

CASE STUDY

# Muskaan Dreams

Transforming Dreams, Empowering Impact :  
Atma & Muskaan Dreams - A Year of Growth and  
Excellence

Learning Enrichment  
Programme

1	39	49	59	69	79	89
2	32	42	52	62	72	82
3	33	43	53	63	73	83
4	38	48	58	68	78	88
5	34	44	54	64	74	84
6	35	45	55	65	75	85
7	36	46	56	66	76	86
8	37	47	57	67	77	87
9	38	48	58	68	78	88
10	39	49	59	69	79	89

A case study on Atma's 1-Year partnership with  
Muskaan Dreams

MAY 2023

## About Muskan Dreams

Muskaan Dreams, an NGO founded in 2014, is dedicated to revolutionizing the educational journey of children in government schools. Their mission is to make learning enjoyable, easily accessible, and within reach by equipping students with digital learning tools. Empowering teachers and enhancing their digital capabilities, they directly influence students' learning outcomes. In recognition of their impactful work, the founder was featured in Forbes Asia's prestigious listing in 2019.

## Problems identified

The partnership between Atma and Muskaan Dreams was established based on a critical challenge that was identified: the limited or absence of monitoring and evaluation (M&E) systems and human resources (HR) processes to support Muskaan Dreams' ambitious growth plan of reaching one million students. The primary objective of the partnership was for Atma to provide support in building Muskaan Dreams' organisational capacity, enabling them to effectively implement digital interventions across the Hindi belt of India. By enhancing their M&E systems and HR processes, Muskaan Dreams aims to be better prepared than ever before to achieve their growth goal of reaching one million school students by 2025.

Atma's support needed in

Monitoring & Evaluation

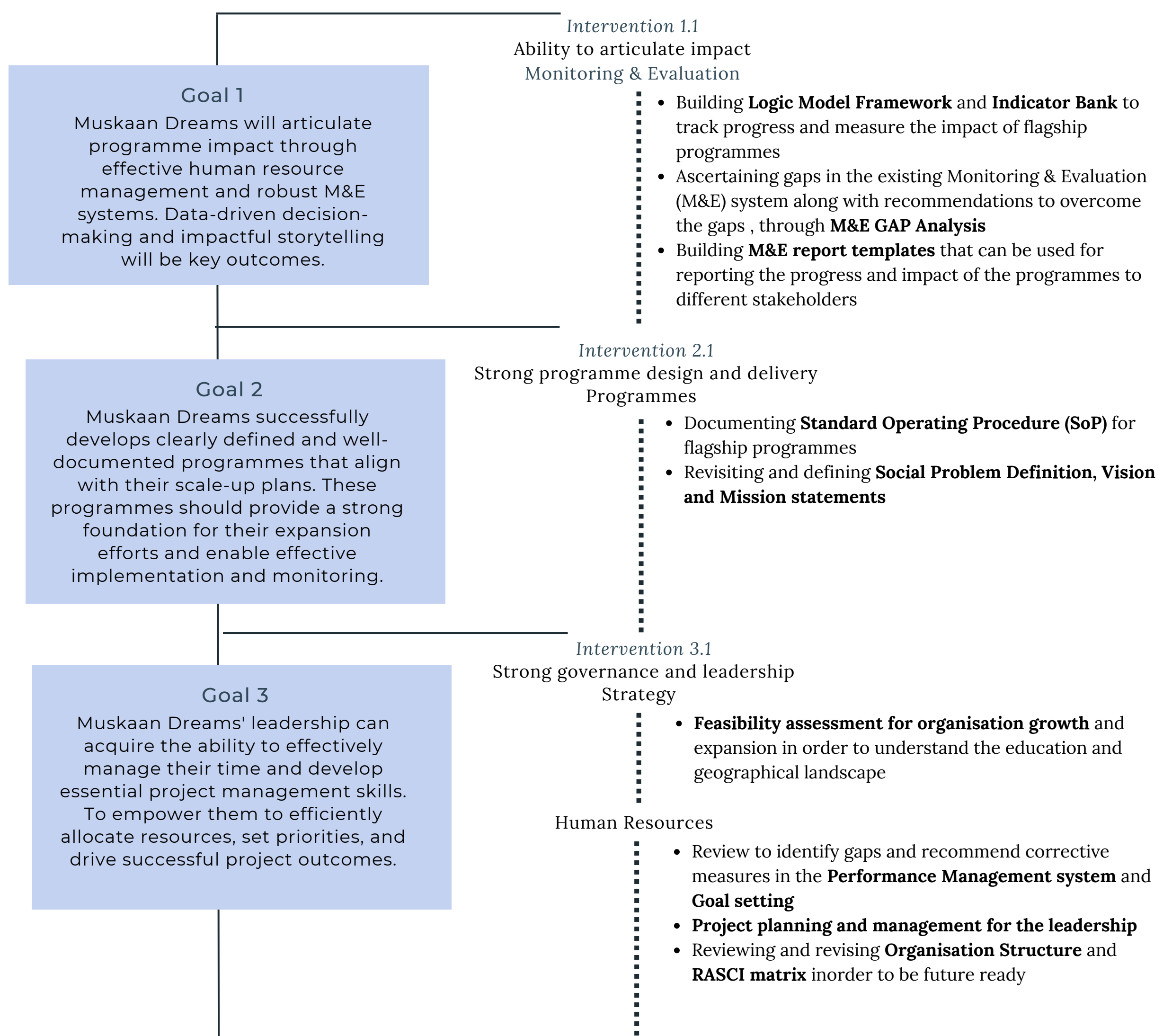
Human Resource

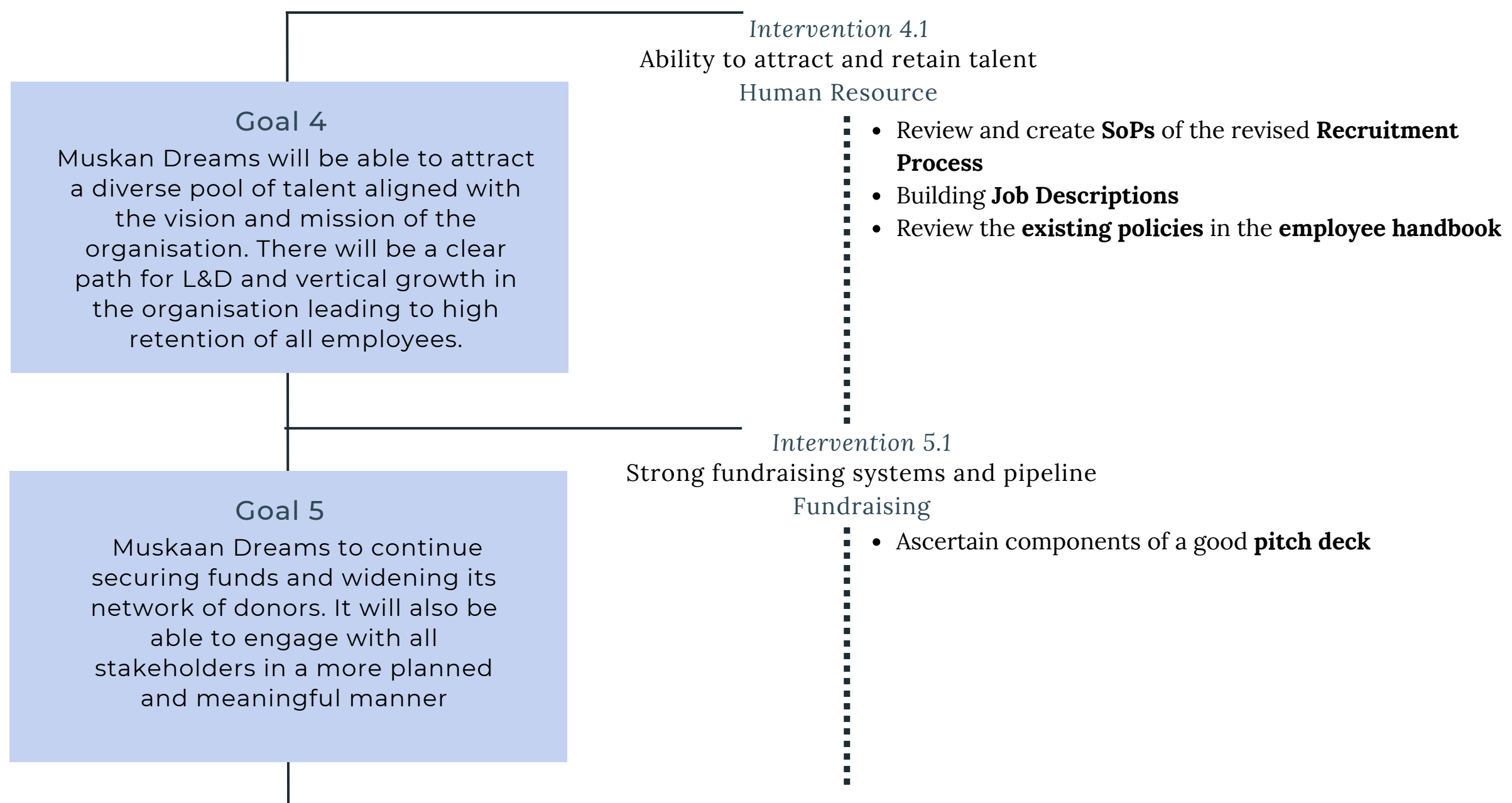
## Atma's Approach

Atma employed a systematic approach, utilising the Life Stage Survey tool (LSS), to identify the growth areas for Muskaan Dreams. It also involved breaking down the organisation's growth ambition into smaller milestones and articulating a clear goal for 2025. Based on this, Atma developed a comprehensive capacity-building strategy and implementation plan.

## Solutions

In the realm of Monitoring & Evaluation and Human Resources, Atma successfully completed several projects to support Muskaan Dreams' organisational development.





## Outcomes Achieved

### Skills

The Muskaan Dream team has **developed the ability to create customised templates for Monitoring & Evaluation and Fundraising reporting**. They now utilize tools that streamline the creation of presentations, documents, and report templates, **enabling them to accurately communicate their impact journey**.

The HR team has enhanced their skills in **articulating key result areas and responsibilities for each role**. Through exercises like building the RASCI matrix, creating organisational structures, and crafting job descriptions, they have created clear, well-structured job descriptions that **effectively attract potential candidates**. **Well-defined processes and structures empower the team with clarity and direction as they expand across different locations and schools**.

Furthermore, they have acquired the skill of creating programme Standard Operating Procedures (SoPs). This **enables them to visualize programmes comprehensively, identify and address gaps, and develop a keen attention to detail while documenting them**. This skill is vital in ensuring that their processes and programmes **effectively meet the needs of stakeholders as they continue to grow and evolve**.

### Knowledge

The team at Muskaan Dreams has **developed a strong analytical mindset**, allowing them to effectively review and analyze data. As a result, they are able to **create meaningful and insightful reports that provide valuable insights for decision-making**.

Muskaan Dreams has also recognised the importance and impact of storytelling in their presentations to stakeholders. They have **honed their storytelling skills and remain updated on sector practices to ensure relevance and seize opportunities when engaging with existing and potential stakeholders**.

By developing Logic Models for their programmes, Muskaan Dreams has **gained clarity on the significance of well-structured and outcome-oriented initiatives**. This understanding helps them **create programmes that are designed to achieve specific outcomes and have a clear impact**.

The leadership at Muskaan Dreams **understands the importance of effective project planning and management**. They appreciate the value of simple yet effective project planning tools, especially as the organisation expands geographically. Through proper project planning, **the team ensures alignment with the organization's larger goals, clarifies roles and responsibilities, and facilitates a cohesive and focused approach towards success**.

### Systems and Processes

During the one-year partnership, Atma and Muskaan Dreams have conducted a thorough review of existing processes, identifying gaps and implementing necessary improvements. The focus has primarily been on **Human Resource (HR) related systems and processes, which are crucial as the organisation grows and expands across multiple geographies**.

Significant attention has been given to **enhancing the Performance Management Process, ensuring that performance evaluation and feedback mechanisms are well-defined and aligned with organisational goals**. The Recruitment Process has also been revamped, ensuring a structured and efficient approach to attract and onboard talented individuals who contribute to the organisation's mission.

Additionally, the partnership has involved the development of an Employee Handbook, encompassing essential organisation policies and processes that govern the workplace. This comprehensive handbook provides **employees with clarity and guidance, ensuring consistency and adherence to established practices**.

As Muskaan Dreams experiences growth and team expansion, having structured and clearly articulated HR systems and processes becomes imperative for the smooth functioning of the organisation. By addressing these areas, **the partnership aims to establish a strong foundation for effective and efficient operations while supporting the organisation's future success**.