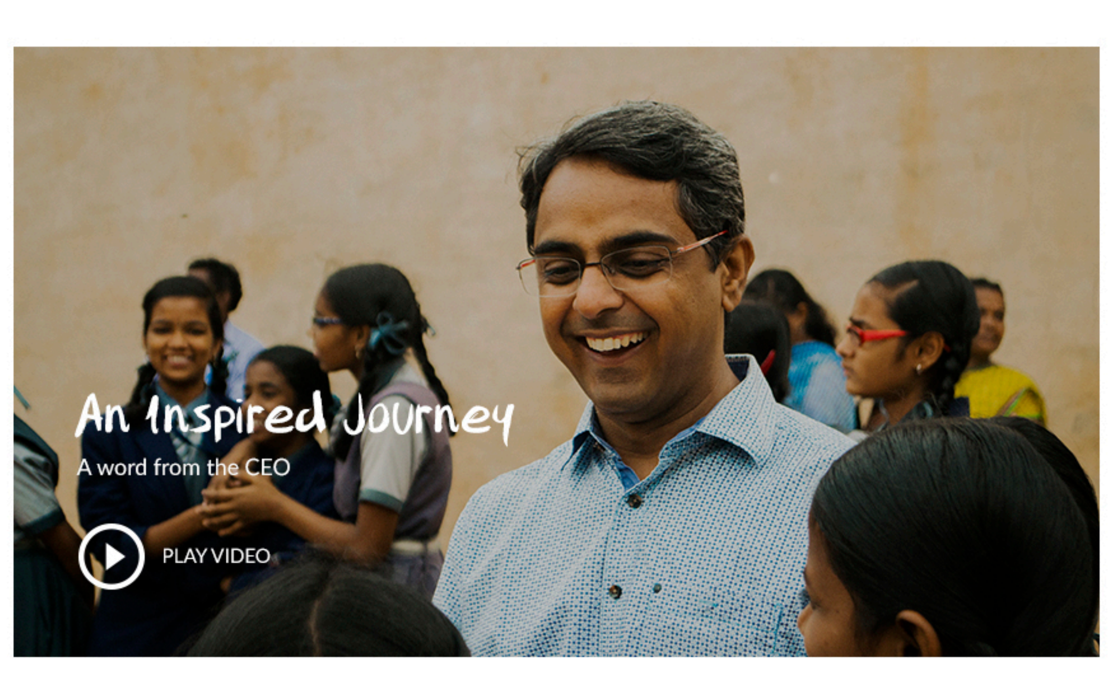
I am Anita.

When I started my journey with Dream a Dream, as a participant in the After School Life Skills Programme through Sports I had no idea of the impact that it would have on me. Today after many years, having overcome hurdles along the way, I have found my passion, which is football, and a career - as a football coach.

**This is my story. And the story of 200,000 other youngsters.**

Dream a Dream's Annual Report 2016




# POWERING THE NEXT GEN

Dream a Dream empowers young people from vulnerable backgrounds to overcome adversity and flourish in a fast changing world, using a creative life skills approach. Through our interventions, which include After School Life Skills Programme, Career Connect Programme and Teacher Development Programme, we have impacted the lives of over 200,000 young people.

For more details, click here

"I live with my family of four. My father is an auto driver and my mother works in a garment factory. I come from a family, where gender bias is deeply embedded. Girls are discouraged from mingling with boys. Playing a game like football, is completely unheard of. However, as I discovered my passion for football, my dream to become a football player got the better of me. This was not easy. I remember being the only girl amidst many boys playing football. I'd be the one talking to other girls in my community to join the programme. Despite the resistance from my family and community, I persisted with the aid of my facilitator."

# LOOKING BACK TO MOVE FORWARD

At Dream a Dream, the urge to create impact of value resulted into a strategy that focussed on deepening impact. Our teams grew, our programmes were strengthened, and our reach broadened. We have covered critical milestones that have resulted in path breaking impact in the last 3 years. As we reflect on these years with pride, we realise that this has paved the way for us to step into the future with confident strides.

"As each of us takes on the challenges that are inevitable with this kind of growth, I want all of us to always keep one thing in mind; and that is to make a commitment to always do high-impact, good quality work. Let us commit to never lose sight that we are here to solve a problem and not create an organisation. And to that end, to know that there is never a compromise between scale and impact. The goals mean nothing, if lives have truly not changed. So, let us commit to never becoming one of those who had to compromise for the sake of 'scale', but be the ones that have always stayed true to their end vision."

**Suchetha Bhat,** Chief Operating Officer

Our programmes are designed on the **"Arc of Transformation"** model (developed in partnership with PYE-Global). This creates meaningful engagement to facilitate profound shifts in learning that remains ingrained for life amongst participants.

Our strategy to build an ecosystem that recognizes the urgency of life skills and the need to prepare young people for the fast pace of change in the world, led us to host **Change the Script**. This annual conference brings together teachers, educators, youth workers and school administrators to co-create solutions and build a supportive community for young people.

**The People Philosophy** at Dream a Dream has helped us bring attrition to under 12% year-on-year while keeping overheads low. Built on the values of trust, dignity, and accountability, the people philosophy is our commitment to first bringing the change within the organization to what we then wish to see in society.

ARC OF TRANSFORMATION

CHANGE THE SCRIPT

THE PEOPLE PHILOSOPHY

## DEEPENING IMPACT

Impact for us has not been just numerical goals but going deep into our work so that change is sustainable. And this reflects in each one of our programmatic approaches.

INNOVATION HUBS

DREAM LIFE SKILL ASSESSMENT SCALE

THE TEACHER DEVELOPMENT PROGRAMME

At the centre of our After School Life Skills Programme and the Career Connect Programme is the child with whom we work directly. These programmes act are **Innovation Hubs** where we develop insights into the ever changing needs of today's youth.

The lack of standardized tools led us to identify measures of assessing effectiveness of life skills programmes. In collaboration with clinical psychologists Dr. Dave Pearson and Dr. Fiona Kennedy from the UK, we developed the **Dream Life Skill Assessment Scale (DLSAS)***. Today, the DLSAS is the only standardized impact measurement tool to measure improvement in life skills among disadvantaged children.

**The Teacher Development Programme** works with teachers across schools, encouraging them to transform into caring and empathetic adults who can convert classrooms into a creative community.

**8/10**
young people consistently show positive development in life skills as indicated by **DLSAS***

**11,185**
young people across 25 schools impacted through **After School Life Skills Programme**

**10,647**
young people engaged through **Career Connect Programme**

**2,154**
teachers and educators engaged through Teacher Development Programme further impacting **53,850 young people.**

"I was 17 when I began to work as a facilitator. Young people that I was meant to coach often did not take me seriously and I did not appreciate being taken lightly. But the one thing I had learnt from being part of the Dream a Dream programme, is perseverance in the face of challenges. So, I found my own ways to work around the challenge and persisted with my coaching. The true impact of my work did not dawn on me until parents of the children I coached began to tell me that they found a marked difference in their children. That was the best proof of my accomplishment as a facilitator."

| | Income | Expenditure | Staff | Outreach |
|---|---|---|---|---|
| 2013 - 2014 | 3,15,57,489 | 2,71,92,557 | 71 | 21,248 |
| 2014 - 2015 | 3,85,56,438 | 3,67,75,384 | 78 | 26,933 |
| 2015 - 2016 | 3,67,01,374 | 4,71,38,090 | 85 | 35,083 |

Financial Report

Governance Report

# WAY FORWARD

The strategic shift in the last 3 years has helped pave way for a clear future. We have never felt more confident.

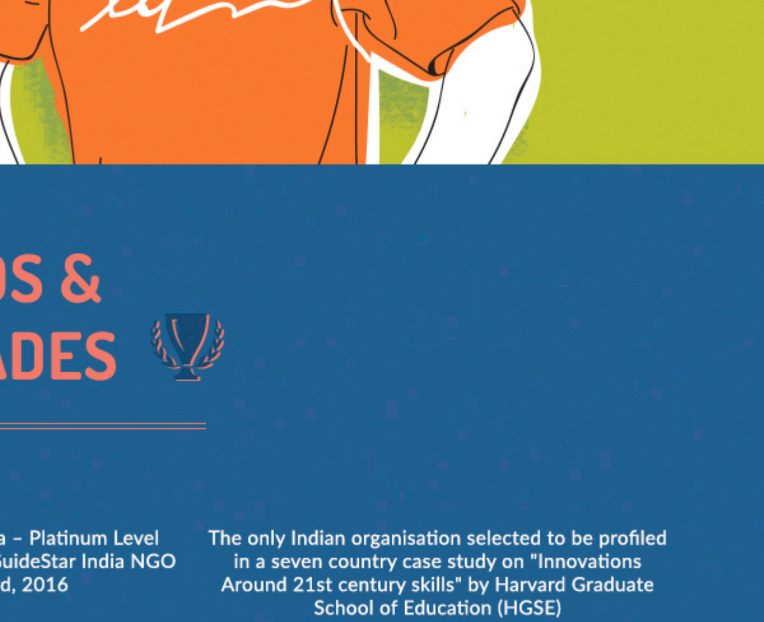
## STRATEGIC INTENT

Build a movement to equip millions of young people from vulnerable backgrounds with life skills to overcome adversity and flourish in the 21st century.

### SYSTEMIC CHANGE

Movement building through champions, influencers and changemakers. Invest in research. Focus on awareness and behaviour change in the ecosystem.

"I have always kept challenging myself. I even got the opportunity to become a certified football coach, by the All India Football Federation in Mumbai. Getting permission to travel all alone to Mumbai for the first time was unthinkable at home. Finances were also a problem. But, I have learnt to find solutions to the hurdles I encounter, and took a loan. All my efforts were worth it – because I got the certificate! The trainer from AIFF too, was impressed with my persistence. All of this has made me believe that no challenge is impossible to overcome once you set your mind to it."



# AWARDS & ACCOLADES

Young people we work with represent India in the Football for Hope Festival 2014 in Brazil and in the StreetFootballWorld Festival in 2016, France

Champions of GuideStar India – Platinum Level (highest level possible) in the GuideStar India NGO Transparency Award, 2016

The only Indian organisation selected to be profiled in a seven country case study on "Innovations Around 21st century skills" by Harvard Graduate School of Education (HGSE)

Awarded"New Skills in Sports Instruction" at Educasport World Forum 2013, Paris

Three-time finalist at the India NGO Awards in 2007, 2009 and 2012

Featured in the Innovation Mapping Study by Ashoka profiling innovations by 10 champions awarded by Lego

One of the 10 Champions (amongst 630) of "Re-Imagining Learning Challenge"hosted by Lego Foundation and Ashoka in 2014

Featured in the Dasra Report, "Power to Play: Sports for Development in India"

# HEARING FROM OUR WELL WISHERS

We thank everyone who have been a part of Dream a Dream's journey and have impacted the lives of thousands of young people. We would not be where we are today without your support.

"This Teacher Development Programme had important learning for me. I realised how genuinely one should and can listen, the importance of time and planning in conducting any session, how everyone of us are unique and creative and I got to spend some time in knowing my strengths and values for which I am really happy.

**A Teacher from Vidyavaahini Residential School Bangalore**

"Dream a Dream offers a critical pathway for young people to cultivate within themselves an innovative mind, service heart, entrepreneurial spirit, and collaborative outlook -- which, is necessary to thrive in our world of dynamic change.

**Henry F. De Sio, COO**
Obama for America Presidential Campaign, Global Chair for Framework Change at Ashoka

"I have known Dream a Dream since its early days. It is encouraging to see that the organisation has expanded its reach to several thousand young people through a collaborative approach, leveraging on its competencies, built systematically over time. Dream a Dream is a great example of engaging volunteers and networking with several NGOs. From the very beginning, the organisation embraced policies and processes to practise good governance.

**Pushpa Aman Singh**
CEO, GuideStar India

"Dell India has had a long-term and wonderful engagement with Dream a Dream. It gives us a great sense of pride to be associated with Dream a Dream and to be part of their journey to impact lives of thousands of youth in India. Dream a Dream has created a significant platform for companies like Dell to contribute towards developing our communities and engaging employees. I am deeply encouraged to continue to work with the team on various initiatives. Keep up the good work and all the best!

**P. Krishnakumar**
Vice President, Consumer & Small Business, Dell India

Goldman Sachs · The Global Fund for Children · The Marshall Foundation · Dell · Tesco · 4ORTYK · SanDisk · Give2Asia · The LEGO Foundation · CAF Charities Aid Foundation · street football world · verizon · Infosys · benevity · Nike · Adobe · Northern Trust · colour the world foundation · Buy1GIVE1 B1G1 · IDG Ventures India · MICROLAND · NetApp · Microsoft · MathWorks

Today, our experiences have given us the confidence to emerge as an organisation that is bold and unapologetic in our approach, an attitude that we also see in our young people. There is no stopping us now. We look forward to moving ahead making the best of every opportunity, where we harness the potential of young people to open a world of possibilities for them.

Join us in this exciting journey!