# TABLE OF CONTENTS

- About us ........................................................................... 1
- Message From Our CEO ................................................ 3
- Our Year in review .......................................................... 5
- Impact .............................................................................. 7
- Our Programs ................................................................. 13
- Programatic Strategy ...................................................... 20
- Curriculum ........................................................................ 25
- Financials .......................................................................... 27
WE BELIEVE
IN A WORLD WHERE
EVERY CHILD CAN BE A LEADER.

Enabling Leadership works with children from under-served backgrounds who have unequal access to the opportunities and experiences that will prepare them to be tomorrow’s leaders. Today we reach over 5,400 children in Bengaluru, Chennai, Delhi, Hyderabad, Mumbai, Pune, and 15 villages in Dharwad in Karnataka, India.

Our goal is to reach at least 60% of our students from rural India by 2030. Our creative and fun programs using music (Music Basti), football (Just for Kicks) and Lego (Build Maya) are designed to enable children to have experiences and opportunities to learn leadership and life-skills first-hand. Each program uses a group-based learning model where children interact, collaborate, co-create, and present their learning or work by performing concerts, competing in football league matches and showcasing structures.

This unique experiential pedagogy is especially effective in reaching children in their early years, between the ages of 8 and 14. Our curricula focus on teaching children to be excellent problem solvers, role models who contribute positively in their communities, and global citizens who truly care about making a difference in the world.
Watching the children in their jerseys and studs on the sidelines of our Just for Kicks League matches in Bangalore, one of our corporate sponsors commented, “These kids look like professionals!” “They are,” I replied! We had 420 regional winners from seven locations in India. Many of them had never been outside their local communities and here they were - playing in our national league! A month later, at our Music Basti concert in Delhi, over 600 children performed their own music compositions in an open-air theatre. In Dharwad, Karnataka, 300 children made their way from neighbouring villages to perform in a professional auditorium! Watching their poise, confidence, and enthusiasm, it would be hard to believe that most of them had never been on a stage before.

These performances are a critical element of our carefully designed curriculum and pedagogy. It is the culmination of a year-long program that allows children to develop self-confidence and grit, respect values and principles, become effective team-players and problem solvers, practice the art of introspection, and learn what it means to be a “global citizen”.

It is only recently that terms like “soft skills” and “values” have made their way into the lexicon that defines the essential ingredients for success. But every time I ask leaders - be it in business, the government, the arts or academia - their view on “what does it take to succeed?”, the unanimous answer is, “Strength of Character and Sense of Community”. These are the very same qualities that make someone a productive and responsible adult in society, which is the basis of our vision, “Every Child can be Leader”.

Today, we reach 5,400 children in 6 cities and 15 villages. In 2019-20, we will start Build Maya in Pune, Just for Kicks in Delhi, and Music Basti in Bangalore. Pune will become our first urban site with all three programs. We have also planned our first rural expansion to 7 villages around Kumta in Karnataka, India and our first expansion outside India in 5 schools in Battambang, Cambodia. In total, we plan to reach 6,300 children in 2019-20 in xxx schools and with 150+ coaches and teachers.

This coming year, we plan to focus on three critical areas – Program Development and Delivery, Partnerships and Fundraising, and Organizational Development. Our program team plans to compile a comprehensive resource library, allowing our facilitators to focus on session implementation strategies. We have invested in an improved data collection tool for Monitoring and Evaluation which we will roll out in the new program year.
While most of our funding comes from institutional donors, we hope to expand our individual donor base. We plan to register a new entity in the UK to facilitate local donations. We are upgrading our online payment gateways to make it easier for donors from anywhere in the world to reach us. We will maintain our 100% promise - 100% of the funds from our online platforms go toward running the program. This is possible because a few private donors and foundation grants cover our administrative expenses.

We plan to start a multi-year shift towards full-time facilitators. Our program pedagogy requires a high degree of situational awareness and the ability to tailor sessions to suit the situation. This can only happen through intense training and development of a full-time, dedicated team.

Today, after several years of running our programs, we are more confident than ever in our vision and our approach - steadfast in our belief that future generations can help make the world a better place only if they have “Strength of Character and Sense of Community” and that this needs an entire “Generation of Leaders”.

We could not have achieved all this without you, and on behalf of our entire team at Enabling Leadership, I would like to thank you for your continued support! We have a challenging, but exciting road ahead of us. Our goal is to impact at least a million children by 2030. We look forward to a long and fruitful partnership with you to achieve our objectives.

RAVI SONNAD
ENABLING LEADERSHIP
ANNUAL REPORT 2018-19

CHENNAI
DELHI
HYDERABAD
MUMBAI
PUNE
DHARWAD
BENGALURU

5475 Students
200 Coaches & Teachers
120 Schools

JUST FOR KICKS
4300 STUDENTS

BUILD MAYA
100 STUDENTS

MUSIC BASTI!
1075 STUDENTS

Students
Coaches & Teachers
Schools

120
100
1075
200
4300
5475
IMPACT EVALUATION

Based on an analysis of the programs’ evaluation data, students across the programs showed significant growth in the areas of:

- Self-confidence and taking the initiative
- Teamwork and collaboration
- Discipline
- Health and wellbeing

Further, the inclusion of events like the Just for Kicks football league, the Music Basti Concerts and the Build Maya Showcase provided essential opportunities to demonstrate and practice these skills in real-world settings, motivating the students, schools, and parents alike.
Anecdotal evidence based on feedback from, and discussions with students, parents, teachers, and principals highlight several positive behaviour changes in students as a result of participating in the programs. An increased sense of discipline, self-confidence, and perseverance were seen on a consistent basis across the programs and regions. Many of these stories have been captured in a series of films created by enabling leadership over the course of the year.
PARTH | STUDENT
Mumbai
Just For Kicks
If we don’t pass the ball, we won’t score a goal.

My coach Geetha encourages us not to give up but to keep trying. One of the qualities I developed through playing was learning how to problem solve, for example, if I am facing a problem at home I now think about how to solve it.

ANITHA | STUDENT
Bengaluru
Just For Kicks

GEETHA | COACH
Bengaluru
Just For Kicks

I believe that every child has a leader in them. My intention as a coach with Enabling Leadership’s Just For Kicks program is to develop the leadership capabilities within every child by encouraging them to ask questions about challenges being faced in their communities, to stay curious about the reasons behind them, to seek solutions to overcome them, and to develop the confidence needed to implement their ideas.

PARTH | STUDENT
Mumbai
Just For Kicks
सपना है, बदलना है / It is my dream to make a difference

It is my dream to make a difference
There's a fire burning in my heart, but I don’t want to set fire to the world
I will dig out wrong, but not my roots
The noise around religion, the noise from vehicles
The pollution from crackers, the destruction of forests
Our glaciers are melting, the rivers are drying
The seas are drying, there is dust everywhere
There's plastic in the water, the fishes are dying
There’s no water in villages, but there are towers for cell-phones
Our society needs to breathe, we must search for answers
We’re going to change these ugly beliefs, and build a better future
Join us in this movement, our song is not over yet
They say girls can only do this or that
They tell them to behave like boys
How can you cry if you’re a boy
What is being a boy, what is the real difference
What will happen if girls play with cars
What will happen if boys cook
Let’s see what happens if we change
Will the world change
We are not your puppets, let us live and let live
Let’s break these shackles of our society
We are going to change these ugly beliefs, and build a better future
Join us in the movement, we will bring change
Our dream is to bring a change and unite everyone
If we have passion and we have hope, nothing is too far out of reach
We will show the world, and bring a sea of change
The light comes and it goes But our peak will always be lit

- Original song composed as a part of the program
  by 36 fourth-grade students, New Delhi

One day I had gone to buy milk
and a man who didn’t have a leg asked me for water. A lady nearby told me not to give him water because he was sick and I may catch his sickness, but I told her we shouldn’t discriminate against anyone.

We composed a song called, ‘Duniya ko jodo’ or ‘Join the World’. We began by talking about non-discrimination in class. If you are a Hindu and you only make friends with other Hindus then that is discrimination. If there are two people one asks to be friends with the other and he refuses then that will leave the first person without friends and is discriminatory behaviour.

If a girl works in the house and a boy goes out with his friends and he doesn’t let her come with them then that is also discrimination. We put a lot of thought into writing our song.

Student | Delhi | Music Basti

It’s a big opportunity for students from a government school to learn music and perform on stages! I believe this is a first for our students. We believe the confidence of our students has grown quite strong as a result.

It’s a big achievement for the school as well!

Principal, Katha School, Delhi
While working with Lego blocks, I have learned that if one block happens to fall, I shouldn’t get annoyed or irritated with anyone. Instead, we come together and rebuild the structure we were working on.

HANUMANTHA
Dharwad, Build Maya

I have learned to cooperate with others through working together in a group. Now, we don’t fight when we work together. It makes me happy that we listen to each other and collaborate.

JYOTHI
Dharwad, Build Maya
OUR PROGRAMS
**Just For Kicks** is our football program that enables children from under-resourced schools to carry their leadership learnings from the team sport into real-life situations and challenges. Students work together as teams to learn communication, collaboration, grit and resilience, as well as football techniques. Each group consists of 10 girls and 10 boys who practice and earn together, preparing them to participate in Just For Kicks’ regional and national leagues.

119 coaches were recruited for the program across the country. These coaches received specialised training, focused on building curriculum competencies, lesson preparation and planning skills, behaviour management and lesson facilitation skills.

**4300 CHILDREN**
Bengaluru, Chennai, Hyderabad, Mumbai, Pune, and 12 villages in Dharwad, Karnataka

**123 GOVT. AND LOW INCOME SCHOOLS**
Music Basti’s group-based music learning program enables children from under-resourced schools to tell the stories of their dreams and communities through music. Through its unique and bespoke teaching methods, the program allows children to learn teamwork, collaboration, creative thinking and the importance of persistence and practice. Each year, students write and perform songs about issues that are important to them and their communities, at a public concert in each city or region.

47 teachers were recruited for the program across the country. These coaches received specialised training in building strategies, tools, and knowledge to effectively use curriculum frameworks, enable musical fluency and create reflective classrooms.

1000 CHILDREN
Delhi, Pune, and 12 villages in Dharwad, Karnataka

28 SCHOOLS
Our newest program, Build Maya, uses the pedagogy of positive play and the medium of Lego blocks to enable children to learn about collaboration, sharing, problem solving and creative thinking. Using building blocks, children design solutions that solve real-world challenges in their home, school, village or larger community. Implemented in rural Dharwad using a scaffolded curriculum design, goals with increasing challenges were gradually presented to students.

Students participate in a mid-year and an annual showcase, presenting their innovations for making their community a better place to live in. Reimagined models were created using Lego and blocks to design their ideal villages, which included features such as dustbins for keeping the village clean, toilets, and bus stops where they don’t exist. Older students used design thinking principles to create machines that may help solve everyday challenges their parents and families face.

Build Maya worked with 100 children in 4 villages in Dharwad, Karnataka. Through partnership with 5 government schools, Build Maya has been piloted as a rural-first program.
OUR PROGRAMS

PROGRAMMATIC STRATEGY

Sustained in-school interventions:
Enabling Leadership’s programmatic strategy is designed to help each of our programs have a meaningful and sustainable impact in every community that we serve.

Our carefully designed programs in music, football and Lego enable children to learn valuable leadership skills such as problem solving, creativity, analytic thinking, collaboration, communication, ethics, action and accountability.

SUSTAINED IN-SCHOOL INTERVENTION

A minimum three-year in-school program with students starting at age 8 years, in government or low-income schools, is implemented.
CHILD CENTRED AND EXPERIENTIAL PEDAGOGIES

Mediums such as team sports, group music learning and positive play have widely proven cognitive, behavioural, social, emotional, and academic benefits for children.

PROCESS AND OUTCOMES MILESTONE

Each lesson includes tools such as games, collaborative exercises, journaling, and discussions, equipping students to relate experiences and learnings from the classroom or playground with their real lives. Mid year and year-end events are built into the program cycle to motivate students.
A CO-EDUCATIONAL LEARNING MODEL

Each program’s curriculum design, as well as teacher training, facilitates safe spaces that enables both boys and girls to build healthy and positive relationships, break stereotypes and biases.

PARENT SCHOOL AND COMMUNITY ENGAGEMENT

Relationships with parents, school authorities, local Panchayats and local communities are built through activities such as school orientations, home-visits, community engagement at program events, and regular discussions for feedback.
AN EMPHASIS ON RURAL

Nearly 67% of India’s population is rural (according to the World Bank, 2017), who do not have access to quality education programs inside or outside government schools. We are shifting our focus to hard-to-reach parts of the country, where the need for programs such as ours is greatest.

MONITORING AND EVALUATION

Our programs keenly study students’ “progress”. Programs use a robust set of monitoring and evaluation tools, ensuring program quality at the levels of planning and delivery.
CURRICULUM
Our carefully designed programs in music, football and Lego enable children to learn these valuable leadership skills. These mediums already have a well-researched and proven range of diverse cognitive, behavioural, social and emotional, and academic benefits for children, therefore, serve as excellent vehicles for learning.

A shared leadership-skills outcomes framework underpins each of our programs. The three pillars of this framework are:

- **Excellent Problem Solving Skills**
- **A Keen Sense of Awareness & Responsibility**
- **Strong Belief Systems**
We are thankful to the generosity of our global networks who make our work possible. We are deeply committed to operating with the utmost financial efficiency and transparency so that you know your investments are providing the greatest benefit for the communities we serve.

**INCOME RECEIVED**

.75 Million (USD)

- Institutional Grants 24% (Trusts and Foundation)
- Individual Donations 26%
- Corporate Donations 48%
- Other Sources 1%

**SPENT ON PROGRAM**

.82 Million (USD)

- Program Salaries 50%
- General Overhead 4%
- Overhead Salaries 10%
- Material Equipment Purchase 10%
- Events 7%
- Advertisement and Publications 1%
- Travel Expenses 11%
- Professional Services 3%
- Capacity Building 2%
- Other Sources 1%
TOP ORGANIZATIONAL FUNDERS:

- Credit Suisse
- BookA Smile
- L&T Hydrocarbon Engineering
- Adobe Foundation
- PTSA
- SKF
- Divgi-TTS
- ASICS
- eBco
- Axis Bank Foundation
- Mission Smile
- J.P. Morgan

DEVELOPMENT PARTNER:

- Tata Trusts
  Transforming Lives
$100,000 and more
Big Tree Entertainment Pvt. Ltd.
Sir Dorabji Tata Trust
Credit Suisse Services Pvt Ltd.

Between $50,001 and $100,000
Ravishankar Girish Sonnad

Between $25,001 and $50,000
Axis Bank Foundation
L&T
Hydrocarbon Engineering Ltd.

Between $10,001 and $25,000
Aparna Santosh Nayampalli
Nandan Nilekani
ASICS India Pvt. Ltd.
Salaam Bombay Foundation
Divgi Toraqtransfer Systems Pvt. Ltd.
Sriram Charitable Trust (Prabhat Toshniwal Sports Academy)

Between $5,001 and $10,000
Adobe Foundation
Lalita Govindswamy Banawar
David Albert Pascal
Lend A Hand
Edel Blanks
Quasar Growth Group Ltd.
Karthikeyan Marangatty
Rotary Club Of Malleshwaram

Between $1,001 and $5,000
EBCO Private Limited
Ramesh Sepoy
iTeach Schools
Rob Lim
JP Morgan
Sanjay Subramanian
Madhavi Hanamant Patil
SKF India Limited
Maruti Huvappa Patil
The Amita Mehta Trust
Miya Lai
Varsha Karekar
Nagesh Kumar Manappa
Vivek Chaudhri
Prabhakar Yallappa Patil
World Vision India
Ramadas Patil
Between $1 and $ 1000

Abhik Ghosh
Nick Brown
Abhishek
Nidhi Jacob
Abhishek Dhal
Nikhil Chaudhari
Aditi Raghavan
Nischith
Ajay Jagadish
Nitin Fernandes
Ajay Sravanapudi
Nitin Ravi
Ajit Varghese John
Niyanth vashist
Ajith H
Pallavi Patil
AK
Pankul Nag
Akash Shah
Parthasarthy Chowdhary
Akhil Nair
Pauline Shah
Akhil Saraf
Pijush Deka
Akshay
Poojashri
Ali Pardiwala
Prabhanjan Ghatpande
Aman
Prachet Verma
Ana Isabel
Pradeep Sawlani
Amon
Prakash
Anoop
Praveen Koushik
Anoop Saseendran
Prerna Damani
Arjun and Kavita Batra
Priyanka Vieira
Arjun Bhatra
PS Kochar
Arka Bhattacharya
Raghavendra
Arnab
Rahul Paul
Arun Shankar
Rajiv Talwar
Arun Vasu Sriranga
Rakesh
Arunima Panigrahy
Ram Narayan
Ashutosh Bannenavar
Ramakrishna Nekkanti
Ashutosh Singh
Ramesh Vangal
Ashvek Gaonkar
Ravananjith Dharmaraj
Atlas Hospitality
Ravi Kalaputapu
Aurobindo Sarkar
Ravi Mani
Avijit Chatterjee
Ravi Tadepalli
Avinash Rani
Rebecca Williams
Balaji Ramakrishnan
Rekha Rajendra
Basavaraj Kshatriya
Rishabh Agarwal
Biju Menon
Ro Kumar
Bitgiving Uo Huddletech Services Pvt. Ltd.
Rohan Ghosh
Calvin
Rohan Vora
Chaitra Prabhakar
Romit Mitra
Chaitra Sathyaranyan
Roslyn Queeley
Chandra Prasad
Ruthwik Jadav
Chandramouli P
Sachin
Cherag Tantra
Sachin Pawar
Chida Murthy
Sahil Raveen
Chidambaram
Saibya Kala Parishad
Chris Flosi
Sairam Subramanian
Colin
Salvatore Casciano
Damodaran Srinivas
Samavita
Dan
Sameer Mehandale
Darshan Jagadish
Samhita
David Williams
Sanil
Deerehandran
Sanjay Rao
Dennis
Sanji
Desmond Mathias
Sanket
Dhanya S
Santosh Balakrishnan
Dharmesh
Sathya Vaidyanathan
Dhirendraraje Nimbalkar
Saurabh Chandra
Dinesh Rai
Saurabh Gupta
DK
Sekar Sundarajan
Dolly Kotian
Sharan A Kukreja
Drashti Thakrar
Sharan Tadahal
FISCAL ENTITIES
Stitching Enabling Leadership (Netherlands)
Enabling Leadership Pvt Ltd (Singapore)
Enabling Leadership (USA)
Enabling Leadership (UK)

BOARD
Enabling Leadership USA
Gurvinder Gandhi
Magnus Cariaga
Nishant Mehta
Ravi Sonnad
Ramu Chakravarthy

Enabling Leadership Netherlands
Adriana Stoel
Priya Stocks
Ravi Sonnad

Enabling Leadership UK
Karthikeyan Marangatti
Nicholas Bryan-Brown
Ravi Sonnad

Enabling Leadership Singapore
Mattijs Sibbing
Ashish Wadhwani
Uma Natarajan

Advisors
Gowri Ishwaran
Anant Nadkarni

MANAGEMENT TEAM
Ravi Sonnad, CEO and Founder
Neha Sahu, Director, Operations & Founder, Just For Kicks
Faith Gonsalves, Director, Public Engagement & Founder, Music Basti
Vikas Plakkot, Director, Fundraising & Founder, Just For Kicks
Aparna Nayampalli, Director, Human Resources

IMPLEMENTATION PARTNERS
Integrated Development Education Association (IDEA)
Pragatee Foundation
Liv Futbol Foundation