for their commitment to learning. Masoom works in Mumbai night schools to improve all facets of the night school student’s educational experience, from infrastructure to curriculum. Masoom became an Atma Partner in April 2010.

Masoom is dedicated to the development of excellent educational services for night schools students, so that despite the odds, they may excel academically. This commitment to Quality Education makes Masoom a fantastic Atma Partner.

### Atma 2010-2011 Outcomes

1. Created the strategic plan and action to develop a brand identity for Masoom
2. Developed an effective Masoom website and a manual for website maintenance
3. Created Masoom’s 2009-2010 Annual Report
4. Designed a promotional brochure for Masoom
5. Analysed and evaluated Masoom’s staff structure and HR policy
6. Developed new management positions, job roles and a recruitment process for Masoom
7. Supported the recruitment and induction of a Programs Manager and Resource Manager for Masoom
8. Facilitated administrative services such as wifi and networking for the Masoom office
9. Developed administrative filing systems for Masoom
10. Developed effective marketing collaterals in the form of a power-point presentation and letterhead
11. Established Masoom’s online presence with the creation and maintenance of a facebook page
12. Facilitated organisational strategic planning processes, resulting in the development of a clear Masoom organisation chart
13. Re-developed Masoom’s logo

### Impact

The Atma Partnership has resulted in a new branding and marketing presence that can be leveraged for donor and in-kind support of Masoom initiatives. In addition, Atma has facilitated the role definition and hiring of a Resources Manager who will drive the mobilization of assets for the organisation. This work will allow Masoom to take on more night school projects, expanding from 10 to 15 schools in the next year.

## MASOOM BENEFICIARY FOCUS Brijesh

Brijesh owes a lot to his sister. He had all but decided to abandon studies and focus on finding work opportunities when she encouraged him to pursue his education and pass his board exams. She enrolled him in the Milind night school, which is supported by Masoom. Brijesh credits Masoom with playing a significant role in his academic excellence, as well as his eventual placement with his current employer, investment company Edelweiss.

Masoom works hand in hand with night schools in Mumbai to assess the needs of each school and the individual students. They then meet those needs through resource support such as textbooks and science materials, as well as by providing access to extra tuitions.

Brijesh had pre-conceived notions about what night school would be like. However, he observed his classmates attending school regularly and engaging in all of Masoom's additional programs. Brijesh then decided that he could, and would pass his 10<sup>th</sup> exams. He threw himself entirely into his studies and his chance to progress.

Through the support of extra tuition sessions by Masoom volunteers, Brijesh was able to score well in Mathematics, a subject that had previously been challenging for him. A meeting with a Masoom career cell coordinator helped Brijesh to receive advice and resources about potential career opportunities.

An Edelweiss volunteer was impressed with Brijesh's work ethic and dedication. When a vacancy opened up at Edelweiss, the volunteer gave first preference to a Masoom student, and Brijesh was hired in January 2011.

"It is hard to believe that there are organisations like Masoom to support night learners like me," Brijesh said about his experience with Masoom.

## About Masoom

[www.masoomeducation.org](http://www.masoomeducation.org)

Founded as a society

Functioning since 2008

500 beneficiaries in 2010-2011

## Atma-Masoom partnership

13 distinct outcomes

20 Hours Atma Workshops

191 Hours Consultancy

50 Hours Partner-Specific Training

4 Volunteers

1700 Hours Volunteering

280 Hours Volunteer Support

2261 Hours Total Partner Contact



BRIJESH In a Masoom classroom



PLAY Students in a dance class at Muskaan Kindergarten

*“The most helpful part of the Atma partnership has been their assistance in high level strategic discussions. As a small organisation, we often get caught up with day to day problems, yet in meetings with Atma, we take a step back to consider the bigger picture. Because of their expertise in educational development, we gain an invaluable perspective as well as access to other NGOs and support.”*

Chris Way, Reality Gives Co-Founder

## Reality Gives Current Partner, year 2

Reality Gives works to provide educational opportunities for both children and young adults within the Dharavi community. Muskaan Kindergarten is a progressive kindergarten based on the child-centered Mukhtangan methodology, and teaches children through experiential methods. The Reality Gives Youth Empowerment Program provides courses for young adults on computer basics, soft skills and spoken English. Reality Gives is the sister project of the ethical tour company Reality Tours and Travel, and became an Atma Partner in June 2009.

Reality Gives’ strength is its connection to and understanding of the Dharavi community, and it has designed its educational programs based on the needs and feedback of its beneficiaries. Atma has partnered with Reality Gives because of our shared vision of Quality Education.

### Atma 2010-2011 Outcomes

1. Facilitated the conceptual development for the Reality Gives YEP by defining the overall program aim, outcomes, learning objectives and strategic steps to implement the program
2. Developed English, computer and soft skills curriculums for YEP
3. Developed curriculum-specific teacher notes and training for YEP
4. Completed strategic planning and program planning for YEP computer and soft skills components
5. Documented the standardized processes and procedures that govern Muskaan Kindergarten
6. Researched and created a Teachers Manual and a Students Manual for Muskaan Kindergarten
7. Completed financial planning and budget development for the Muskaan Kindergarten expansion for the projected 5 years
8. Developed an NGO growth strategy and completed sector research to increase income generating areas
9. Researched potential social media strategies
10. Developed organisational merchandise to sell as an income generation strategy
11. Created HR management strategies

### Impact

The Atma Partnership has resulted in the creation of their Youth Empowerment Program with 70 graduate students in its first year. Reality Gives is now working to formalize and improve this program so it can become a model for other youth training programs. Atma’s assistance with the income generation and marketing aspects of Reality Gives has provided stepping stones from which the Reality Group is building its hybrid model of supporting NGO activities through tour operations. This hybrid model will be leveraged to bring growth to the organisation and to their support of the communities it works in.

## REALITY GIVES BENEFICIARY FOCUS Kavita

After graduating from class ten, Kavita from Dharavi began to stay home to do housework. Her family was planning to get her married as soon as possible. Soon afterwards, however, Kavita heard about the Youth Empowerment Programme (YEP), one of Atma Partner Reality Gives' initiatives. It's a fifteen week course where young people from Dharavi can learn computer basics, English and life skills, improving their chances to find employment.

Kavita was uncertain about whether she'd be able to learn computers and English, as English isn't spoken in her home. Despite her apprehensions, Kavita was able to complete the entire course.

The YEP is just one of Reality Gives' projects. Another is Muskaan Kindergarten: A progressive kindergarten that serves 3-5 year old kids in Dharavi. Almost immediately after finishing the YEP course, Kavita began to work in Muskaan Kindergarten as a teacher in training.

Kavita's confidence in her abilities has allowed her to take on a multitude of responsibilities through opportunities offered by Reality Gives. On top of her teacher training programme, she also manages the library at the computer centre, and tutors other students who are currently taking the YEP course.

"I want to be a full teacher," Kavita smiled when asked about her teacher training.

Everyone in the community has noticed the changes in Kavita: in her initiative and hard work, but also in the way that she carries herself. Through Reality Gives, Kavita has gained valuable skills that she's proud to share with others.

"It's been incredible to watch the change in Kavita," said Chris Way, Reality Gives Founder.



## About Reality Gives

[www.realitygives.org](http://www.realitygives.org)

Founded as a society

Functioning since 2009

238 beneficiaries in 2010-2011

## Atma-Reality Gives partnership

11 distinct outcomes

36 Hours Advocacy

30 Hours Atma Workshops

153 Hours Consultancy

38 Hours Partner-Specific Training

7 Volunteers

3400 Hours Volunteering

576 Hours Volunteer Support

4233 Hours Total Partner Contact

REALITY GIVES Kavita is now a teacher-in-training at Muskaan Kindergarten



**ENTHUSIASM** Students playing games at summer camp

*“Atma has been very consistent in its support over the last 3 years, helping us to leverage our networks for funds, resources, volunteers and program partnerships. The Atma Partnership has helped us define our work and enhance our programs, constantly requiring us to reflect on the outcomes and set up processes that help our efficiency.”*

Novela Corda, CHIP Executive Director

## CHIP

### Graduating Partner, April 2011

CHIP works with BMC schools in Mumbai to provide educational offerings that serve the holistic development of every child. Within the BMC structure and based on the needs of the specific schools and students, CHIP intervenes in the areas of the classroom environment and educational offerings. Atma partnered with CHIP in 2007 because of their commitment to the “total care” of each child and improving the quality of education available in BMC schools.

#### Partnership Milestones

##### 2007-2008

- Created CHIP vision and mission
- Assisted in fundraiser at the JW Marriott, raising INR 12 lakh
- Coached CHIP in participating in their 1st Mumbai Marathon
- Created financial and organisational development plans

##### 2008-2009

- Established CHIP office
- Hired Executive Director Novela Corda
- Developed marketing materials: logo, website and brochure
- Revisited Vision and Mission with new leadership
- Opened 1<sup>st</sup> CHIP Kindergarten

##### 2009-2010

- Completed Governance Evaluation and Board strategy
- Participated in the Mumbai Marathon: raised INR 6 lakh
- Consolidated CHIP Program
- Expanded CHIP Programs into four schools

##### 2010-2011

- Expanded CHIP Team to 20 people
- Developed full HR systems.
- Developed thorough administrative systems
- Expanded CHIP Programs to six schools
- Developed 5 Year strategy

#### Atma CHIP Partnership over the years

Atma and CHIP have worked tirelessly to consolidate and expand the CHIP Program to realise their vision and mission. When Atma first met CHIP, we knew there was something unique about the project and the people. The progress that CHIP has made reflects their commitment to the Atma Partnership model and is a tribute to the effectiveness and power of the Atma Model.

Atma's dedicated work with CHIP has meant over 37 concrete outcomes, from fundraising strategy documents to a 5-year organisational plan. What do outcomes actually mean for CHIP and Atma Partners? Each outcome is the result of a goal to strengthen and grow an organisation. Outcomes such as a solid mission and vision, replicable programs and a strong core team lay the foundation for future scale and growth of an organisation. That is Atma's goal for each of our partners, and that goal has been achieved for CHIP through the Atma Partnership Model.

The Atma CHIP Partnership has been one of deep trust and respect for the organisational changes needed to reach the CHIP goals. An Atma Partnership doesn't act as a crutch: Atma facilitates the process of organisational growth through mutual dialogue, collaboration and understanding. The energy and passion of the CHIP Team and their ability to embrace the Atma process is what has moved the partnership ahead. CHIP is an incredible example of a group of leaders dedicated to organisational growth in pursuit of sustained social change.

## CHIP Programs

CHIP's programs were initially focused only on infrastructure development in BMC schools. The infrastructure improvements affected the 700 students who attended the Pratiksha Nagar School, but CHIP knew they had to deepen their intervention.

To do this, CHIP in partnership with Atma developed sustained programs that intervene at key developmental periods during students' lives. These programs include:

- Balwadi Program
- Standard I Program
- After School Program
- Standard IX and X Program
- Sports Programs: Football, Basketball, Judo, Gymnastics

In keeping with their total child care policy, CHIP also makes arrangements for festival activities and health camps to take place in the schools in which they work. Through their core programs, CHIP consistently reaches 1200 BMC school students. Through additional health and sports programs, they reach even more children.

## About CHIP

[www.chipmumbai.org](http://www.chipmumbai.org)

Founded as a society

Functioning since 2004

1200 beneficiaries in 2010-2011

## Atma-CHIP partnership snapshot: 2007–2011

ATMA INPUT	HOURS
Consultancy	600
Professional volunteer work	5000
Volunteer Support	940
Training	300
Advocacy	60
<b>TOTAL</b>	<b>6900</b>

### FUNDING FACILITATED

Atma facilitated in-kind donations:

- Office space to utilize for operations – approx. value INR 240,000
- Office furniture – approx value INR 15,000
- World music workshop: approx value INR 10,000
- Clothing donation from Mahesh, Atma Trustee

### ORGANISATIONAL CHANGES

CHIP began as a small, volunteer-run initiative in one school. Today, CHIP is a well-respected educational organisation, operating in six schools with five targeted intervention programs.

### CHIP IMPACT

CHIP has moved from working with 700 beneficiaries in 2007 to reaching 1200 in 2010.



**SELF-POSSESSION** Kids develop confidence through games

*“Atma Volunteers play a critical role in implementing changes and carrying out projects with defined, concrete outcomes. This provides sustained support to Atma Partners.”*

Summer Starr, Atma Partnerships Director

*“Atma is very meticulous in the selection of its volunteers, ensuring that both the NGO and the volunteer will benefit through the exchange. Over the years, CHIP has benefited from fantastic Atma volunteers who have contributed deeply to CHIP’s success.”*

Novela Corda, CHIP Executive Director

CHIP is a powerful illustration of the Atma Model in action. Our Partnership has seen how to support innovative educational NGOs to make real impact, and we are so proud to see CHIP grow to reach 1200 beneficiaries.

## Atma Volunteer impact at CHIP

Volunteers are an integral part of the Atma Model, bringing time, energy and technical expertise to Atma Partners.

Atma has provided 10 Long-term Volunteers to CHIP over the course of the Atma Partnership. These volunteers delivered over 5000 hours of skilled support, tackling specific projects that have had a measurable impact on the organisation. Read about some fantastic Atma Volunteers that worked with CHIP below.

Mary Ellen Matsui from Canada joined Executive Director Novella Corda when Novela was first hired. Mary Ellen was instrumental in developing CHIP’s branding and marketing strategy and materials, and also initiated documentation and long-term expansion planning for CHIP Programs.

Maria Steingoltz from the US undertook strategic program development and documentation projects for CHIP. She also completed a governance analysis and a Trustee Board development process.

Siddhita Sankholkar from Mumbai worked with CHIP to develop a full Human Resource evaluation and plan for CHIP to meet the demands of the growing team and support their strategic planning.

## Atma 2010-2011 Outcomes

1. Undertook an evaluation of CHIP HR policy needs, researched HR policy examples and created specialised HR policy for CHIP
2. Facilitated Human Resource evaluations with all CHIP Board and Staff members, resulting in the development of clear CHIP staff job descriptions
3. Developed a clear CHIP vision and operational diagram
4. Completed strategic analysis and development of CHIP reporting systems to ensure quality standards
5. Developed a clear organisational chart for CHIP
6. Conducted gap analysis of current CHIP administrative systems and developed new administrative systems and templates
7. Created a CHIP Balwadi Strategic Plan to expand and grow programs over the next five years
8. Completed strategic planning for the CHIP After School Program, and outlined needs and timelines
9. Planned and created a CHIP fundraising events document
10. Conducted a workshop and training to develop a sustainable volunteer program
11. Conducted gap analysis of current CHIP Board Structure
12. Developed a CHIP Board Policy

## Impact

CHIP started with one school: during the Atma partnership, they've increased their reach to six schools. They have expanded their staff from one to 20 and increased their services both in reach and depth. Atma has contributed to this growth by solidifying CHIP's strategic plan, as well as the governance, volunteer support systems, human resource structures and administrative systems that will maintain the quality of programs as CHIP grows.

## The Future of CHIP

*"CHIP is where they are today because of their commitment to education and to the beneficiaries they serve: we are so proud to call them an Atma Graduated Partner."*

Mary Ellen Matsui, Atma Executive Director  
and the first Atma Volunteer at CHIP

*"I feel that CHIP has potential to reach out to many more schools and impact a large number of children attending public schools in Mumbai. I am confident that with the continued support of Atma, we can look at scaling CHIP programs, work on organisational sustainability and build the capacity of the CHIP team."*

Novella Corda, extraordinary visionary  
and CHIP Executive Director

CHIP aims to expand its programs into 10 schools by the end of 2012.

## The Atma Graduated Partner Program

The Atma Graduated Partner Program is currently in its introductory phase. We look forward to developing the Graduated Partner Program through dialogues with graduated partners: CHIP will be the first partner to benefit from Atma Graduated Partner services, including volunteers to complete projects and the support of an advisory board.

*"We at CHIP have received enormous support from Atma over the last three years. We feel privileged that we are still associated with Atma through the Atma Graduated Partner Program."*

Novella Corda, CHIP Executive Director

## Atma-CHIP partnership

12 distinct outcomes  
36 Hours Advocacy  
30 Hours Atma Workshops  
143 Hours Consultancy  
10 Hours Partner-Specific Training  
3 Volunteers  
1100 Hours Volunteering  
200 Hours Volunteer Support  
1519 Hours Total Partner Contact



TEAMWORK CHIP students at play

Atma has three Graduated Partners, innovative educational NGOs that have gone through the entire Atma Partnership Process.

Muktangan  
[www.muktanganedu.org](http://www.muktanganedu.org)

Nareshwadi  
[www.nareshwadi.org](http://www.nareshwadi.org)

Mumbai Mobile Crèches  
[www.mumbaimobilecreches.org](http://www.mumbaimobilecreches.org)

*“Atma’s partnership with Muktangan since 2006 has been critical in terms of building capacity, developing strategies & processes and creating a professional culture. This partnership has been invaluable in providing a solid foundation for Muktangan’s sustainability in the future.”*

Sunil Mehta, Managing Trustee, Muktangan

## Muktangan Graduated Partner

We have been thrilled to witness Muktangan’s continued growth and progress since they became an Atma Graduated Partner in 2009.

Muktangan is a unique educational model. Founded in 2003, it is now the sole initiative of the Paragon Charitable Trust. It has pioneered the *Whole School-Based Approach* by developing a model that incorporates all aspects of quality education: the classroom environment, the curriculum and content, the teacher as a facilitator and the student as an active learner.

Muktangan currently runs 7 Mumbai Municipal English medium schools and 1 Marathi medium school, providing low-cost, high-quality, inclusive and child-centred education to more than 2100 children from economically disadvantaged communities. Muktangan also educates members from the same communities to be effective teachers through its Teacher Education Programme, training over 100 teachers every year.

The office of the Trust and all the schools and the Training Centre are located in Worli/Parel areas in Mumbai. The model is of interest to governments at the State and National levels for its mainstream relevance for both Teacher and School Education. Muktangan has grown from an annual budget of INR 0.6 million in its first year 2003, to INR 50 million currently.

CARE A Muktangan teacher and student



# Volunteers

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Volunteer spotlights 25



## Atma Volunteers

This year, Atma had 28 volunteers supporting Atma and Atma Partners. Atma volunteers lend their time, energy and expertise to Atma Partners to complete projects aimed at their overall organisational development. Volunteers are an integral part of the Atma Model, as their efforts move plans into action. This table illustrates the breakdown of all Atma volunteers and their activities in 2010-2011.

7 of our 28 Atma volunteers worked on projects specific to Atma, contributing 2300 hours of skilled expertise towards the development of Atma's work. Since these hours and outcomes apply only to the Atma Volunteer Program, they do not contribute to the total hours listed in the Year Summary on page 4.

NAME	COUNTRY	PARTNER	MONTHS	ACTIVITIES CARRIED OUT
Jazba Singh	Canada	CHILDReach	3	OUTReach Program Research
Dave Wathan	Malaysia	Nareshwadi	1	Nareshwadi Summer Camp
Emily Klose	United Kingdom	Masoom	4	Masoom Marketing Materials
Joe Gair	United Kingdom	Reality Gives	4	Reality Gives English Program
Jonny Clarke	United Kingdom	Reality Gives	4	Reality Gives Computer Program
Ameya Ambulkar	India	Atma	3	Atma Research
Sabine Arenz	Germany	Reality Gives	3	Reality Gives Curriculum Editing
Delia Farno	Canada	Nareshwadi	1	Educational interventions
John James Kunnas	Canada	Nareshwadi	1	Educational interventions
Siddhita Sankholkar	India	CHIP	3	CHIP Human Resources
Divya Narayanan	Canada	Atma	3	Atma M & E
Alana Rush	United States	Atma	2	Atma Volunteer Program
Bronwyn McBride	Canada	Reality Gives	3	Reality Gives School Documentation
Ali Rosen	United States	Atma	1	Volunteer Program Videos
Rahul Agarwal	Malaysia	Masoom	1	Masoom Fundraising
Andy Counsel	United Kingdom	Reality Gives	2	Reality Gives Community Centre
Viren Doshi	Malaysia	Reality Gives	3	Reality Gives Business Development
Radhika Vora	United States	Atma	2	Atma Volunteer Program
Sheila Jose	India	CHILDReach	4	OUTReach Program Development
Lucy Jamieson	United Kingdom	CHIP	1	CHIP Fundraising Event
Evelyn Taylor	Ireland	Masoom	2	Masoom Marketing Materials
Kailash Joshi	India	Reality Gives	2	Reality Gives Marketing Materials
Geoffrey Atkinson	Australia	Atma	2	Atma Research
Simran Daryanani	United Kingdom	FMCH	3	FMCH Organisational Development
Virginia Tarozzi	Italy	FMCH	3	FMCH Marketing Materials
Jacek Reszko	Poland	Masoom	3	Masoom Film
Emily Quinan	Canada	CHILDreach	3	English curriculum development
Chris Giallongo	United States	Atma	12	Atma Consulting

## VOLUNTEER SPOTLIGHT Virginia Tarozzi

Virginia Tarozzi came to [Atma](#) after spending five months travelling in Latin America, the US and South East Asia. She was looking for a change from the life of a traveller and wanted to re-engage in the working world by contributing to a social cause. However, she was not expecting the kind of [professional development experience](#) she received from Atma. She had hoped at best to teach children and feel good about a short-term impact. However, she found herself engaged in work that stimulated her creatively and challenged her professionally. With a Master's degree in Fundraising and many years of work experience including fundraising at [Oxfam Ireland](#), Virginia found a good fit for her background in a marketing role with [Atma partner](#), The Foundation for Mother and Child Health (FMCH).

[The Foundation for Mother and Child Health](#) was founded in Indonesia, and has been operating in India since 2005. When Virginia arrived in India, Atma had been working with FMCH to develop a new direction and growth strategy. At this stage of organisational development, an overhaul of their marketing strategy became important. It was necessary for FMCH to develop marketing collaterals that were specific to the projects that FMCH was running on the ground in India. These tailored collaterals were essential both to showcase FMCH India's work, as well as reach out to a wider network for awareness and support. Atma recognized this need and brought Virginia in at the appropriate time to take on this project.

Virginia started by leading FMCH in the process of revising their mission statement. Her work then extended to building FMCH's brand through a variety of mediums. Using online tools and her work experience in advertising, Virginia created a new website and brochure specifically for FMCH India.

"I received a lot of independence in my work, both from Atma and from FMCH India. It was great to be able to take important decisions to support the cause," Virginia said.

Virginia's aim to support a social cause after months of travel has produced fabulous professional results. Her Atma experience has lead her into a full-time marketing position in London with the Multiple Sclerosis Society of UK.

"Atma volunteers bring significant expertise to our partners. Their energy moves a lot of the ideas Atma and our partners have, but do not have the time or expertise to implement," said Atma Partnerships Director Summer Starr. "In addition, by having an opportunity to exercise these skills in a new environment, professionals gain insight into their area of expertise that employers see as invaluable."

Atma is dedicated to engaging volunteers in projects that are personally and professionally fulfilling, and that also serve the needs and overall development of [Atma's partner organisations](#).

## Learn more

To learn more about Atma's current volunteer opportunities, visit us at [www.atma.org.in/volunteer](http://www.atma.org.in/volunteer)





## VOLUNTEER SPOTLIGHT Emily Quinan

In 2010, Emily Quinan came to India for the first time from Canada on an [AIESEC internship](#) to volunteer at a school for children with special needs in Kerala. Through this experience, Emily glimpsed the challenges faced by the NGO sector in India. She also realised that although teaching for a short period was a rewarding experience, her time in Kerala didn't have a concrete long-term impact on the NGO or the community.

So, when Emily graduated with a BA in psychology from [McGill University](#), she began looking for a way to engage in capacity building that would have a more lasting impact. "I was drawn to what [Atma](#) does because I realised that there are so many NGOs in India that aren't maximizing their potential," said Emily Quinan of her initial attraction to working with Atma to build on the strengths of local NGOs. Emily saw the potential of NGOs to facilitate change, but also observed that organisations often need someone to devote their time and expertise to take projects ahead. Emily was also looking for an opportunity to gain professional experience and use her expertise in the field of education.

Before coming to India, Emily had done significant research in the fields of special education, effective motivation and praise, and teaching methods for children with special needs. Based on her research in the [Interpersonal Relationships lab](#) and [Language and Memory lab](#) at McGill, her background working with children with learning difficulties and her interest in curriculum design, Emily was paired with [Atma Partner CHILDReach](#) to develop an English Curriculum for children with learning difficulties.

Emily worked hand in hand with CHILDReach founder Kirti Thakur and other members of the CHILDReach staff to develop a new English Curriculum for classes 1 to 4.

"Emily has been instrumental in greatly inspiring us to document our programme," said Kirti about Emily's work.

[CHILDReach](#) is now looking at using the template of the manual that Emily developed to create a curriculum for Mathematics. In this way, Atma volunteer Emily truly built capacity in Atma Partner CHILDReach. The curriculum that CHILDReach will go on to build will be replicable and implemented as they grow their OUTReach Programs.

[The OUTReach Programs](#) are the scalable arm of CHILDReach where they offer remediation for children with learning difficulties that do not attend the CHILDReach School. OUTReach Programs are based on the model they have developed over the last 12 years in their school, and will implement the curriculum that Emily created. Emily's contribution will have a lasting impact on CHILDReach's work both in the CHILDReach School as well as the OUTReach Programs.

## VOLUNTEER SPOTLIGHT Simran Daryanani

After finishing her BA in International Business, Simran Daryanani began considering working in the field of development. She knew that her classroom studies could only take her so far, and was looking for an opportunity to use her skills on the ground and gain professional experience. Her search for hands-on social sector experience brought her to Atma.

In April, Simran finished a six-month Atma volunteership. Simran assisted with organisational development at Atma's newest partner, the Foundation for Mother and Child Health (FMCH). FMCH aims to improve early childhood development by providing underprivileged communities with health and nutrition education as well as interventions through clinics and nutrition supplement programs.

At FMCH, Simran found a challenging volunteer opportunity: one that allowed her to truly work on the ground in the strategic planning of an NGO.

"It can be difficult to find challenging, project-based volunteer roles that also provide opportunities for the volunteer's personal and professional development," said Atma Partnerships Director, Summer Starr. "Atma provides these experiences with guidance and support."

Atma engages volunteers on a project-focused basis: volunteers work on a specific project for an Atma partner, with measureable and concrete outcomes. Because volunteers are selected based on their skills and expertise, and placed into clearly defined job roles, they can effect real organisational change via their volunteerships with Atma Partners. For an Atma volunteer, this is also an extremely rewarding personal and professional development experience.

"I've been helping FMCH with general planning, communications and project coordination. I've implemented weekly staff meetings where we can prepare for projects and propose new strategies," said Simran.

Through meetings with Atma and FMCH about the direction of their programs, as an Atma consultant, Simran facilitated the implementation of several new tools for documenting programs and measuring outcomes. She also played a critical role in the discussion of the direction of FMCH's programs and Atma's consultancy model.

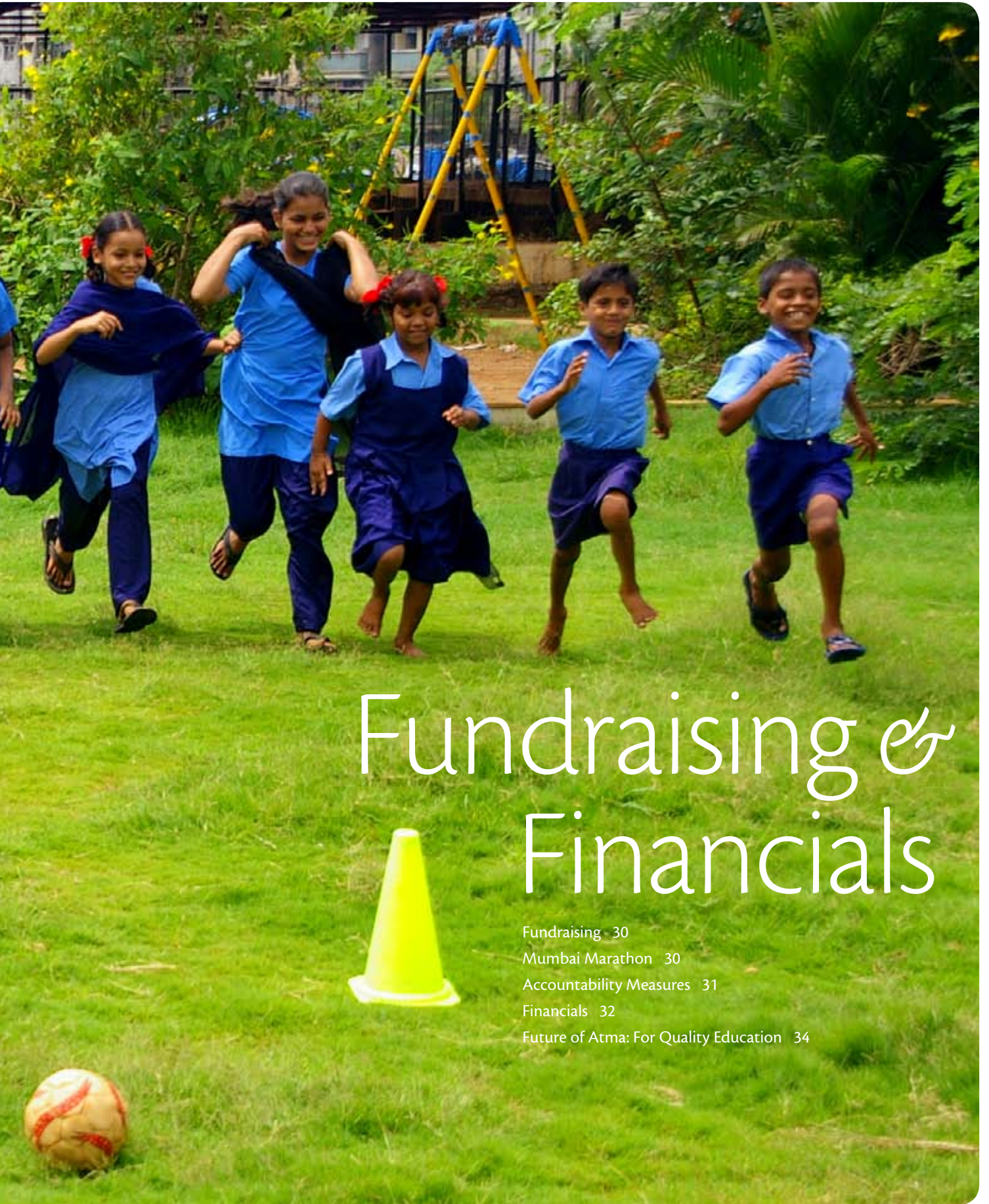
"I've also helped the team start thinking more about monitoring and evaluation tools. We've created several templates to use for planning, which will allow us to do more programs in the future, and more effectively measure our impacts."

Simran's Atma volunteership helped her find her current role with GlobalGiving.co.uk. They were looking for someone with experience in building capacity at the grassroots level. Simran gained this experience through her volunteer work with Atma.

After working with Atma Partner FMCH over six months, Simran has a holistic awareness and understanding of the issues that an NGO faces on a daily basis. She can now truly say that she would like to work in the field of development, having experienced it firsthand.







# Fundraising & Financials

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Financials 32  
Future of Atma: For Quality Education 34

## Thank you

Atma received notable contributions of over INR 1 lakh from each of the following donors and organisations:

Repute & Ms. Madhulika Gupte

Mr. Deepak Thakurane

Mr. Ramesh Modi & PB Modi Education Trust

Dow Corning

Paragon Properties Pvt. Ltd.

United Way of Mumbai

(for facilitation of Mumbai Marathon donations)

MSD Pharmaceuticals

Ms. Dottie Wagle

I-Chess & Mr. Christopher Bluemel

Some further significant donors are:

T.G. Arjun Shetty

Tetrel Thibault

Shiv Kumar Pugalia

Cathay Pacific

TA Associates & Mr. Naveen Wadhera

Ms. Anjali Hazari

KRYFS & Mr. Saif F. Qureishi

CHESS & Mr. Nitin Desai

## Fundraising

Atma relies on the generosity and dedication of our donors to further our programs in Quality Education and to impact the lives of thousands of children and young adults across Mumbai. We would like to recognize some significant people who contributed towards Atma's work in 2010-2011.

Atma had 30 donors who donated between INR 500- 4999

Atma had 25 donors who donated between INR 5000-9999

Atma had 10 donors who donated between INR 10000-25000

## Mumbai Marathon

The Standard Chartered Mumbai Marathon is India's single largest fundraiser and a legendary annual event. The Mumbai Marathon creates an innovative platform for community involvement, development and well-being of society as a whole on a scale that is unparalleled. For Atma and Atma's corporate partners, the Mumbai Marathon provides a fantastic branding and co-branding opportunity.

The Atma Mumbai Marathon Team had another incredibly successful year, raising a total of INR 9,62,332 towards Quality Education.

Mumbai Marathon Corporate Challenge Teams:

Accurex Biomedical & Mr. Abhinav Thakur – INR 2,00,000

Air Mauritius & Mr. Vinit Gupte- INR 2,00,000

\*these donations are noted in the Atma Accounts disbursed by United Way of Mumbai for the 2011 Mumbai Marathon, with an INR 25,000 deduction each for United Way administration fees.

2011 Atma Mumbai Marathon Team:

In the Corporate Challenge section, Air Mauritius participated for the second time and Accurex Biomedical participated for the first time. Atma also hosted over 60 individual runners.

A total of 104 employees participated from the following corporations:

- Dow Corning for the 2nd year with Atma
- TA Associates for the 2nd year with Atma
- Cathay Pacific for their 1st year with Atma
- MDS Pharmaceuticals for their 1st year with Atma

Viren Doshi was the top Atma pledge raiser with over INR 1,00,000 raised.

If you are interested in contributing to the 2012 Atma Marathon Campaign, write to us at [marathon@atma.org.in](mailto:marathon@atma.org.in)

# Accountability Measures

This information is provided to maintain a transparent organisation in compliance with laws and regulations in addition to standard accountability norms, and to give the reader an understanding of our organisational structure and functioning.

## Identity

Atma Education is registered under the Bombay Public Trusts Act (1950) no. E-24614

Atma Education is registered under section 80G of the Income Tax Act, 1961 no. AAB TA 9802H valid until March 31, 2012

## FCRA

Atma has completed 3 years of audits and is now able to apply for FCRA. Atma has been approved for one Prior Permission, and we have one Prior Permission underway.

FCRA AIC No. 02911170000017

HDFC Bank, Express Towers, Nariman Point Mumbai

## Registered address

82-B Anita, B-Hire Marg, Mumbai 400006

## Financial details (Banking & Auditor)

HDFC Bank, Express Towers, Nariman Point, Mumbai  
Account No. 02911450000029

Auditor— DN Kanabar and Co. 404, Maker Chambers 5, Nariman Point, Mumbai 400022

## Details of Board Members (as on March 31, 2010)

NAME	GENDER	AGE	OCCUPATION	COMPETENCY	MEETINGS ATTENDED
Rahul Sood	Male	59	Professor (retired)	Management	4
Mahesh Rathod	Male	42	Business Development	Fundraising	4

## Notes on board

- No board member is related to another
- No board members were added in the past financial year
- Board rotation policy exists but is not yet applicable
- In 2010-2011, the board met four times
- No board member received remuneration of any kind, including travel, from Atma Education
- The board approves programs, budgets, annual activities and audited financial statements and ensures Atma's compliance with laws and regulations

## Atma's Organisational Structure



## Staff Details

Salary per month before taxes	No. staff - sex (M/F)	Months service in 2010–2011
INR 50,000	1- Female	12 months
INR 50,000	1- Female	1 month
INR 8500	1- Female	9 months
INR 15,000	1- Female	9 months
INR 45,000	1- Female	2 months
INR 6000	1- Female	3 months
INR 0	1- Female	6 months
INR 35,000	1- Female	3 months
INR 45000	1- Female	1.5 months
<b>TOTAL</b>	<b>7 individuals over 1 year</b>	

The Atma staff records above detail the time periods of work for each individual staff member during the 2010-2011 financial year.

# Financials

## Atma Education Balance Sheet as of March 31, 2011

Funds and Liabilities	INR	Property and Assets	INR
<b>Total funds or corpus</b>		<b>Investments</b>	
Balance as per last balance sheet	3,000	Investments in fixed deposits	1,043,536
<b>Other earmarked funds</b>		<b>Advances</b>	
Any other fund (2010 -11)	973,703	Rent Deposits	100,000
		Tax Deducted at Source	7,468
<b>Income and expenditure account</b>		<b>Cash and Bank Balances</b>	
Fin. Year 2010-11	100,458	In savings account, HDFC Bank	472,920
Fin. Year 2009-10	376,981	Cash in Hand	14,898
Fin. Year 2008-09	183,060		
<b>Liabilities</b>			
TDS payable	1,620		
<b>Total</b>	<b>1,638,822</b>	<b>Total</b>	<b>1,638,822</b>

## Atma Education Income and Expenditure account for the year ending on March 31, 2011

Expenditure	INR	Income	INR
To administrative expenses	496,989	By interest	
		-On bank account	14,708
Expenditure on Object of the Trust		-On others	73,831
(b) Educational	1,555,406	Donations in cash	1,931,102
To surplus carried over to the balance sheet	100,458	Income from other sources	133,212
<b>Total</b>	<b>2,152,853</b>	<b>Total</b>	<b>2,152,853</b>

Receipt and payments statement available at [atma.org.in](http://atma.org.in)

# Auditor's Report

We have audited the attached Balance Sheet of "Atma Education Trust" as at 31<sup>st</sup> March 2011 & also the attached Income & Expenditure Account for the year ended on that date annexed thereto. These financial statements are the responsibility of the Trust committee. Our responsibility is to express an opinion on these financial standards based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

1. We have obtained all the information and explanation which to the best of my knowledge & belief were necessary for the purpose of the audit.
2. In our opinion, proper books of accounts as required by The Bombay Public Trust Act, 1950 and Rules thereunder and By-Law of the Trust have been kept by the trust which give all information required by the Act and in the manner so required.
3. The Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the Books of Accounts of the trust.
4. In our opinion and to the best of my information and according to explanation given to us, the said accounts give all the information required by The Bombay Public Trust Act, 1950 and Rules therein in the manner so required and give a true and fair view:
  - i) In the case of Balance Sheet of the state of affairs of the Trust as at 31<sup>st</sup> March, 2011.
  - ii) In the case of Income and Expenditure Account of the excess of Income over Expenditure of the Trust for the year ended on that date.

Place: Mumbai

Date: 12th September, 2011



For D.N. Kanabar & Co.  
Chartered Accountants  
FR. No. 104698W

Proprietor  
Deepak Kanabar  
Mem. No. 041157



ALL SMILES A Mukhtangan student in school

*“Atma’s approach to the issue of Quality Education is completely innovative. By taking a more macro view, Atma has positioned itself to bring change in our focus area of Quality Education as well as the development sector as a whole. It is an exciting and dynamic organisation to be a part of. I am excited to see what the future holds for Atma as it continues growing and expanding its mission.”*

Mary Ellen Matsui, Executive Director

## For Quality Education

We count on your support to develop our programs and make real impacts in the lives of children and young adults across Mumbai. There are several ways for you to help make Atma’s vision of Quality Education for all children a reality.

### Donate

**ATMA GOLD MEMBERSHIP** The Atma Gold Membership is an exclusive membership program which allows your funds to be directed towards the growth and scaling of the Atma Model.

**ATMA MONTHLY GIVING** The Atma Monthly Giving Program allows you to make a commitment for a monthly donation in an increment of your choice. Funds directed to the Atma Monthly Giving Program go directly to support Atma’s partnerships.

All donations made to Atma receive an 80G tax certificate. Cheques should be made in favour of ‘Atma Education.’ Learn more about donating at [www.atma.org.in/donate](http://www.atma.org.in/donate)

### Volunteer

Volunteers provide the necessary energy, skills and time to complete projects on behalf of Atma and our Partners, essentially acting as a driving force for our programs. Atma volunteerships are project-focused, professional development opportunities that allow volunteers to make a direct impact and gain a true understanding of the NGO sector in India.

Learn more about Atma volunteerships at [www.atma.org.in/volunteer](http://www.atma.org.in/volunteer)

### Engage

There are many ways of keeping up with Atma’s activities and showing your dedication to development in the educational sector. Support Atma in the following ways:

- Sign up to receive our newsletters at <http://atma.org.in/about-us>
- Join our facebook page at [www.facebook.com/atma.org.in](http://www.facebook.com/atma.org.in)
- Read our Atma Blog at [www.atma.org.in/blog](http://www.atma.org.in/blog)
- See Atma’s work in action on a site visit.
- Run on behalf of Atma and of Quality Education in the Mumbai Marathon.

For more information on site visits and running for Atma in the Mumbai Marathon, email [resources@atma.org.in](mailto:resources@atma.org.in)



## Photo credits

Kainaz Amaria: 3–6, 14–15, 21

Annemarijin Boersma: 18–19, 26–27

Scott Clark: cover, 20, 32

Muktangan: 32

Neha Kumthekar: 8–9

Raymond Lam: 2

Masoom: 12–13

Bronwyn McBride: 7, 16, 23–25, 33

Jacek Reszko: 10–11



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[www.atma.org.in](http://www.atma.org.in)

Registration no. E24614  
Donations accepted in INR only