

! ENABLING →  
LEADERSHIP  
~

एम किं  
STRONGER  
TOGETHER!

2019-20  
REPORT



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# A LETTER FROM OUR CEO

Earlier this year, I was in Pune, Delhi, and Dharwad watching the amazing music compositions and fantastical Lego structures around our theme “Stronger Together” put together by our Music Basti and Build Maya kids. Now, I was back in Pune watching some amazing football and the finest sportsmanship at our Just for Kicks National League. We saw a spunky performance from our first-time footballers: 8-10-year-olds from Delhi and Kumta, and three of our rural teams clocked impressive wins for the first time.

Looking back at 2019-20, we had a simply fantastic year. We expanded our rural program to 1,000 children, adding 7 new village schools in Kumta. We introduced Music Basti in Bangalore, Build Maya in Pune, and Just for Kicks in Delhi. We established our first site outside India with 140 Just for Kicks children in 4 villages around Battambang, Cambodia. We invested heavily in our curriculum, pedagogy, and training, which have paid off handsomely in session quality and outcomes.

It is hard to imagine that just in February this year, we were watching children tussling around on the football field or holding hands on stage. In just six months, the world has turned upside down and with it, brought unforeseen and unimaginable hardships to the children we work with and their families.

I would like to have outlined a bullish set of plans – expanding our reach and investing in program enhancements. But instead, I will make a bold commitment: we will implement programs that can run during the pandemic, we will continue inculcating the Leadership Skills in our framework, and we will focus on building resilience, positivity, and a strong sense of community - critical skills for the children to survive the crisis and come out of it stronger.

In times of crisis, one sees the worst and the best in people, and we have seen both over the last six months. But this pandemic is a wakeup call, signaling the need for a very different world view – one where we take responsibility for our combined futures. But this world view can become a reality only when we foster the right skills in an entire generation of children. This makes our work even more important, no essential.

We will need all the help to ensure these outcomes. Thank you for your continued support through this difficult time. I am confident that we will galvanize around this moment and work together towards our vision where every child is a leader – a role model, a global citizen and a positive contributor.

**RAVI SONNAD**





***When we started playing we could not win matches but we never lost hope. We made it to the semi-finals. Our coach wanted us to focus on never giving up, it was difficult at first but it became easier for me during the Just For Kicks regional league days. I learned that I should not allow my emotions to take over if we lose a game. If we are afraid, we cannot play properly. I learned to overcome my fear and focus on believing in my strengths, and working on my weaknesses.***

***P Akshaya, 14 years (female), Student  
Just For Kicks program***



OUR REACH

2019-20 ANNUAL REPORT



# OUR REACH



## OUR REACH IN 2019-20

**6180**

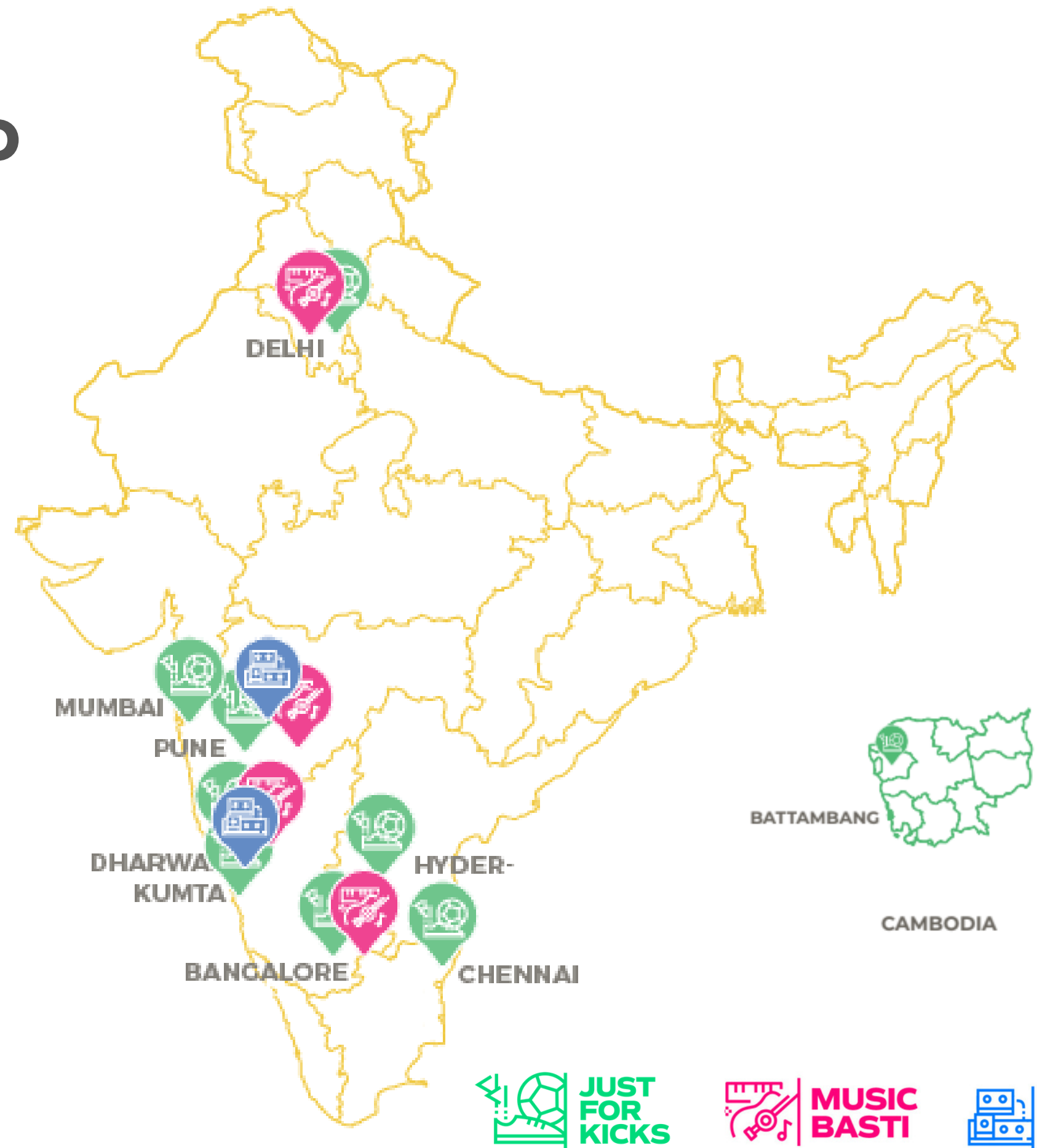
STUDENTS SERVED

**147**

SCHOOLS WITH EL PROGRAMS

**188**

EL TEACHERS AND COACHES



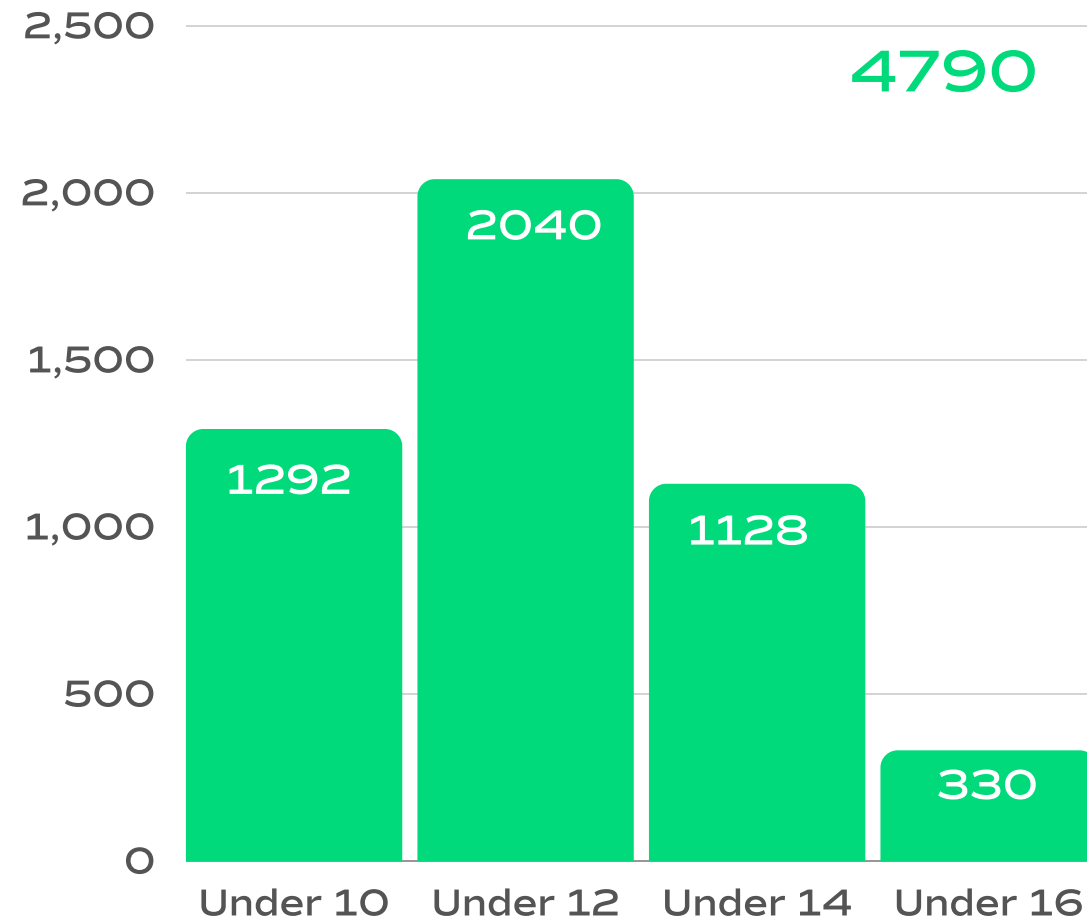


# OUR REACH IN 2019-20

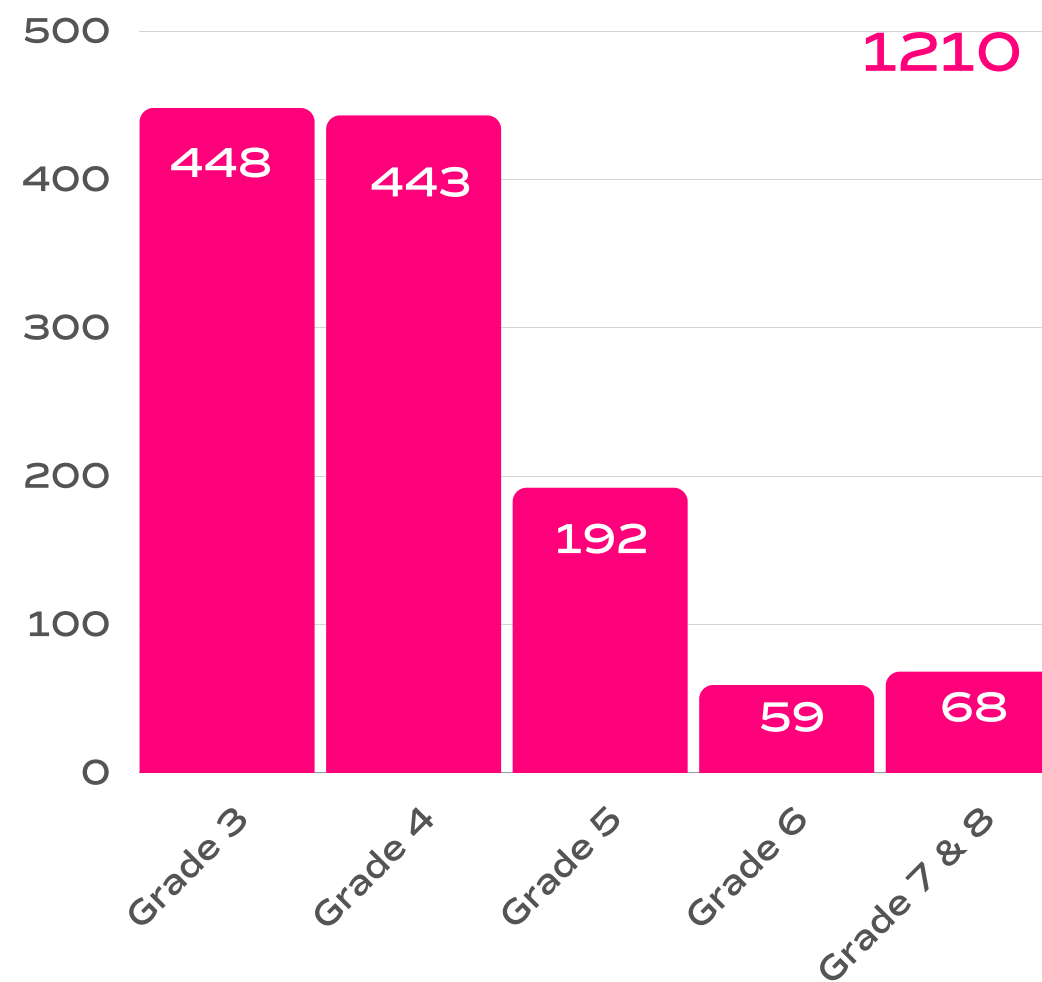
OUR REACH

2019-20 ANNUAL REPORT

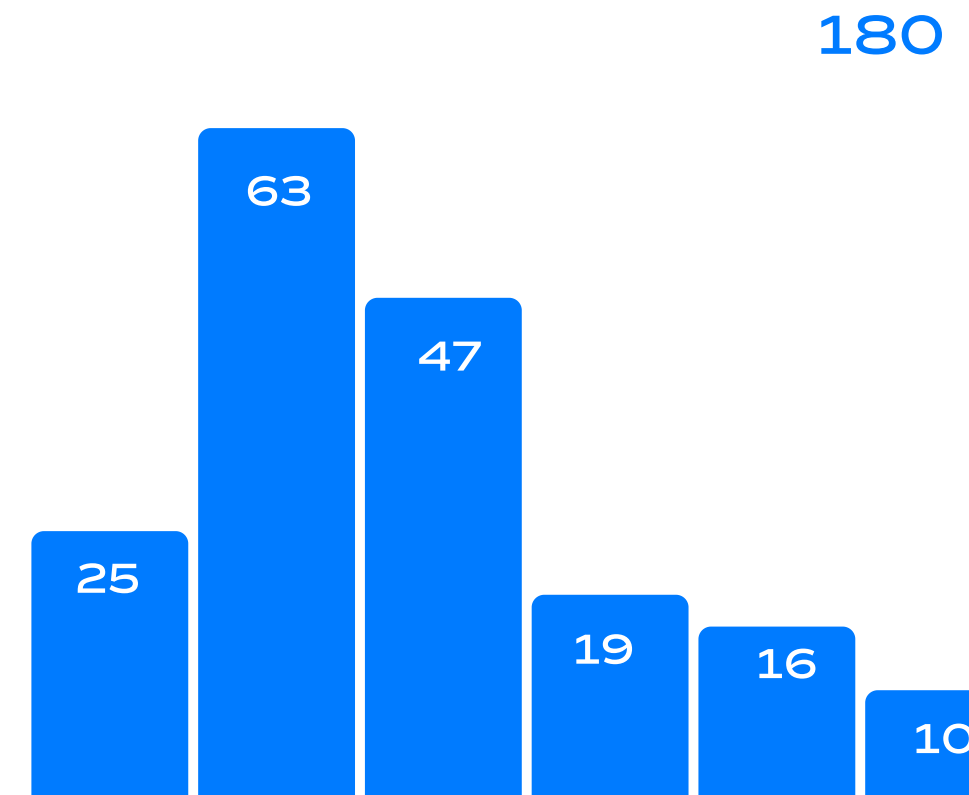
## NUMBER OF STUDENTS BY AGE



JUST FOR KICKS



MUSIC BASTI



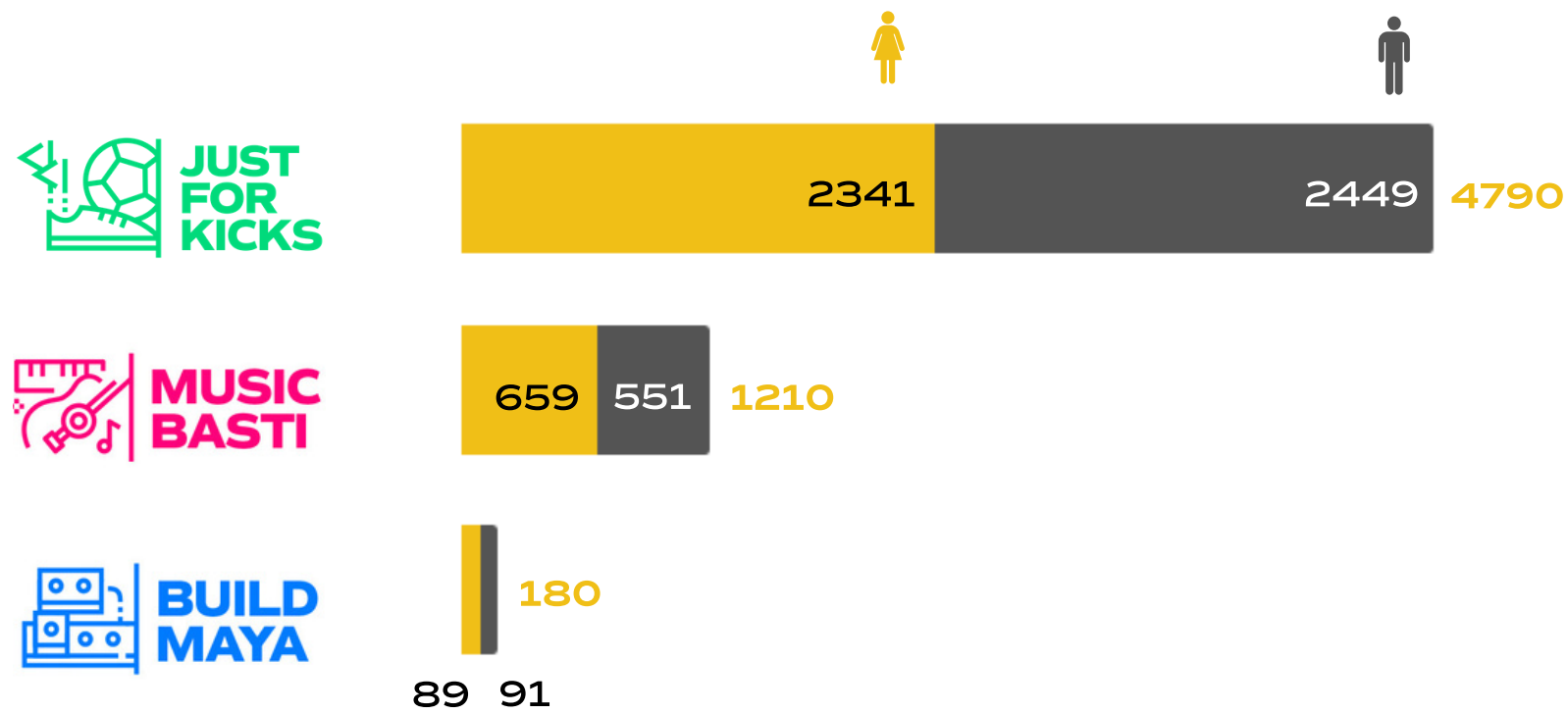
BUILD MAYA



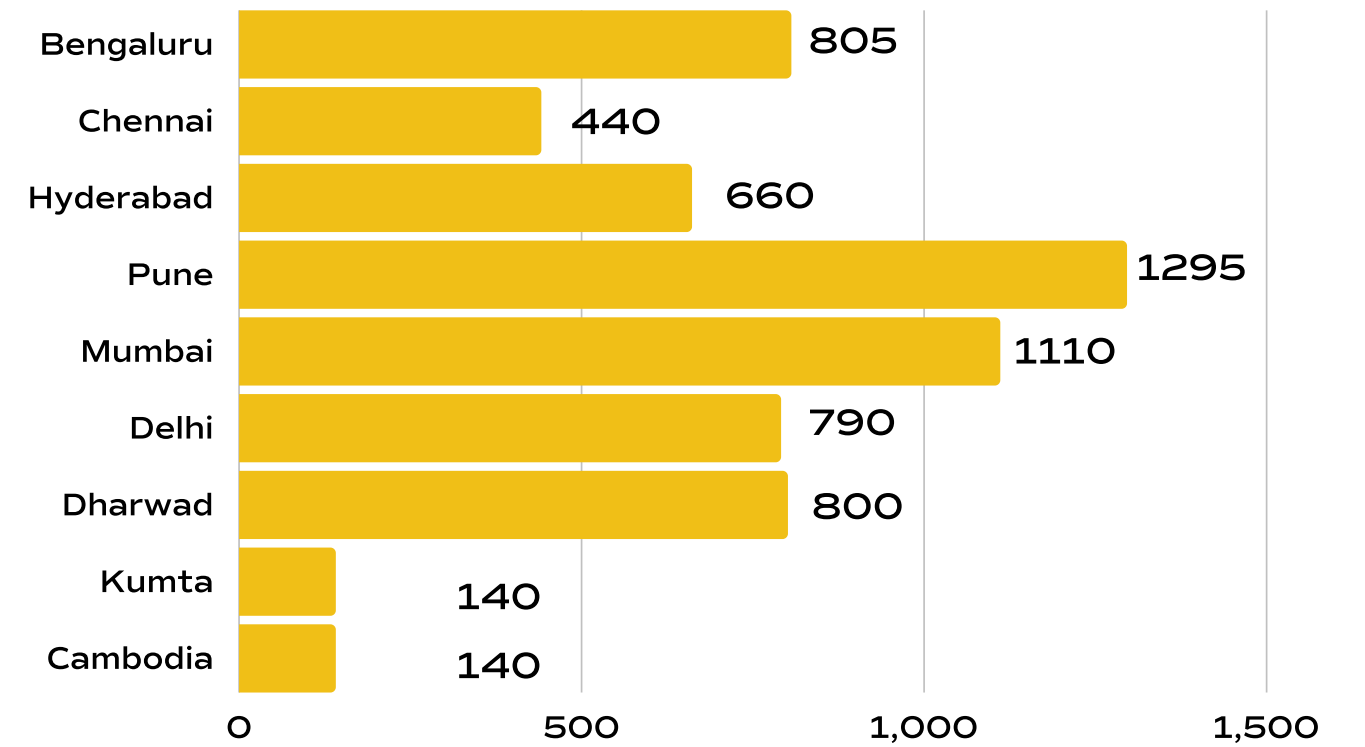
# OUR REACH IN 2019-20

OUR REACH

## NUMBER OF STUDENTS BY GENDER



## NUMBER OF STUDENTS BY SITE



2019-20 ANNUAL REPORT





# OUR PROGRAMS

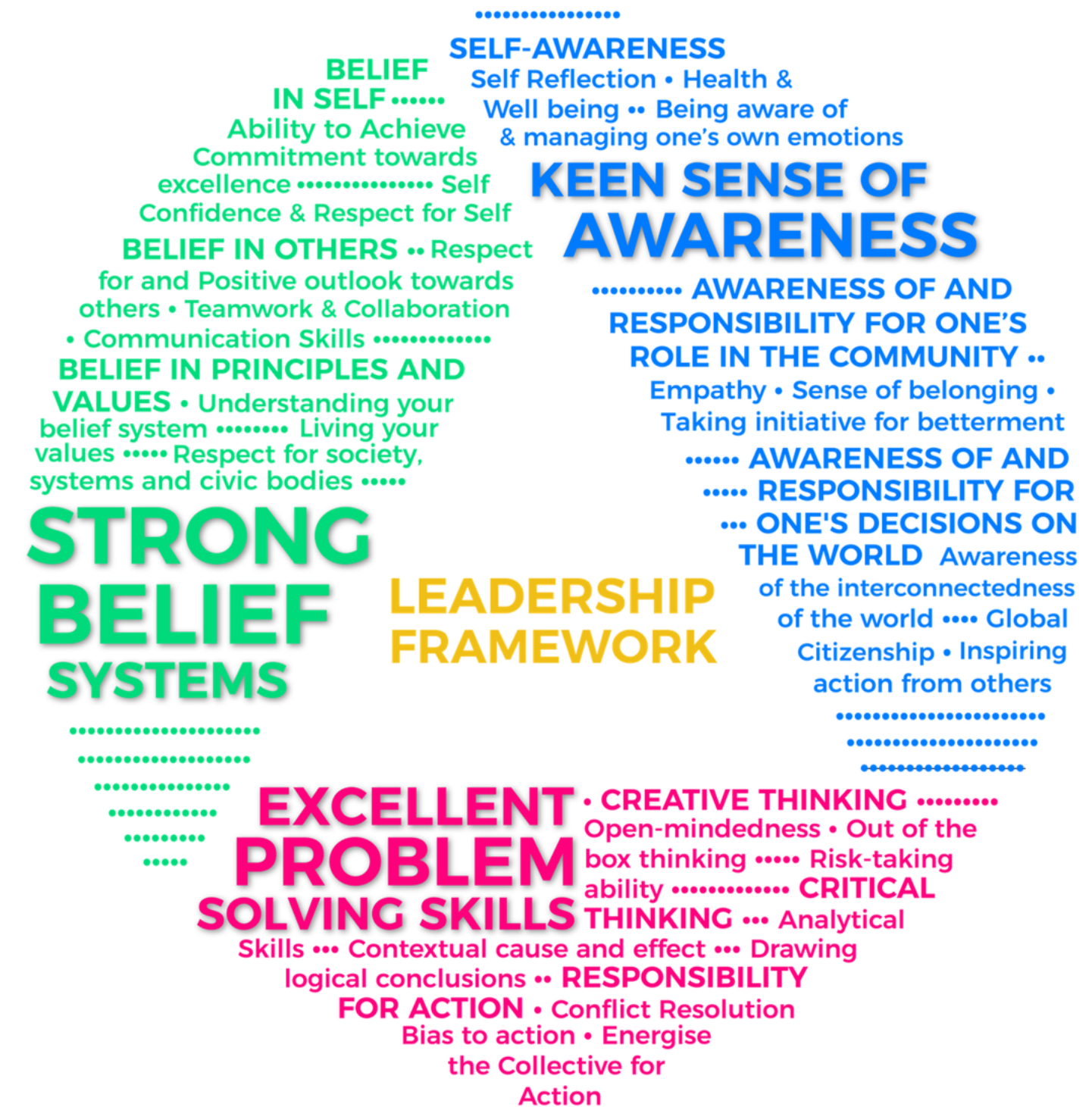


# OUR APPROACH

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 in the form of performing concerts, competing in football league matches and showcases.

This unique experiential pedagogy is especially effective in reaching children in their formative years, between the ages of 9 and 15. Our curricula focus on teaching children to become role models, global citizens and positive contributors – it is critical that every child can be this kind of a leader, and not just a handful.

This forms the underlying philosophy of our leadership framework and underpins all our programs.





# PROGRAM INNOVATIONS

Our Mission is to reach and impact 1 Million children by 2030. A cornerstone of this goal is continuous program enhancement and improvement based on feedback and best practices from our sessions and through discussions with all our stakeholders





## THEME OF THE YEAR: “STRONGER TOGETHER”

Each program year, Enabling Leadership chooses a focus theme. The theme for 2019-20 was “Stronger Together”. Whether it is composing and performing their own songs, strategizing and playing as a team or planning and building Lego structures in a group, students across programs were encouraged to think about and use the concepts of Diversity, Inclusion, Equality and Unity.



*I learned about trust and the importance of trusting others. For example, if I pass the ball to my teammate, I trust that he too will pass it back. This helped me overcome my fear on the playground, and how to communicate effectively with my team. I struggled to open up to my team and talk to them, but now I am much better.*

*Bheemappa, 12 years (male),  
Just For Kicks program*





## SPIRIT CIRCLES

‘Spirit Circles’ were first introduced in our Just for Kicks league in 2019-20. After a game, both teams are encouraged to talk about their feelings and emotions, and appreciate and learn from the other team. Using this concept, students in the Music Basti and Build Maya programs reflect on the music performance and the Lego showcase - their experience of being on stage, what they thought went well, and what they could learn from other groups. This practice of reflection and appreciation has now become a powerful learning tool in our programs.



***Compassion was the most important thing I learned through the program. It is not only about me, but about everyone else too.***

***Gender does not come in the way in case a girl wants to do something she likes. My coach treated both boys and girls equally, and told us not to give up.***

***Monica, 13 years, Student, Just For Kicks program, Bangalore***



## MIXED GENDER MATCHES

Our programs try to maintain an equal balance between girls and boys in each group. However, our JFK league matches pair girls and boys teams with their counterparts in the same age group. In 2019-20, at our league, we piloted ‘mixed gender’ team matches in Hyderabad, Mumbai and Pune. This was not only a lot of fun, the takeaways were clear and telling. We're now confident about extending this concept and rolling it out on a broader scale.



*The use of reflection as a teaching tool has been very effective. Journaling has helped them become more self-aware. They have shown a lot of teamwork and discipline, and are able to express themselves better. Some of them have even become more calm. I believe that because of the mixed gender matches, my students have now started to play together as boys and girls, without fighting.*

**Chandini Phillip, partner school teacher from Sant Tukaram e-Learning School, Pune**





# SESSION HIGHLIGHTS

**90%**

**LESSONS USED REFLECTION AND JOURNALING ACTIVITIES**

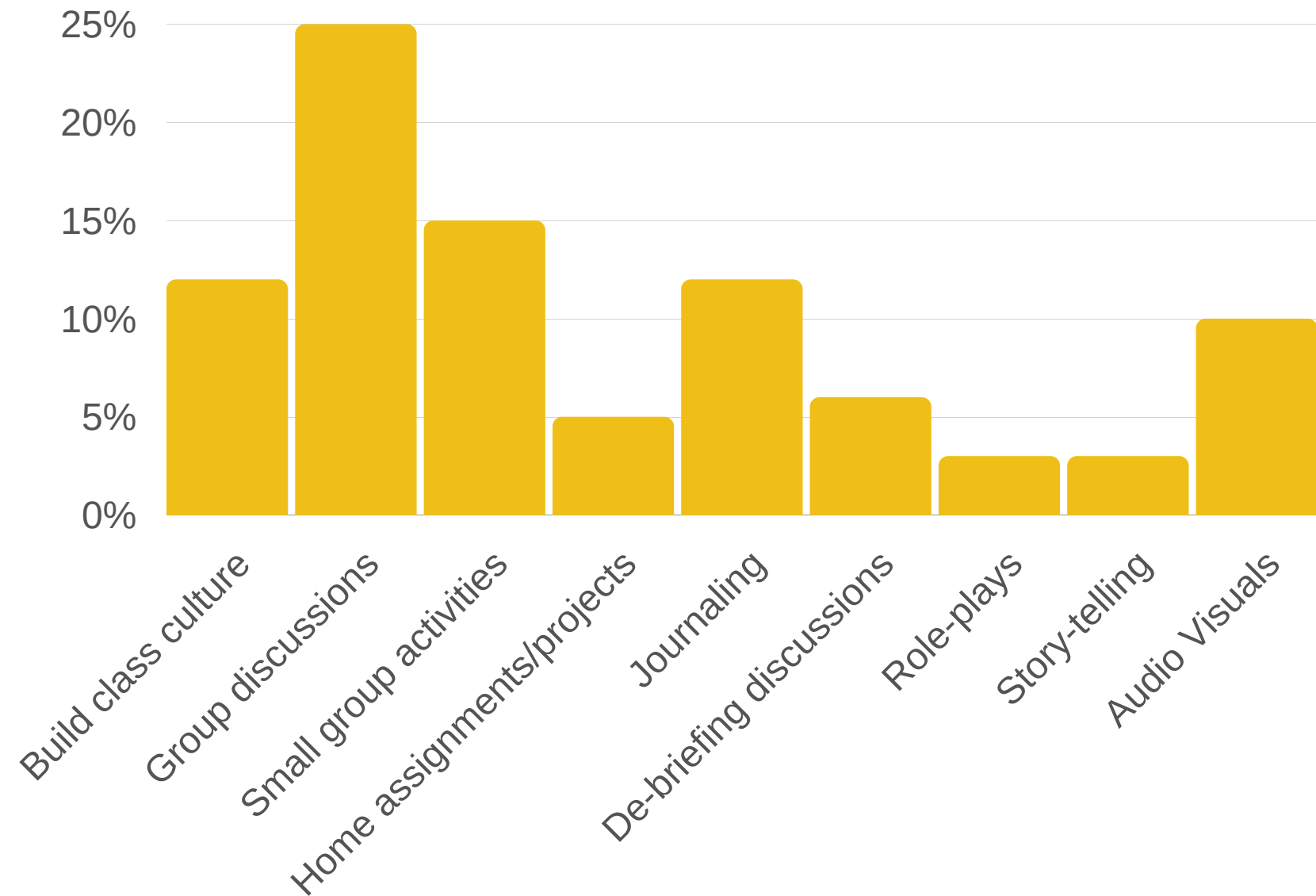
**25%**

**LESSONS USED "TEAM-TALKS" AND GROUP DISCUSSIONS**

**25%**

**LESSONS FOCUSED ON BUILDING SELF-CONFIDENCE FOR STUDENTS**

OVERVIEW OF TEACHING METHODS USED IN LESSONS\*



\*Based on an average of data from teacher and coach lesson reports



## SCHOOL AND PARENT ORIENTATIONS

We conduct orientation sessions for school authorities and parents. Here, we discuss the purpose of the program, outcomes and methodology, calendar, opportunities for students and the role that parents and school authorities can play to ensure impact.

## PARTNERSHIPS

We work to develop strong partnerships with education officers, government officials, the village panchayat and school authorities across all our sites.

We've also established partnerships with low-income private schools and foundations, including with TFI, Salaam Bombay Foundation, SEF, Akanksha and Peepul.







***My child was quite silent and shy when he joined the school. He was not opening up and did not have interest in activities. Through the Just For Kicks program, I started seeing changes in him. His enthusiasm and will power grew. He started believing in his capability. After 3-4 years of football coaching he has become a person who is smart, can talk to people, and believes in accomplishing things.***

***Parent, GMPS Kadugodi, Bangalore***



# OUR IMPACT



**4790 STUDENTS SERVED**

Just For Kicks enables children to carry their leadership learning from the team sport into real-life situations and challenges. Students work as teams and learn football techniques and leadership skills as they prepare to participate in the Just for Kicks' Regional and National League.

In 2019-20, Just for Kicks expanded its reach to include Delhi, 4 villages in Kumta (Karnataka), and its first international site in Battambang (Cambodia).



Our under-12 years girls team from the village of Karadigudda, Dharwad district, Karnataka won the Champions trophy at the National League, defeating all their urban counterparts from 6 cities! The girls team's dedication and rigorous practice including 4 KM daily runs, and daily football training. They said, "We want to be the national champions that is why we are doing this. We have never seen anyone from our village achieve this!"



# MEET OUR LEADER

## ANJALI



16 year old Anjali lives in Pune. She joined Just For Kicks' program in 2015. She was instrumental in encouraging other girls in her school and community to participate in football, despite the poor sports infrastructure, parental concerns about safety and very conservative community values. Today, Anjali is an assistant coach for Just For Kicks !



*I wasn't the best player on my team. There are a lot of girls who are very good in the team. but I knew whatever I was, I was important to my team. My team won't function if I am not there my team won't function if my friend is not there.*





# HIGHLIGHTS

Two students from team Anjuman Gamechangers, Chennai, represented Tamil Nadu and won the Mini Football Nationals in Pune. They will now go on to represent India in the International Mini Football Championship in Spain in July 2020.

One student from team Kottur Warriors, Chennai , was selected for the playing 11 of Chennai City FC in the U13 I-League.

One student from team Pudami Jaguars, Hyderabad , played for the Telangana U14 team in the Slum Soccer Tournament.

The U16 Girls from team Sitaram Superstars, Mumbai were selected by India Rush Academy to play in the U17 Khelo India Games

Six students from the U14 team Royal Roses, Pune were scouted by BETA FC and played in the Pune District Football Association League.





**1210 STUDENTS SERVED**

Music Basti's group-based music learning program enables children to tell the stories of their dreams and communities through music. The children learn music fundamentals, write original songs and give public performances and in the process develop self confidence and skills like creativity and teamwork

In 2019-20, we expanded our reach to include Bengaluru. We also introduced the program for the first time in a Marathi language medium school in Pune.

**हम सब अनेक / What is this injustice?**

ENGLISH TRANSLATION FROM HINDI OF SONG-LYRICS

**What is this injustice  
Of not sending a girl to school  
Of destroying forests around us  
And of hurting little children**

**What is this injustice  
Of mocking even language  
If children cannot find work  
Even their parents force them out**

**Why do we destroy our jungles  
Destroy the homes of the creatures in there  
With every piece of plastic we use  
They feel it in their beings as torture**

**So what should we do? Accept defeat?  
No. We'll show everyone!  
Lets share,  
Let's help each other  
We'll show everyone  
That while we are different, we are equal**

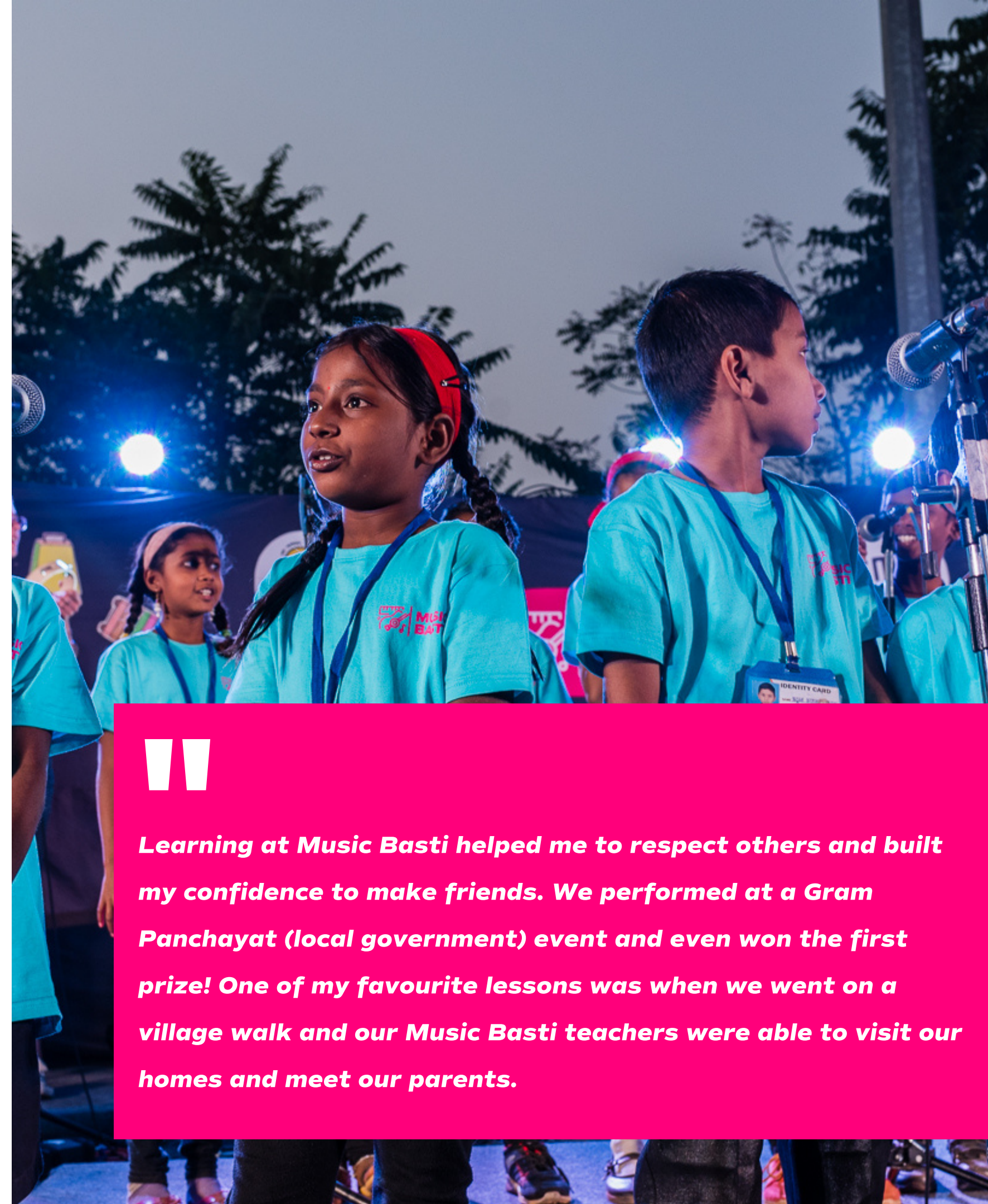
GRADE 5 STUDENTS, PEEPUL SCHOOL, DELHI,  
ORIGINAL SONG COMPOSITION



# MEET OUR LEADER PARVATI



14 year old Parvati is a student from Amminbhavi village, near Dharwad. She has been learning in the Music Basti program for three years.



***Learning at Music Basti helped me to respect others and built my confidence to make friends. We performed at a Gram Panchayat (local government) event and even won the first prize! One of my favourite lessons was when we went on a village walk and our Music Basti teachers were able to visit our homes and meet our parents.***



# HIGHLIGHTS

Four students from Dhirubhai Ambani International School in Mumbai organized a fundraiser concert in September 2019 to support 100+ students from Music Basti. The fundraiser was supported by a range of celebrities and influencers from Mumbai. They organized a public concert with ticket sales supporting students at Music Basti. A range of musical performances by students from various Mumbai schools we organized.

Music Basti was introduced for the first time at a Marathi regional language school in Pune.



Image courtesy: Femina (September 2019)





## 180 STUDENTS SERVED

Build Maya uses the principle of positive play to develop leadership skills. Students collaborate and design solutions using Lego blocks to solve real-life challenges in their home, school or community. They present their solutions to parents and community members in a year-end showcase event.

In 2019-20, we piloted the concept of 'community walks', where students observed local issues and then focused on innovations such as the use of renewable energy.



We organized a design challenge for students from different schools to form teams and solve related to climate change, and around the idea of reimagining their school. They created creative models of physical spaces that satisfy their emotional, mental and physical needs. They created play areas integrated into their classrooms, resting areas and meditation spaces, and collaborative spaces for learning.



# MEET OUR LEADER

## IKRA



9 year old Ikra is a student from Pune. She has been learning in the Build Maya program for two years.



*Through the Build Maya lessons, I learned to be honest and accept my mistakes without blaming anyone else in the group. I also learned to help others in the group if my work was complete. Our teachers enabled us to work indepenently, think of ideas independently, and encouraged us to ask for help when we needed it. Earlier I would fight a lot, but now I try to explain myself instead of fighting. I help my brothers at home with their school work. I teach my younger brother to read.*





# IMPACT MEASUREMENT

In 2019-20, we used a mixed method approach to our evaluation - a Student Assessment Tool that was filled by coaches and teachers, and student, school and parent focus groups and interviews. We asked about program delivery and methodology, challenges and solutions and the impact.

Due to the Covid-19 crisis, school closures and lockdowns, we could not complete all our focus-group discussions and stakeholder interviews. We compared baseline and endline scores for 1,564 students (26% of all students) across programs and locations to assess changes in leadership skills. The results show a very positive improvement in attitudes and behaviours.

## NUMBER OF STUDENT ASSESSMENTS ANALYZED

**960**

JUST FOR KICKS

**537**

MUSIC BASTI

**67**

BUILD MAYA

**120**

PARTNER SCHOOL TEACHER AND PRINCIPAL SURVEYS

**47**

PARTNER SCHOOL TEACHERS AND PRINCIPAL INTERVIEWS

**51**

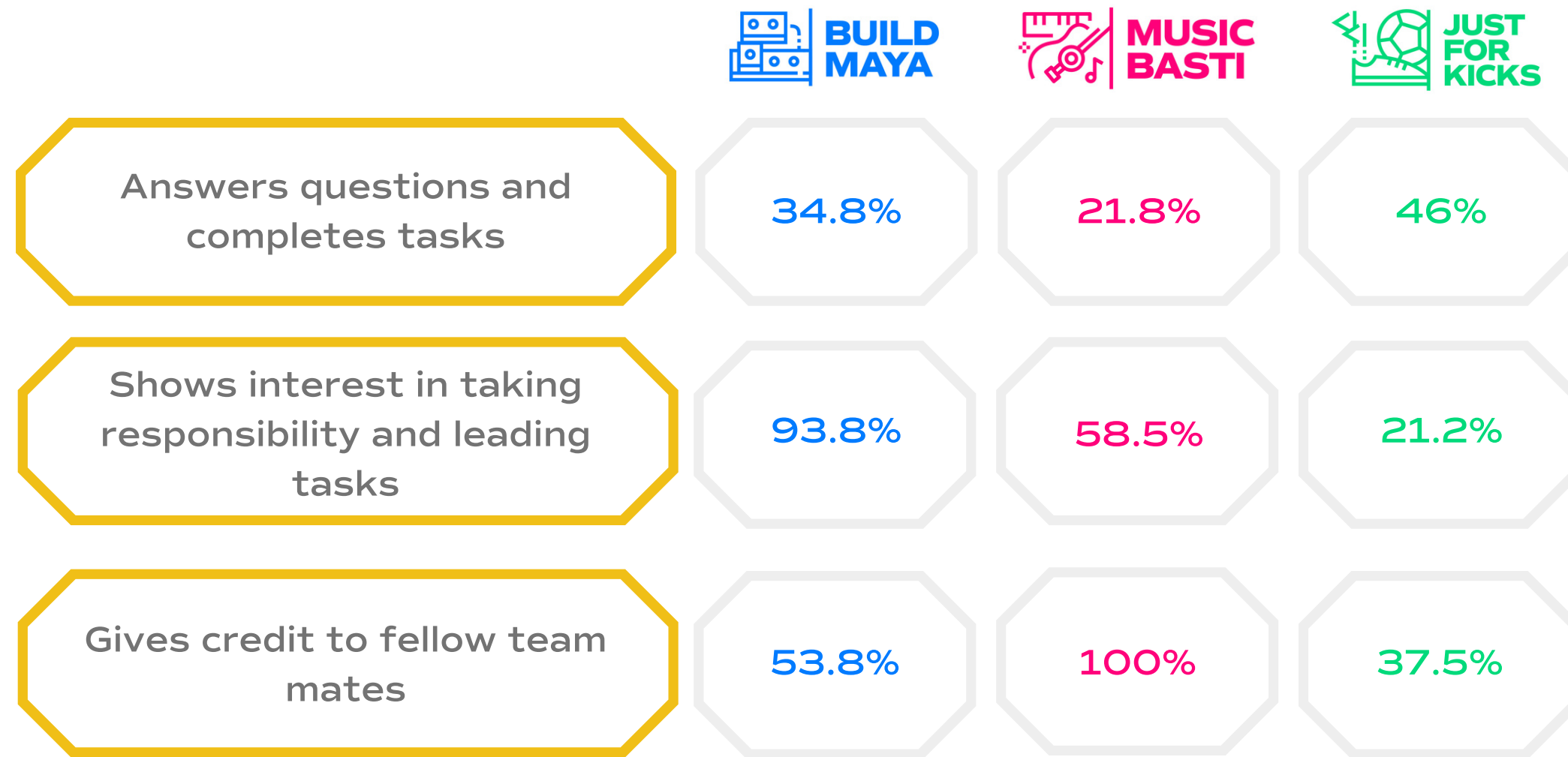
STUDENT INTERVIEWS



3 FOCUS GROUP DISCUSSIONS WITH PARENTS



# BELIEF IN SELF, OTHERS & PRINCIPLES AND VALUES



Percentage increase in the number of students displaying leadership skills



*The most difficult thing to learn was a whole song. I struggled with remembering whole paragraphs earlier, but I learnt the whole song and performed it at the annual concert! I used to feel scared to go up on stage, but now I feel confident to do it. I feel responsible for my class and I wanted our song to be really good*

**Sarthak Dhawade, 11 years (male), Music Basti program**



# PROBLEM SOLVING SKILLS

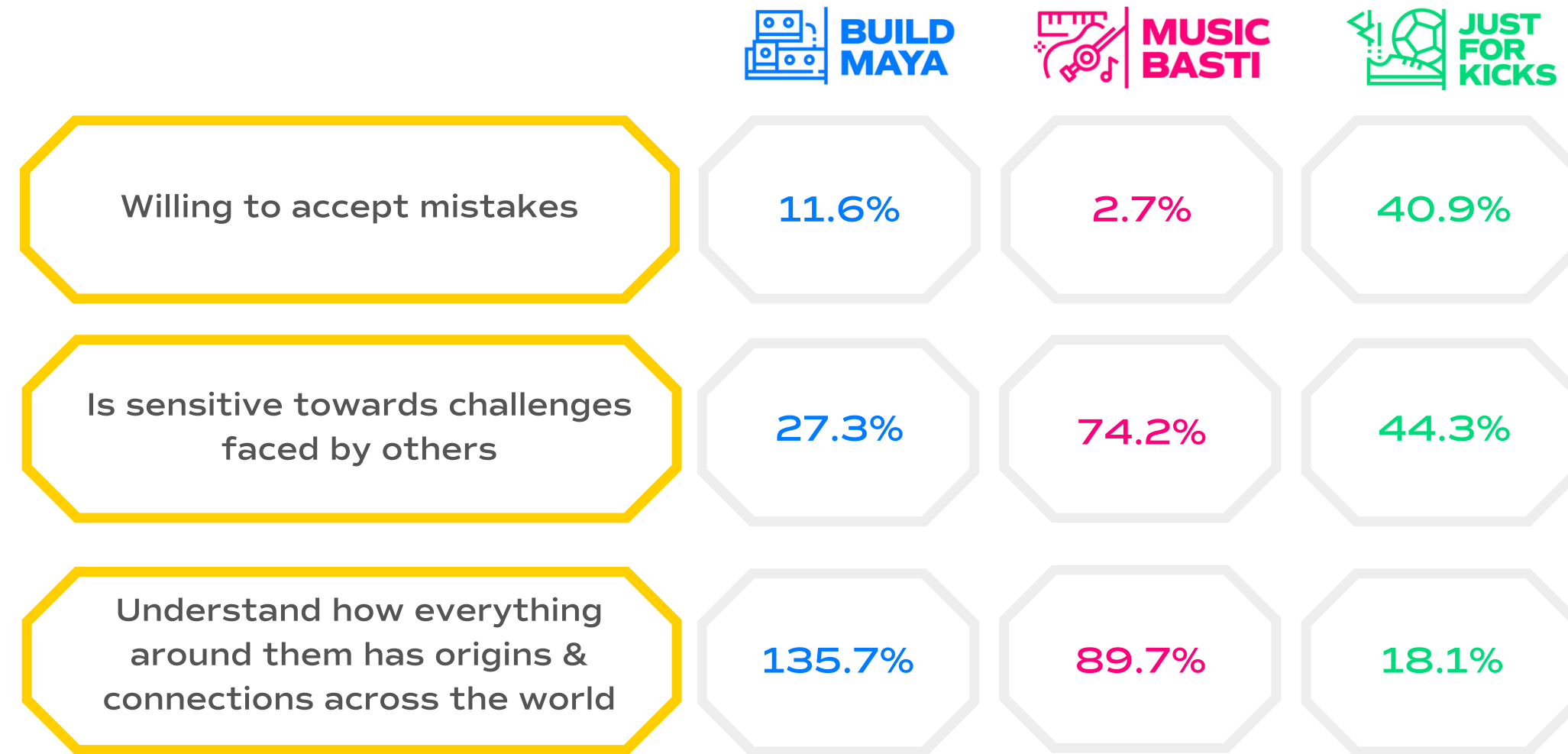


	BUILD MAYA	MUSIC BASTI	JUST FOR KICKS
Thinks of innovative ways to solve problems	54.5%	93.9%	40.9%
Displays understanding when things do not go as planned	8.6%	32.2%	46.3%
Describes what they will do next time a similar challenge is faced	20.8%	108.2%	40.8%
Takes the lead in planning and implementing	47.4%	27.4%	43.4%
Helps others when they are unable to perform a task	10.8%	34.8%	22.5%

Percentage increase in the number of students displaying leadership skills



# AWARENESS OF SELF, COMMUNITY AND THE WORLD



Percentage increase in the number of students displaying leadership skills



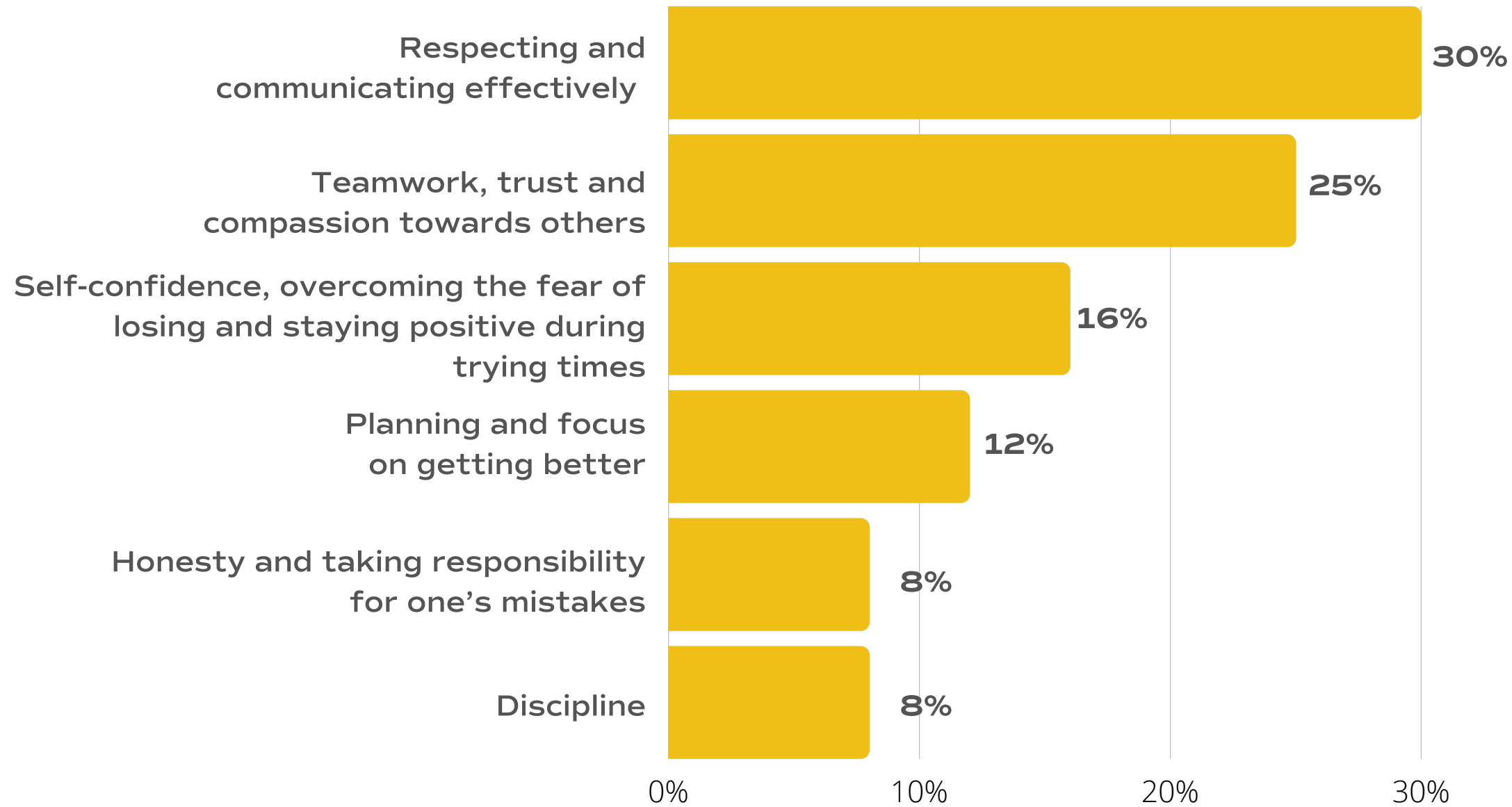
*One major change that I saw through the year was a change in their attitude towards challenges. A few children were always enthusiastic to take up challenges, but others began the activity by complaining. However, by the end of the year, the complaints turned into a, 'Yes we can!' attitude.*

**Neerja Bhagwat**  
Enabling Leadership Teacher, Pune



# STUDENT FEEDBACK

Below is a summary of student responses when we asked them what they thought was the most important thing they learned through the program this year.



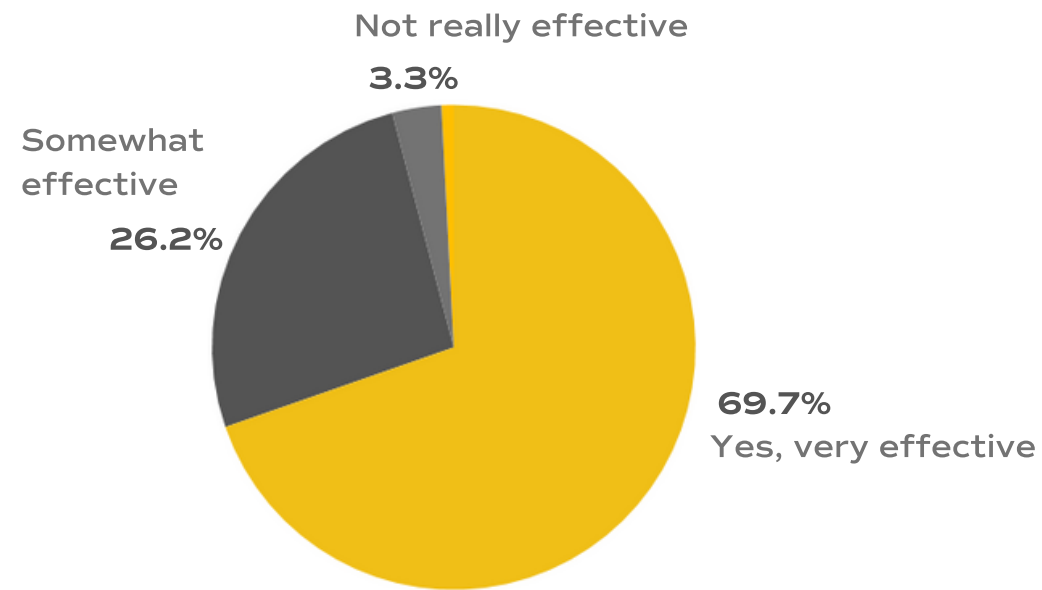
*At first I would fight with my friends, be disrespectful and shout at them. Now I understand the benefits of friendship and collaboration with my peers and community.*

*Sanana, 12 years (female), Music Basti program*

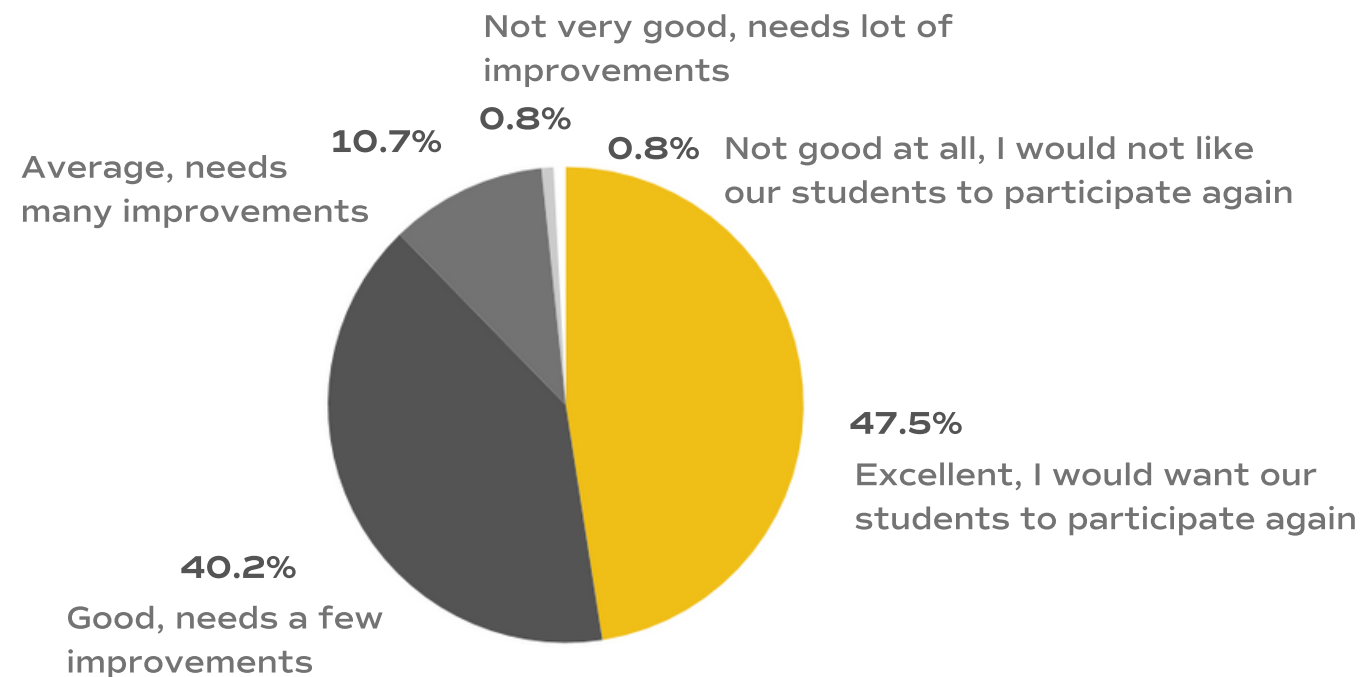


# PARTNER SCHOOL FEEDBACK

## EFFECTIVENESS OF PROGRAM SESSIONS AND EVENTS



## QUALITY OF OUR PROGRAMS



***'The Just For Kicks program methodology was so effective that my students' have become comfortable to share how they feel, especially thanks to the 'team talk' at the end of every session. I have seen many positive behavior changes in my students. Through football training, my students learned to be more punctual and now they come early to school too. They demonstrate more creativity with the ideas and try new things both on the football pitch but also in class.***

***Students are beginning to think and reflect about themselves as a part of the larger community and how their actions add to anything and everything good or bad.***

***Rekha Ghelani  
Partner school teacher at Natwar Nagar MPS, Mumbai***





# PARTNER SCHOOL FEEDBACK

AREAS WHERE PARTNER SCHOOLS THINK WE MADE THE BIGGEST IMPROVEMENTS IN OUR STUDENTS:

Building empathy

Demonstrating responsibility for actions and accountability

Reducing the gender gap between male & female students

Building teamwork (promoted by the theme “Stronger Together”)

Promoting cooperation amongst peers

Increasing confidence



*‘Some of my students have displayed remarkable progress in leadership skills, especially in how they think. They are even able to plan and run their own football sessions. I really admire the teaching methodology of the Just for Kicks program. Using fun games while also teaching technical skills is very interesting. The students are united and very supportive of each other. Most of them are transformed from being selfish to selfless’.*

*Geetha, Shri Padmashree High School, Bengaluru*

*‘I observed a few of the sessions and enjoyed every aspect of them. I feel that the students are happy while they are playing and that makes them strong. I feel that the reflection circles after the sessions are very valuable, and talk to the coach after every session, which helps them think about how they are doing. The mixed gender practices and matches helped the students realize that everyone is equally talented’.*

*Nitya, Pudami The Neighborhood School- NagaramHyderabad*



# OUR GIRLS' STORY

Belief in Self is one of our key leadership framework skills. We did an analysis 87 girl students in the Just for Kicks program in Mumbai and we were excited to see an amazing change in our young girl footballers.

**67%**

more students showed interest in taking responsibility and leading tasks during sessions

**54%**

more students were confident answering questions and completing tasks given by their coach

**21%**

more girls showing increased self-awareness, reaching out for help when needed and had the confidence to speak with other students and teachers





# GOVERNANCE



## 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 Wadhvani  
Uma Natarajan

## ADVISORS

Gowri Ishwaran  
Anant Nadkarni

## MANAGEMENT

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

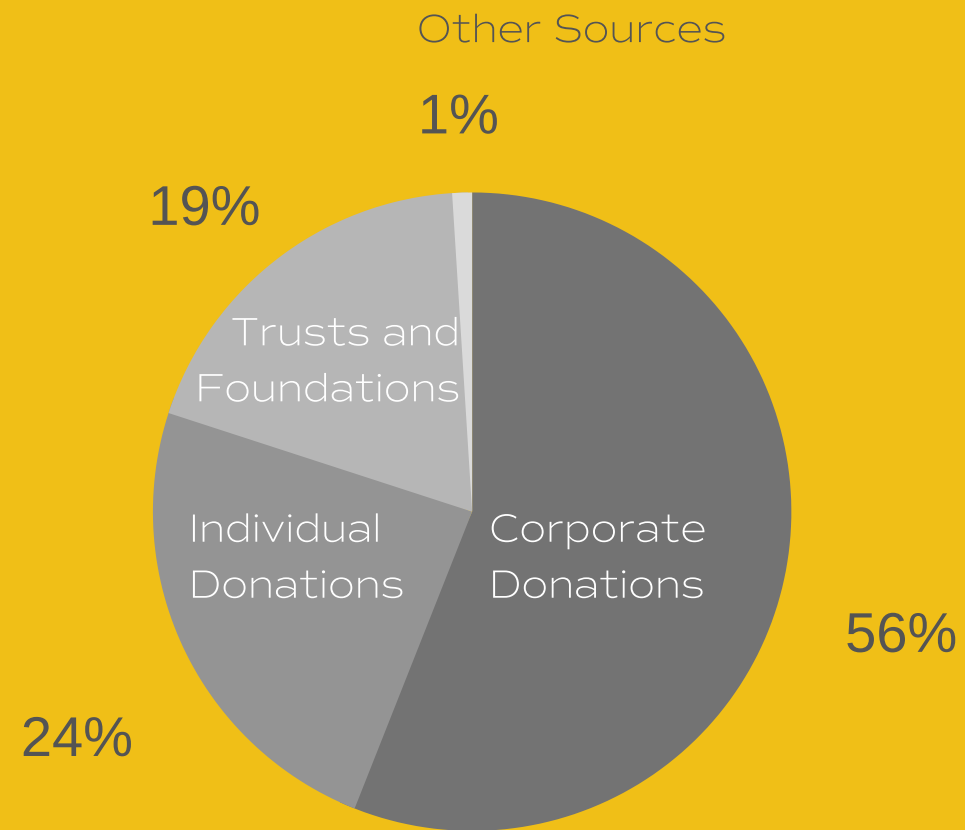


# FINANCIALS



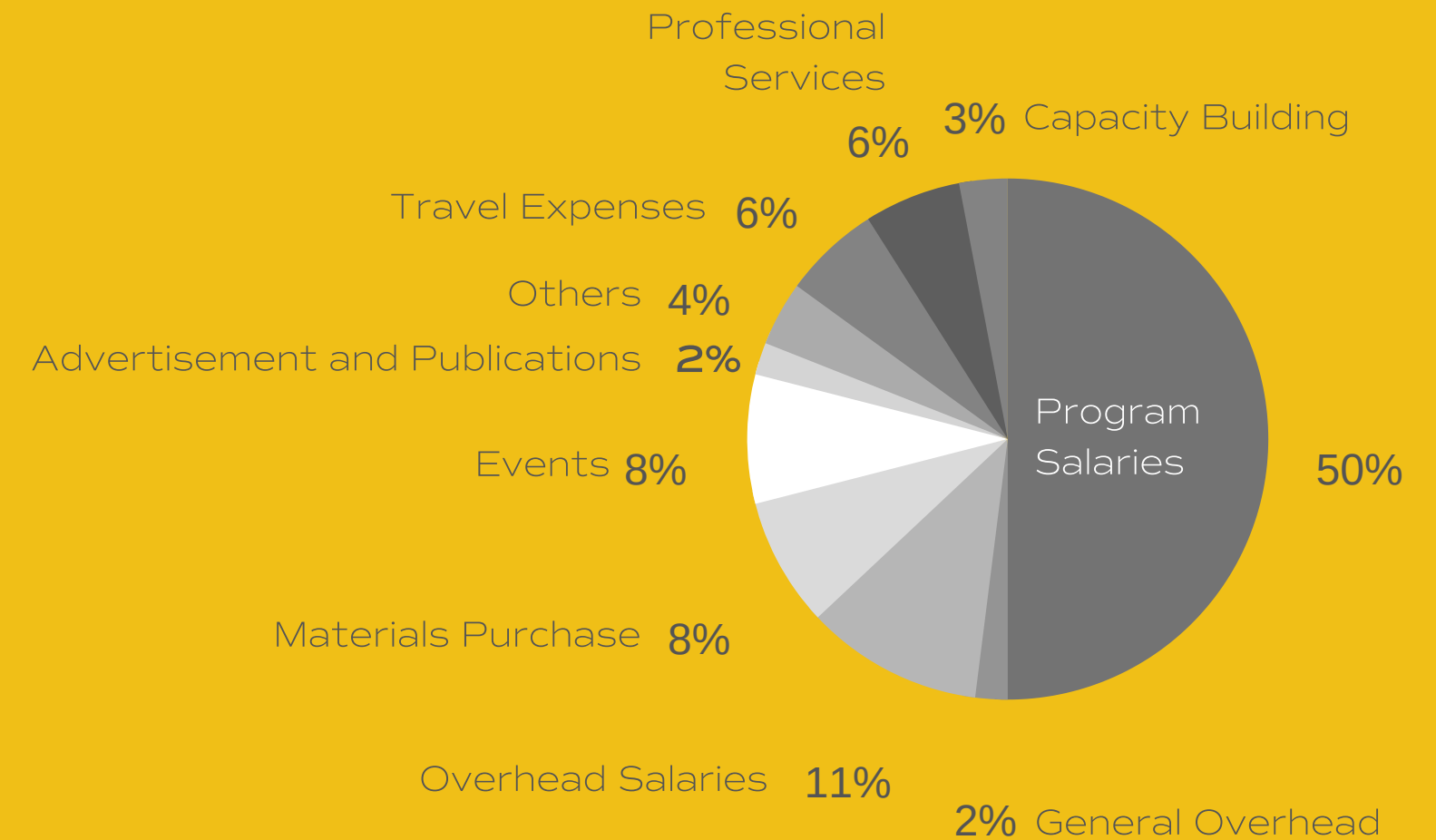
We are thankful for the generosity of our global network of supporters who make our work possible. We are deeply committed to operating with the utmost financial efficiency and transparency so that you know your investments are providing the greatest benefit to the communities we serve.

## INCOME RECEIVED



**Total Income**  
US\$ 0.88 million  
INR 6.57 crore

## SPENT ON PROGRAM



**Total Spent**  
US\$ 1.05 million  
INR 7.80 crore



# ORGANIZATIONAL FUNDERS





## **\$100,000 and more**

Credit Suisse Services Pvt Ltd  
Big Tree Entertainment Pvt. Ltd..

## **Between \$50,001 and \$100,000**

L&T Hydrocarbon Engineering Ltd.  
Sir Dorabji Tata Trust  
Ravi Sonnad

## **Between \$10,001 and \$25,000**

ASICS India Pvt. Ltd.  
Axis bank foundation  
Divgi Toraqtransfer Systems Pvt.Ltd  
Quasar Growth Group Ltd.  
SKF India Limited  
IEmpower The Emerging Markets Foundation  
Intralox India Pvt. Ltd.  
Ashayein  
Ram Sundaram  
Indira Sonnad

## **Between \$5001 and \$10,000**

Salaam Bombay Foundation  
Flow Edge Financial Solutions Pvt Ltd  
Karthikeyan Marangatti  
Aparna Nayampalli

## **Between \$1001 and \$5,000**

EBCO Private Limited  
Veni Rao Foundation  
General Atomics  
Rotary Bangalore West Trust  
Acceltree Software Pvt Ltd  
Maskati Charitable Properties Trust  
Metro Asia Pacific Engineering Pvt. Ltd.  
Gainaccess Sports Entertainment LLP  
Srinivasan Sethuraman  
Mahalakshmi K  
Satish Krishnan  
Sriram Vasudevan  
Anushka Sonnad  
Siddharth Sonnad  
Rebecca Williams  
Sagar Bhimavrapu  
Archana & Sivam Vasudevan  
Rakesh Salian  
Arjun Batra





## Between \$1 and \$1001

Aadarsh Balakrishna  
Aaron eipe John  
Aayushi Agarwal  
Abhilash Pravinkumar  
Abhishek  
Abhishek Menon  
Abhishek Roy Official  
ACE by FPG AIM  
Achuthankutty  
Adarsh Nair  
Aditya Bijoy  
Aditya Kumar  
Ajay Mehta  
Ajay Sravanapudi  
Ajeeth Enjeti  
Ajith  
Ajith Krishnamurthy  
Akhil Khanna  
Akriti Manchanda  
Akshara Rao Kundalia  
Akshay Sumithran  
Akshit Gupta  
Albina Sayed  
Aldrin Bejoy  
Alessandra Scornaienchi  
Alisha  
Alka Lal  
Alok Banerjee  
Aloka Verma  
Amalaya Jashnani  
Amalaya Jashnani  
Amit Bhattacharya  
Amit Deshpande  
Amita Nagarkatti  
Amitava  
Amod

Amrita Suri  
Ana isabel GONZALEZ  
Anagha Nagpal  
ANAND ARJANDAS AHUJA  
Anand Narayanan  
Anand Ravichandran  
Anant Mehrotra  
ANANTH GANGAVATI  
Angkana Sanghavi  
Angshuman Rajkhowa  
Anil Gokarn  
Anil Krishnan  
Anindita Roy Bardhan  
Anjana Sivakumaran  
Anne Beyer  
Anuradha  
Anuradha Narayanan  
Anusha  
Anusha Parthasarthy  
Anya Sastry  
ANZAR ALI  
Aparna Nayampalli  
Apoorva  
Aqib Khan  
Arathi Premkumar  
Arati Santhanam  
Aravind Ganesan  
Arihant Jain  
Arjun  
Arun Balakrishnan  
Arun Idgungi  
Arun Sadhashivan  
Arvind  
Arvind reddy reddy  
Ashim Vaish  
Ashima Purohit

Ashish Baldua  
Ashok Nair  
Ashok Rasane  
Ashutosh Arun Badgaiyan  
Ashwin Thomas  
Ashwini Mavale  
Aswin Dorairaj  
Austin Kuhn  
Avantika Yadav  
Avinash Kothuri  
Avinesh Rekhi  
Ayesha Mehra  
Badal  
Badrinath Rao  
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