

Literacy

Self
Esteem

Annual Report

2011-2012

Empowerment

Primary
Education

Quality
Education

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Joyful
Learning

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Better
Future

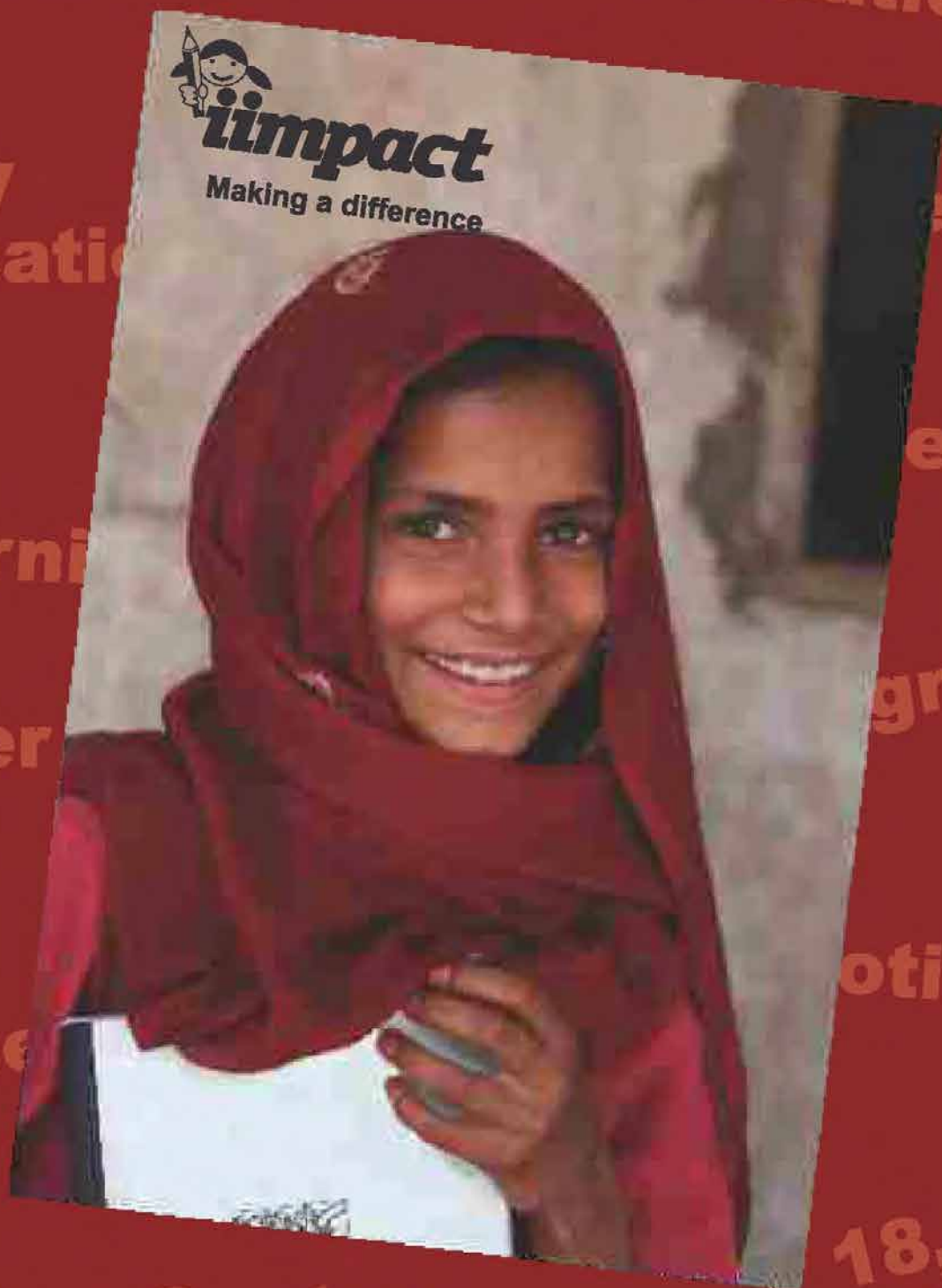
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Mobilise

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Learning Centres

18,000
Girls



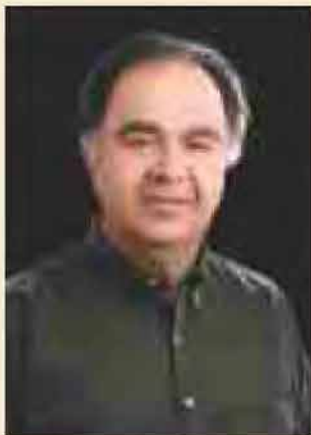
Our Vision



IMPACT's Vision is to take the number of Learning Centres to 2,000 by the year 2014, which will directly benefit 60,000 girls from socially and economically disadvantaged communities and change the society in which they live.



From *the* President



*I*t gives me great pleasure to present my report on one more successful and fulfilling year for IIMPACT.

We continue to see the fruits of the efforts made over the previous years, as more students progressed to Class V and gave their exams. The number of girls appearing for the exams this year is 1409, which is a near doubling from 762 last year. The vast majority, 87% of the girls, passed with a First Division. This speaks volumes about the determination and abilities of the girls we interact with. As before, we expect an overwhelming majority to continue into Class VI by joining formal schools with their families' support.

The unmet needs across the country continue to be huge. Through our careful process of mapping new areas, identifying new grassroots partners, and raising the required funds, we were able to start operations in new hubs in Uttar Pradesh and Rajasthan, as well as expand our presence in some of the existing areas. During the year we started operations in 3 new hubs and we now have 18,745 girls in our Learning Centres across 7 states.

While we continued to break new ground, we also continued to review our more established centres of operation. We are gratified to note a significant decrease in the number of out-of-school girls in the areas where we have been operating in the past. More importantly, there has been an acceptance and institutionalization of the need for girls to be sent to school. This has allowed us to actually close some of our older centres and to relocate to areas that have unmet needs.

Our effort has been to address the needs of the most marginalized girls – those who are out of school and from disadvantaged rural backgrounds – through our one-room, multi-grade learning centres. That continues to be our

central focus. However, we also recognize that there is a huge need within the existing government school system. Millions of children are enrolled in these schools and thousands of crores of government funding is expended. The problems are many. Children are “enrolled” without really attending school; too few teachers are assigned to a proportionately large number of children; many of the teachers do not show up at school, and those who do, are either overwhelmed by student numbers or not motivated enough to teach effectively; and there is no attempt at understanding the special needs of the girl students. To address these concerns we started a pilot project with our grassroots partner in establishing centres within the government schools in an attempt to improve the process from within. We will carefully observe and assess the progress on these initiatives.

The key to our success is our teaching methodology and how effectively we impart this training to the hundreds of teachers who actually interact with the students every day. To this end, we have decided to make further investment in our training processes with the generous assistance of the Sar-La Education Trust, one of the earliest institutional supporters of IIMPACT. We will be establishing the Sar-La IIMPACT Resource Centre for Training Excellence. This Resource Centre will focus on best practices in teacher training, specific to our requirements, so as to ensure that we get consistently positive results from our activities in different states and across the different socio-economic groups that we serve.

We continue to make good progress with our funding as the number and quality of our donors continues to grow. We increased funds raised by 39% over the previous year, with approximately 75% coming from domestic sources and 25% from overseas donors. Our sincere thanks to our supporters who share our passion for the cause and who repose their faith in IIMPACT.

It is my privilege to have been President of the Managing Committee of IIMPACT for the past 2 years. It has been a wonderful experience, especially thanks to the amazing efforts of the IIMPACT staff, and the huge contribution from the Managing Committee and the Advisory Group. Consistent with precedent, and in line with good governance practice, I will be stepping down as President so as to allow fresh thinking and leadership to come in.

My sincere thanks to our generous donors and the hard-working and committed grassroots partners for making this another meaningful year for IIMPACT.

— Krishan Dhawan



Our Mission

IIMPACT provides educational opportunity to girls aged 6 to 14 years, from socially and economically disadvantaged communities of India, who, traditionally have no access to schooling. Our aim is to break the cycle of illiteracy that girls from such communities are mired in. This is done through local community-based Learning Centres, where they get meaningful and stimulating education upto Class 5 and are guided to their entry into formal education.

Who We Are

IIMPACT is a civil society organization that was established in 2003 by the members of the 1978 batch from the Indian Institute of Management in Ahmedabad (IIM-A).

We believe in providing access to quality primary education to young girls from marginalized communities across India; thereby empowering and mobilizing them to become active change agents in their community by helping change society around them.

What We Do

IIMPACT engages in a differential learning programme where we use a multi-level and multi-grade system approach. We work with local grassroots NGO partners, to deliver a teaching methodology that is creative, interactive, relevant and effective by making use of specially developed teaching and learning materials.

IIMPACT lays strong emphasis on Teacher Training Workshops to provide quality teachers who we equip with various participatory teaching techniques to impart Math, English, Hindi and EVS learning through creative and joyful interactive sessions. With quarterly workshops we ensure that the quality of education and the standard of our educators remain consistently high throughout the Class I to V learning stages.



Girls outside their Learning Centre in Gajapathi, Odisha

Our Approach Makes Us Different

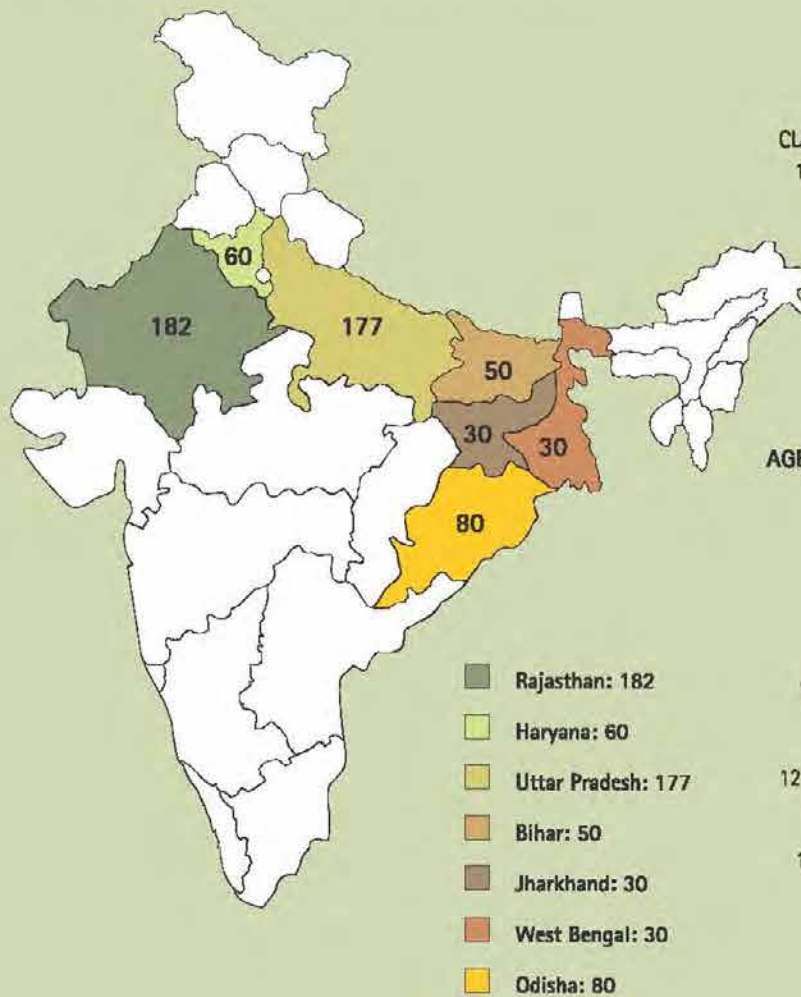
IIMPACT provides girls with the tools, empowerment, and capability to appear for their Class V state board exams; creating the opportunity for them to enroll into the formal schooling system.

IIMPACT establishes Learning Centres in villages, to teach up to 30 girls at a time. We engage the entire community in our endeavours. This leverages the girl-child's learning experience as we actively promote education and knowledge sharing within the household space and encourage the community to track teacher performance.

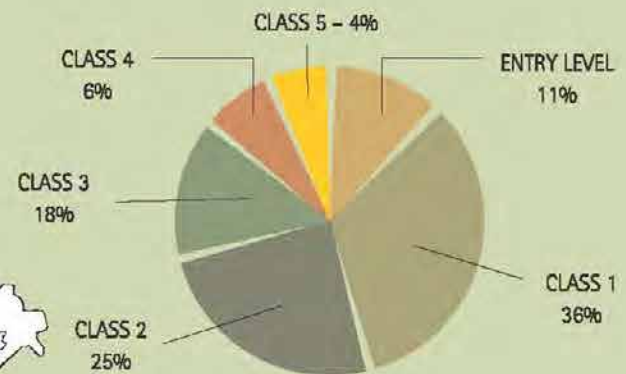


IIMPACT'S REACH

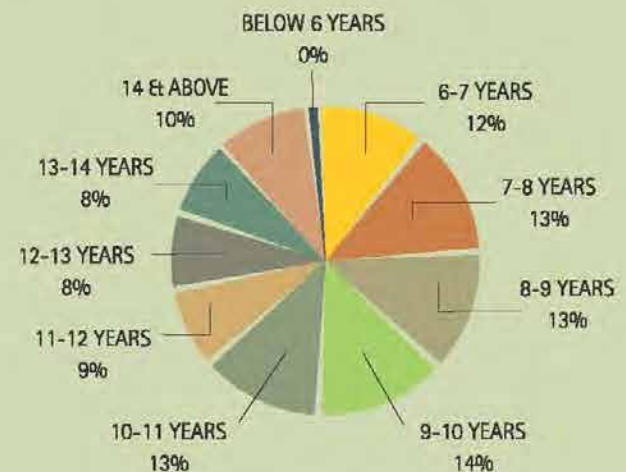
- IIMPACT RUNS A TOTAL OF 609 LEARNING CENTRES
- 18,745 GIRLS ARE BEING EDUCATED BY IIMPACT
- IIMPACT IS ESTABLISHED IN 7 STATES ACROSS INDIA



CLASS DISTRIBUTION OF GIRLS IN IIMPACT LEARNING CENTRES

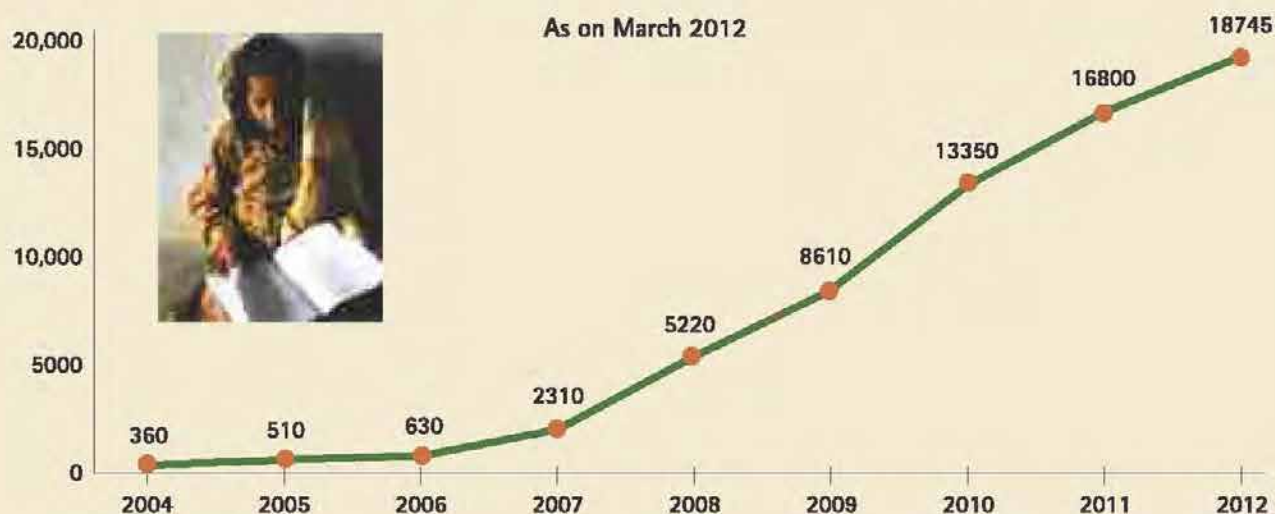


AGE DISTRIBUTION OF GIRLS IN IIMPACT LEARNING CENTRES

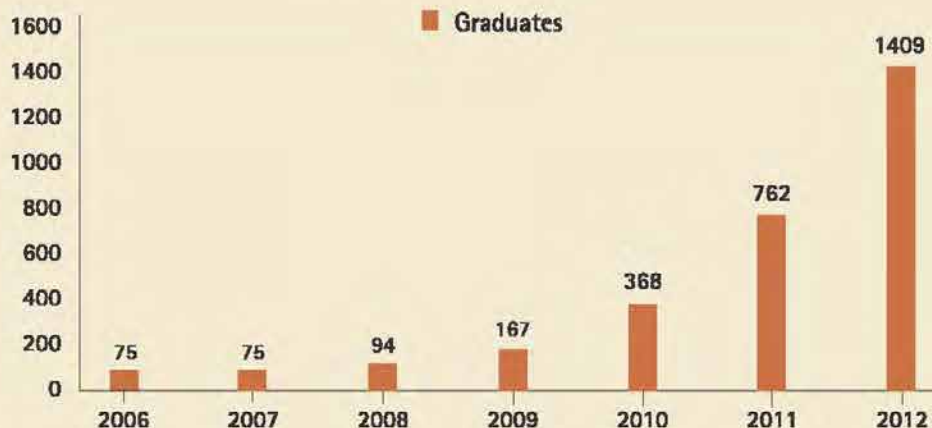


IIMPACT Girls' Education Programme Over the Years

Growth Chart of Number of Girls at IIMPACT Learning Centres



Class 5 Graduates



1409 girls passed the Class 5 exam in 2012, a significant increase of close to 100%, from the 762 in 2011.

Class 5 Results 2012: Division-Wise Distribution



Our proud graduates

Results at a Glance

First Division	1232
Second Division	169
Third Division	8
Total Number of Girls who Passed the Class 5 Exam	1409

IIMPACT Teams Up With Alwar Government Schools

In 2011, through our advocacy initiatives toward the State Government, IIMPACT successfully replicated its model Learning Centres within 25 government primary schools in villages in the Alwar District of Rajasthan. The purpose of this new partnership was to increase people's confidence in mainstream education and in recognizing the benefits of educating the girl-child in their village. Educating girls not only empower them to become valuable members of society but can also contribute to the overall growth and sustainability of the community.

'Going To School' Provides Inspiring Books

As first generation learners, one of the main challenges our girls face is that they have no role models to follow. The only female role model they are familiar with is their teacher (or "Madam"). So, most girls, if asked what they want to be when they grow up, answer "Teacher." The other question is, what will they do with the learning they acquire? There are multiple avenues that can open up for these young girls if they continue their education. It is important they know more about their choices so that they, and their families, can stay motivated.

We are very pleased to have started working this year with an NGO called 'Going To School'. Among their activities is the publishing of a series of books called 'Girl Stars'. These easy to read and pictorially embellished books narrate stories of village girls from backgrounds similar to our girls, who go on to pursue a variety of careers using the knowledge and confidence they acquire through schooling. The professions covered, besides teachers, include health workers, police women, social workers, small entrepreneurs, etc. Our girls have taken very well to the stories and have identified and connected with the young women being profiled.

We look forward to extending the distribution of these books to all our centres in the coming year.

New Hubs and Centres

IIMPACT introduced 3 new Hubs and 121 new Learning Centres this past year for over 3500 non-school-going girls in rural villages that we and our grassroots NGO partners identified as disadvantaged and with the lowest literacy rates.

- 20 Learning Centres each in Kota, Rajasthan; Shahjahanpur and Jaunpur, Uttar Pradesh
- 25 Learning Centres in Alwar, Rajasthan
- 14 Learning Centres in Mewat, Haryana
- 10 Learning Centres in Gajapathi, Odisha
- 6 Learning Centres each in Shravasti, Uttar Pradesh and Ranchi, Jharkhand

*K*rishna, from our Poothi Learning Centre in Alwar, Rajasthan, shared her thoughts about the book on Bhanwri:

"I read the book about Bhanwri, a police officer, and found it very motivating. Bhanwri had a dream that she would join the police, arrest robbers and punish them. Bhanwri got married at an early age. But even after marriage she continued to study. One day her dream became a reality and she got a job in the police. She gave her first salary to her father-in-law which I liked very much. I also want to join the police like Bhanwri."



// On account of these books, the girls are now open to possibilities about what they can do once they graduate from the IIMPACT Education Programme and pursue higher learning. Their awareness of various professional fields in education, medicine, beauty/personal care, is creating new avenues for conversations in their homes. //

EVENTS

Annual Day Celebrations

The Annual Day was celebrated at Kishanganj, Bihar, on November 13, 2011. The girls, pooled in from various Learning Centres and dressed in traditional attire, performed for the community members who had come to celebrate with IIMPACT.

The community elders, proud parents and grandparents were thrilled to see the transformation of their girls – singing, dancing and performing plays where they acted as doctors, teachers and tailors; and giving speeches on their experiences, lessons learnt and about their teachers, in front of a large gathering of 1000 plus people.



IIMPACT's COO, Nirmala Tandon, joins the girls on stage

Other Interesting Events



Tribal girls from Odisha ready for their special performance



Global Handwashing Day celebrations at IIMPACT



IIMPACT Board Members with the young performers

Distributing Winter Warmth

To ensure that the girls had a safe and comfortable winter learning season with warm clothing to wear while travelling to and from the Learning Centres, Tex Corp Limited teamed up with IIMPACT and distributed a variety of colourfully printed shawls at both the Tauru and Rehna Centres in Haryana that are being sponsored by them.

CSR Live Week 2012: Exhibition

IIMPACT exhibited at the (Corporate Social Responsibility) CSR Live Week 2012 in Gurgaon, Haryana, to meet with corporate leaders in the CSR space in India and learn what challenges and future developments are being made to ensure equality, liberty and equal opportunity.

TEACHER TRAINING WORKSHOPS

IIMPACT organizes various Teacher Training Workshops (TTWs) to help maintain high standards and improve teaching techniques that develop creative, interactive and engaging lesson plans for students. These workshops provide capacity building, technical training, and imparts knowledge and empowerment to our teachers to provide a joyful and high quality Education Programme. During the past year, IIMPACT held extensive capacity building and technical training workshops for over 550 teachers across all our Learning Centres, where they were presented with a review on IIMPACT's pedagogy.

Major TTWs Organized During 2011-2012

- Higher Level Academic Training in Sitapur, U.P., in November 2011, focussed on Class III and IV for 54 teachers. Given the high volume of teachers, we conducted two sessions – the first from November 7 to 12 and the second from November 15 to 20.
- Training on the subject of teaching (course curriculum) in Alwar, Rajasthan for 86 teachers in January 2012 over one week; Class I-II and III-V.
- 5-Day Refresher Training Course in Jamwa Ramgargh, Rajasthan, May 16 to 20, 2011 for 40 teachers on how to teach girls who are progressing to new levels. Teachers were exposed to computer-based training and models on science, demonstrated to them during the programme.



A Teacher Training Workshop conducted at an IIMPACT Learning Centre in Sitapur.

Other Workshops

- Teacher Training for 35 teachers in Mayurbhanj, Odisha, July 12 to 16, 2011, conducted by Dr. Vir Narayan from IIMPACT.
- Diamond Harbour (West Bengal), December 20, 2011 for 30 teachers of IIMPACT-CINI.
- Three-Round Training for 36 teachers at Thakur Munda Block of Mayurbhanj, Odisha, December 26 to 31, 2011 under IIMPACT-Sir Dorabjee Tata Trust supported Learning Centres.
- Five-Day Foundation Training, May 2011, for 20 teachers at Mewat, anchored by Dr. Vir Narayan and Mr. Rajesh Dhabai, Project Officer, Rajasthan.



ACTIVITIES

Village Education Committee (VEC) Meetings

Every quarter, IIMPACT organizes committee meetings to openly discuss the effectiveness of our Education Programmes and include the community members' participation towards monitoring and supporting the day-to-day functioning of our Learning Centres. This year, IIMPACT organized over 2,000 VEC meetings to empower the community members in being actively involved in maintaining our Learning Centres for the girls in the villages. The meetings focussed on overall girl-child education, attendance of the girls, retention, and teacher assessment (attendance, participation, mobilization, encouragement).

Young People Across the World Inspired by IIMPACT Are Taking Up the Cause and Targetting Support

IIMPACT's mission to educate young girls in disadvantaged communities in rural India has gone global

In December 2011, Maya and Devan, two students from the Diegueno Country School in California, a sponsor of IIMPACT Learning Centres since 2008, flew into India for a visit and to meet the girls they had heard so much about. Both of them were surprised and happy to learn that these girls knew how to read in English and recite poems similar to what they were taught in California. As their visit was coming to an end, Maya shared with us: "My inspiring experience has reminded me of the hope that children bring and of how important and life-changing an education can be. I can't wait until next year when I get to see both the girls and their village again!"



Maya and Devan with children at an IIMPACT Learning Centre

Diegueno Country School joins our other U.S. based school supporter – the Ambrose School in Massachusetts that supports our Learning Centre in village Multhan – in raising awareness and funds for the hundreds of young girls and their communities in rural India.

These young students in America are change agents, supporting IIMPACT in improving the future of hundreds of girls who share a dream of a prosperous future – one with career paths, social security and choice.

Awareness to the West and Education to the East – A Design School Student's Personal Mission



Simoni Bhansali is a student at the Parsons School of Design in New York and her topic of choice for a senior thesis project is: "GIRL CHILD EDUCATION IN RURAL INDIA". Through this project she is trying to combine her beliefs, thoughts, design sense and

more. Simoni visited India in December 2011 and spent several days at IIMPACT's office and Learning Centres. Her thesis project has a dual aim: Awareness to the West and Education to the East. She hopes to create a campaign that generates awareness and which hopefully will encourage people to support her, thereby enabling her to raise money. She will then create another campaign which would talk to rural India to motivate them to educate their girls. The money raised by her would go towards funding an IIMPACT Learning Centre.

Learn more about what she saw, at: www.teachherindia.org.

Young Ibanca Takes Action

Ibanca Anand, a 17 year old girl living in North Brunswick, New Jersey, was born in Delhi and still feels very close to her cultural roots here. It is her belief that education is the first basis for equality, and by educating the girls of today we can build powerful women leaders of tomorrow. Ibanca recently established a non-profit organization called 'Suhanee' for young, underprivileged girls in India and intends to direct all funds raised to IIMPACT. 'Suhanee' recently hosted its very first large-scale event: "Women of Tomorrow Leadership Event". This event, which was held at *Barnes & Noble*, helped spread the message of gender equality and emphasized the urgent need to address gender related barriers in places like India.



RAJANI'S STORY

Rajani, a 14 year old girl, and her two younger sisters, Anjana and Sanjana, live with their grandparents and stepfather in

Hasanpur, a village in Alwar, Rajasthan.

After a failed second marriage, Rajani's mother fled the village to escape social ostracism, leaving her daughters to be looked after by their grandparents and new father. The small land they own is not adequate to support the family.

When the IIMPACT Learning Centre started at Hasanpur in 2010, most of the girls in the village enrolled for classes.

Rajani wanted to join but her family did not allow her.

One day, Rajani sent a message through her friend to Tara, the IIMPACT teacher. It expressed her great desire to attend classes and learn English and Hindi, calculate, solve problems and perform in plays with the other girls. The teacher visited her home to discuss with her grandparents the prospect of Rajani studying at the Learning Centre.

Rajani's grandparents shared their concern with Tara. "We are old and she takes care of us both and her little sisters.

Housework and support in agriculture work are our first priority and what sustains our livelihood. If she can manage some time in this schedule of work, along with school, she can join your school." The teacher explained to the grandparents when, and how often, Rajani would have to come to class, and what lessons she would have to study at home. Rajani shared her excitement and willingness to come to school and said she would fulfill the household responsibilities and continue to help her grandparents, and help raise her younger sisters. With the grandparents' conditions met, Rajani was finally allowed to enroll in Class III of IIMPACT's Education Programme.

It's been 2 years since Rajani joined IIMPACT. This year Rajani will appear for her Class V exams. Her grandparents are totally supportive as they see Rajani opening up more doors for herself and her family for a better life – one offering more security, freedom, and choice.

Though Rajani means night in Hindi, this Rajani is one of IIMPACT's brightest graduates, inspiring a generation of young girls and families to educate their daughters and pull them out of poverty.



TRIUMPHANT NISHA

Nisha's family consists of her mother, father, three brothers and a sister. Poverty drove her family into despondency. At the tender age of eight, Nisha was forced to work in brick kilns in efforts to bring in more income.

As she grew older she expressed her desire to study. After a lot of effort, she was enrolled in a local school in her village and was delighted that finally she would be getting an education. But she soon realized that she was much older and bigger than the other children in her class. They often teased her. Nisha did not feel comfortable and eventually left school, feeling humiliated and scared.

Despite not having had a happy experience at her previous school, her desire to continue to learn and attend school was still very much a part of what she wanted to do. She came to know of the IIMPACT Learning Centre from her friends and various members who supported the Centres. Her parents saw the vast difference between the local school and the IIMPACT Learning Centre, and did not need much convincing to enroll their daughter. Nisha joined the Learning Centre in 2008 and has been with us since.

She is now finishing Class IV and is working hard to prepare for her Class V exams. After passing out from the Centre she intends to join Middle School. Nisha aspires to continue studies and eventually get a BA Degree and is grateful to have the support of her parents.

A Study on the Special Effects of IIMPACT's Education Programme on Girls, Families and Communities

Background: During the course of our Education Programme, IIMPACT has received regular feedback from our partner NGOs and community members with regard to the effectiveness of our programme.

NALANDA, one of IIMPACT's partners, who we work with in areas of Uttar Pradesh and Jharkhand, recently conducted a study of 236 of IIMPACT's Learning Centre families in 2 blocks of Sitapur District in Uttar Pradesh, namely Mahmoodabad and Rampur Mathura. The objective was to find out what impact the IIMPACT Education Programme was having on the girls, their families and the community at large.

The link to our website for detailed reference is as follows: <http://www.iimpact.net/2012/06/23/effects-of-education-on-girls-families-and-community/>

Methodology: This was a study of a tangential aspect of intervention where we were trying to measure the output of girl-child education, rather than the input, and not just on the girl but also on her family and community.

The units of information used were of the households of the girl-child who has been attending the IIMPACT Learning Centre for the past 3 years. Every school that was identified for sample collection was based on purposive selection. That is, every 4th girl-child's family, who has been studying in the school for the past 3 years, was taken as units for the sampling purpose. The samples comprised of Hindu and Muslim households in more or less equal measures – approximately 54 percent Hindu

households as compared to 46 percent Muslim. The villages which participated were dominantly from OBC households (59.3%), followed by General Category households (26.4%), and the least were from those belonging to the SC/ST Category households (14.4%).

Typically, the family incomes were as low as INR 1,000 per month and as high as INR 4,000, for a family of approximately 6 members. This income is traditionally provided by either the grandparents, who might own a small piece of fertile land, or by the mother or father, who migrate to towns looking for employable opportunities (as labour, caretakers, drivers etc.).

Findings: The link to school literacy had made it easier for approximately 74% of the families to read newspapers and letters, and the girls now actively participate in maintaining household accounts. The girls are enthusiastic about bringing their lessons home and, as a daily practice, make it a priority to sit with their parents to read out in English and Hindi, teaching them along the way. Parents are not the only ones benefitting from educating their daughters. Their siblings – brothers included – are now more motivated to getting an education.

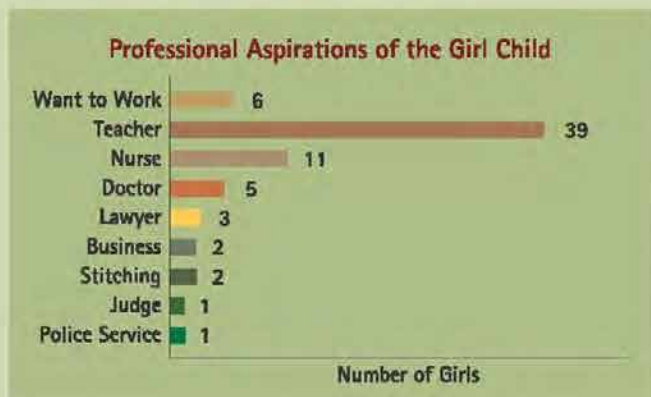
Education has contributed to other aspects of our girls' life at home. Studies show that, in many ways, education has improved the girl-child's enthusiasm, participation and understanding of their household responsibilities. This includes helping with family income, teaching their younger siblings the lessons they have learnt at IIMPACT, taking care of domestic animals, cooking, and improving the overall sanitation in the household.

3-Tier Effect of Education



1. EFFECT ON GIRLS AND OTHER ASPECTS OF THEIR LIVES

The findings indicate an evolving mindset of the girl-child as well as that of her family.



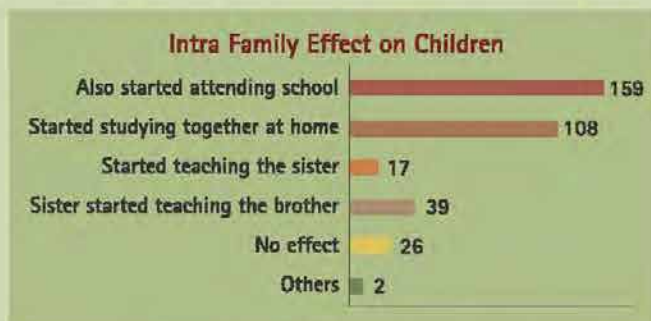
Today, girls have aspirations for their future. They have begun linking current education to their careers and, contrary to existing norms, are conceiving a professional future outside the confines of their households.

2. EFFECT ON THE FAMILY

The girls have started teaching their siblings, indicating that the merits of education have gone up in the eyes of the family. There is also a marked increase in initiation of discussions at home about a girl's future education and linking education with future professions.

Positive effects noticed and appreciated by the families:

- Girls help maintain accounts of household expenses
- Girls read newspapers, letters and legal documents
- Girls are responsible for the improvement in the ability to use mobile phones
- Girls give parents a sense of pride – In sharing with others that their daughters go to school.
- Girls display a greater interest in sanitation & hygiene



The spread effect of IIMPACT's Learning Centres reaches out to the girl-child, her family, and finally across the community.

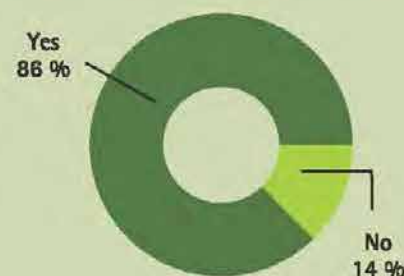
3. EFFECT ON THE COMMUNITY

Inspired by these girls and their families, an increasing number of neighbours are getting motivated to sending their own girls to school. Members of the community now recognize the importance of education and, more importantly, are pro-actively working towards moving ahead based on this realization.

It is interesting to note that a large number of households have started considering the marriage of their daughters in the context of the education that they are getting. They have decided to first allow the child to study to her maximum capacity, and only then consider marriage.

Effects of Education on other Girls in the Neighbourhood

Findings show that 86% of households feel that their neighbours have been motivated to sending the girl child to school.



Conclusion

The above findings show that the Learning Centres for girls run by IIMPACT are making a mark at various levels:

First, at the level of the girl child herself: She is now taking more interest not only in studies, but also in associated value additions like sanitation and hygiene and in practicalities of life like reading letters or newspapers.

Second, at the family level: Parents are now more concerned about their daughters' education and assign it a greater value than they would have before. They also feel more inclined to sending their daughters to school and are more concerned about their future education and profession.

Finally, at the community level: Neighbours are getting persuaded to sending their children to school after seeing the girls who attend IIMPACT's Learning Centres. The Learning Centres are definitely ringing in some change, and positive changes at that, on all fronts.

✓ TESTIMONIALS ✓

Donors' Own Words About Their IIMPACT Experience



I paid a visit to the Chandoli Learning Centre, along with Mrs. Nirmala Tandon and Shri Panini Bhatt, Coordinator, on the forenoon of Wednesday, December 7, 2011.

During some two hours that I spent at the Centre, I took the opportunity of interacting with the children, and members of the local community, both men and women, some of whom were the parents or elders of the children at the Centre. The attendance on the day of my visit was almost cent per cent. While approaching the children, I had in mind some of the observations on the state of literacy in India, as reported in the Annual Status of Education Report (ASER),

2010 which I had occasion to go through, a few days earlier. According to this report, while many children in standard Class I and II were incapable of reading letters, a majority in Class V could read only Class II level text.

Measured on this scale, I was pleased to find that the children of Chandoli Centre were far above the all-India levels. Besides education, I had tried to assess their general awareness, learning of arts and crafts and their interest in music and poetry. In all these areas there was reason for satisfaction. They presented to me some of the products of the crafts they had learnt. I found them cheerful and friendly, and not shy and withdrawing. All appeared to be in good health.

My interaction with a number of village elders, Faku, Budh Singh, Jammi Khan, Juharu, Hakam, Israj and Ms Narmada, Amridi, Akbari, Saliman was equally rewarding. They appeared very much satisfied with the education as well as personality building of their children at the Learning Centre. The position, they told me, was in severe contrast with the adjoining government schools which suffered from the time old problem of the teacher not turning up and often not teaching even when present. While departing, I presented to the Centre a number of general books and learning aids worth Rs. 25,000, gifted by my daughter, Dr. (Mrs.) Shalini Bansil. I am sure the management of the Centre would carefully preserve them and make optimum use of them for the residents of Chandoli.

— R. C. Mody

“Our association with IIMPACT over the last four years has been very rewarding. It is very heartening to witness the sea change that IIMPACT has been making in the lives of these girl children by opening up a world of opportunities for their academic and personal growth. Kudos and best wishes to IIMPACT!”

— S. Madhavan
CEO, Cognizant Foundation, Chennai

“We have been associated with IIMPACT since 2008. IIMPACT has made an impact on the lives of children living in remote villages of India. It is heartening to see the learning level attained by these children in a very short span of time. We wish IIMPACT the very best in all its future endeavors.”

— Jayant Mehrotra
CFO, ING Vysya Bank, and Trustee, ING Vysya Foundation

IIMPACT In The News

Reader's Digest featured IIMPACT in the November 2011 issue under their "HEROES" section. The article, "The Growing Impact of IIMPACT," generated an overwhelmingly positive response. We reproduce below the first page of the article.

NOVEMBER 2011
DIGEST

★ Heroes



A learning centre in Shirdar, Maryana. Inset: Anil Tandon.

What started at a fun-filled gathering of old students is changing the lives of thousands of little girls—and the very fabric of rural India

Last year, when 11-year-old Rubina Bano finished her fifth standard at a primary school set in a thatched mud house near a community well in Mahuakhard, a village in Rajasthan's Alwar district, she topped her class and delighted her father, a vegetable seller. Meanwhile, Rubina's completing her primary education was one more feather in the cap for a handful of people who are

unrelated to her: 59-year-old Gurgaon businessman Anil Tandon and a small group of fellow IIM Ahmedabad graduates, all from the class of 1978. "When I grow up, I want to become a teacher," says Rubina. That's the kind of new-found aspirations expressed by about 17,000 little girls like her from as many as 560 locations in rural India, whose lives Tandon and his classmates have touched through IIMPACT, a charitable

trust they set up just eight years ago. It all began at a fun-filled alumni meeting in December 2002. Amid the backslapping and nostalgia, the three-day reunion proved to be different for several people from that class of 1978. "We've all achieved so much," Anil Tandon told his class-mates. "Now it's our turn to give something back to society." That led to a discussion on the meeting's last day, when a group of about 20 from the 100 or so alumni gathered there began to ideate.

Back home, Tandon and his classmate Biswajit Sen, who had helped establish several NGOs, e-mailed about 50 of their fellow IIM alumni, exhorting them to take up a social cause. They got some replies and so, in February 2003, nine of them met at a Gurgaon club. There Krishan Dhaiwan, the current

president of IIMPACT, quoted the Nobel Prize winning economist Amartya Sen, who considers female literacy a true indicator and enabler of development. "That's when IIMPACT's focus took shape," explains Tandon.

For countless underprivileged girls in rural India, education is among the last things their folks care about. The daily lives of these children revolve around performing household chores or attending to their livestock. Many of them get married without learning to read, but thanks to IIMPACT, Rubina and thousands of others now have a fair chance of escaping such a bleak future.

Visiting remote Rajasthan villages, where Biswajit Sen knew of Ibtada, an NGO that promotes literacy among children, the friends who formed IIMPACT decided to open 20 primary schools—or "learning centres"—in the villages of Alwar. Every centre was to have a teacher and about 30 girl students. They would be run at low cost with locally available resources—a practical approach—yet provide quality primary education to girls.

The cost of running 20 centres worked out to about ₹ 12 lakhs annually. Since the money had to come year after year, they wondered how they'd fund it. They'd seek sponsors, and friends would chip in. But what if they'd have to shut shop for lack of funds? That's when Tandon's business partner, Gautam Nair, made an offer: If they failed to find enough sponsors, any shortfall would be covered from their own business earnings. Tandon agreed.

By the end of 2003, the first 20 learning centres had been established in premises made available by village panchayats, thanks to help from Ibtada. "It was tough convincing some village elders to give us a place," recalls Nirmala Tandon, Anil's wife, who quit her teaching job at a Delhi school to volunteer fulltime. "They were suspicious and wondered why we city folk would want to teach their girls for free."

THOSE WHO MADE IT ALL POSSIBLE

We extend a gracious Thank You to everyone who supports our work. We are overwhelmed by the large number of donors who continue to join the IIMPACT family. Their contribution has helped ensure that we continue working with the neediest communities in the most meaningful way.

We extend our deep gratitude to the Rakesh Jhunjhunwala Foundation for being the principal sponsor of IIMPACT.

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THOSE WHO MADE IT ALL POSSIBLE

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- Vikram Tandon
- Vipen Kapur
- Vishvesh Prabhakar
- Vivekanand Reddy
- Wilson Joseph
- Yamini Tandon

Our Governing Body

President

Krishan Dhawan

Secretary

G. Srinivasan

Members

Anil Tandon

Rahul Tandon

R. Ambarish

Abhaya Borwankar

Treasurer

Amal Jajodia

Advisors

Shyam Wagh

Arvind Mahajan

Satish Kumar

Biswajit Sen

Our Management Team

Chief Operating Officer (Honorary)

Nirmala Tandon

Director Marketing (Honorary)

Urvashi Nair

Assistant Director Programmes

Junned Khan



THE BOMBAY PUBLIC TRUSTS ACT, 1950
SCHEDULE IX [Vide Rule 17 (i)]

Name of the Public Trust : **IIMPACT**

Registration No. : 19139 dated 1/10/2003.

Income & Expenditure Account for the year ended 31st March 2012

EXPENDITURE	Rs.		INCOME	Rs.	
To Expenditure in respect of properties Rates, Taxes, Cesses Repairs & Maintenance Salaries Insurance	-	-	By Rent (accrued) (realised)	-	-
Depreciation (by way of provision or adjustment)			By Interest (accrued) (realised)	-	-
To Establishment Expenses	-	-	On Securities	-	-
To Remuneration to Trustees	-	-	On Loan	-	-
To Remuneration (in the case of math) to the exhead of the math, including his household expenditure, if any	-	-	On Bank account	161,863.00	
To Legal expenses	-	-	By Dividend	-	-
To Audit Fees			By Donations in Cash or Kind - Domestic	36,025,078.57	
To Contribution & Fees To Amount written of (a) Bad Debts (b) Loan Scholarship (c) Irrecoverable rents (d) Other items	1.00	1.00	By Donations in Cash or Kind - in Foreign Currency	11,049,546.60	
To Miscellaneous Expenditure			By Membership & Subscription	-	-
To Depreciation		28,371.00	By Income from other sources in details as far as possible	-	-
To Amount transferred to Reserve or specific Funds			Interest on Term Deposit with Bank	-	-
To Expenditure on object of the trust (a) Religious (b) Educational (As per Schedule - 1) (c) Medical Relief (d) Relief of poverty (e) Other Charitable Objects	45,015,026.75	45,015,026.75	By Excess Provision Written Off	-	-
To Surplus carried over to Balance Sheet		2,189,574.42	By Transfer from Reserve	-	-
			By Deficit carried over to Balance Sheet	-	-
Total Rs.		47,236,488.17	Total Rs.		47,236,488.17

The above Income and Expenditure Account to the best of my/our belief contains a true account of the Income and Expenditure of the Trust.

Trustees

(1) *A. B. Bhatnagar*

(2) _____

As per our report of even date
For C. R. Sagdeo & Co,
Chartered Accountants,

(CA. Chandrasekhar L.S.)
Partner.
Membership No.: 44265
Honourary Auditors



PLACE : Pune
Date : 17th May, 2012

THE BOMBAY PUBLIC TRUSTS ACT, 1950
SCHEDULE VIII [Vide Rule 17 (i)]

Name of the Public Trust : **IIMPACT**

Registration No. : **19139 dated 1/10/2003.**

Balance Sheet as at 31st March 2012

FUNDS AND LIABILITIES	Rs.	Rs.	PROPERTY AND ASSETS	Rs.	Rs.
Trusts Funds or Corpus			Immovable Properties [at cost]		
Balance as per last Balance Sheet	53,000.00		Suitably classified giving mode of valuation)		
Adjustment during the year (give details)			Additions or deductions (including those for depreciation) if any during the year		
Add : Membership Fees Received	2,000.00	55,000.00			
Add : Entrance Fees	-				
Other Earmarked Funds			Investments		
Surplus on Transfer of Property Reserved Fund			Furniture & Fixtures		
Any other Fund			Balance as per last Balance Sheet	171,464.00	
Loans (Secured or Unsecured)			Additions during the year	4,700.00	
Liabilities			Less : Sale during the year	-	
For Expenses	-		Less : Depreciation up to date	17,382.00	158,782.00
For Unspent Balance of Specific Donation	-		Computers		
For Rent and other deposits	-		Balance as per last Balance Sheet	11,757.00	
For Sundry Credit Balances	5,515.00	3,070,869.00	Additions during the year	6,450.00	
For SDTT - Grant Received in Advance	3,065,354.00		Less : Sale during the year	-	
Income & Expenditure Account			Less : Depreciation up to date	8,989.00	9,218.00
Balance as per Balance Sheet	2,868,521.76		Loans - (Secured or Unsecured) Good / Doubtful		
Less : Appropriation, if any			Loans Scholarships		-
As per Income & Expenditure Account	2,189,574.42		Other Loans		-
Add : Surplus			Advances		
Less : Deficit	-	5,058,098.18	To Trustees	-	
			To Employees	2,411.00	
			To Contractors	-	
			To Advance for SDTT Project	258,764.00	
			To Security Deposit - Rent	30,000.00	
			To Prepaid Taxes	19,997.00	
					311,172.00
			Income Outstanding		
			Rent	-	
			Interest	-	
			Other Income	-	
			Cash & Bank Balance		
			[a] In Saving A/c.	7,526,899.18	
			In Term Deposit With Bank	177,180.00	
			[b] With the Trustee	-	
			[c] In Hand	714.00	7,704,793.18
Total Rs.		8,183,965.18	Total Rs.		8,183,965.18

The above Balance Sheet to the best of my/our belief contains a true account of the Funds and Liabilities and of the Property & / Assets of the Trust.

Trustees

(1) *A. B. Bomanekar*

(2) _____

As per our report of even date
For C. R. Sagdeo & Co,
Chartered Accountants,

(CA. Chandrasekhar L.S.)
Partner.

Membership No.: 44265
Honourary Auditors



PLACE : Pune
Date : 17th May, 2012

**The Salary and Benefits of the NGO Head,
the Highest Paid Staff Member and Lowest Paid Staff Member**

Head of the Organization (Including Honorarium):	Nil
Highest Paid Full Time Regular Staff:	Rs. 690000 /- per year
Lowest Paid Full Time Regular Staff:	Rs. 84000 /- per year

Remuneration and Reimbursements to Board Members – Zero

Distribution of Staff According to Salary Levels and Gender Breakup

Slab of Gross Salary (in Rs.) Plus Benefits Paid to Staff (Per Month)	Male Staff	Female Staff	Total Staff
Less than 5000	-	-	-
5000-10000	1	-	1
10000 - 25000	6	2	8
25000 - 50000	-	1	1
50000 - 75000	1	-	1
75000 - 100000	-	-	-
Greater than 100000	-	-	-

Total Cost of International Travel by all Personnel (Including Volunteers) and Board Members – Nil

Total Cost of National Travel by all Personnel (Including Volunteers) and Board Members – Rs. 737947

SUPPORT US

As you read this, the lives of many girls are being transformed by IIMPACT Learning Centres in their neighborhoods. However, there are countless others still waiting for the opportunity to study. IIMPACT allocates specific schools to donors, if desired. IIMPACT also sends regular updates to donors about the progress of the children and their achievements with respect to their allocated schools. We are expanding our activities and setting up Learning Centres in additional villages.

A contribution of any size is welcome and will make a difference. Remember, it costs ONLY INR 85,000 or USD 1,800 per annum per IIMPACT Learning Centre to change the lives of about 30 young girls. If you can sustain this for a period of 5 years you would possibly have changed their lives, and those around them, forever.

The quickest way for you to support IIMPACT is to donate online with a major credit card (in either Rupees or US Dollars) using our secure payment page — visit: www.iimpact.net

Donors in India

Donations are exempt under Sec. 80G of the Income Tax Act 1961. The cheque should be made in favour of 'IIMPACT' and mailed to:

Treasurer, IIMPACT, M 2/3, Ground Floor, DLF Phase 2, Gurgaon - 122002, Haryana.

Donors in USA

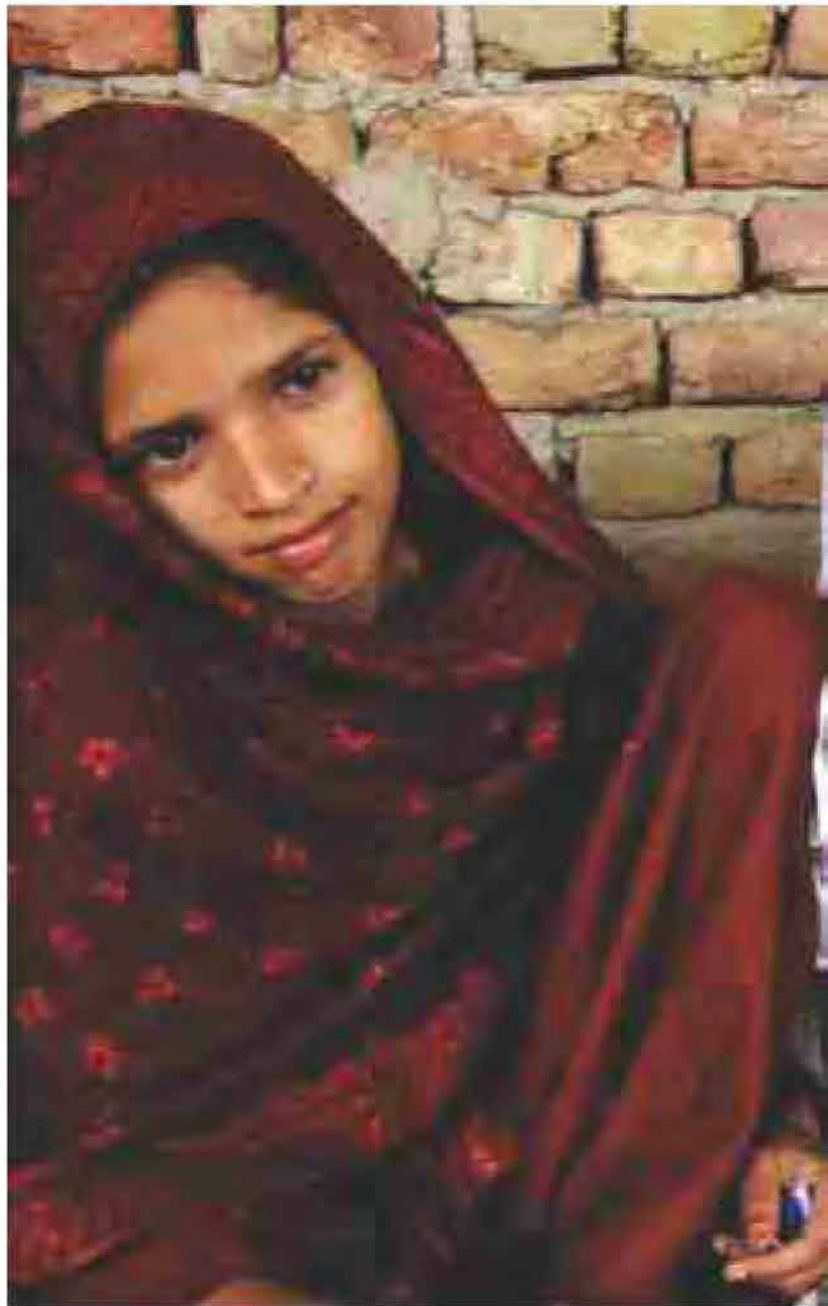
US residents can route their contribution through the American India Foundation. This will be tax deductible in the US and you will get a tax receipt from AIF directly.

Please send your US Dollar cheques payable to American India Foundation with 'IIMPACT' mentioned in the covering letter and inform Mrs. Nirmala Tandon at: donations@iimpact.net

American India Foundation, 216, East 45th Street, 7th Floor, New York, NY 10017. Tel : 646-530-8965

Donors Overseas

US Dollar funds may be transferred direct to our FCRA account through Telegraphic Transfer or through Wire Transfer as per the details provided alongside. Once that is done, an email mentioning the amount and date, along with a copy of the



SWIFT message sent by your bank, MUST be sent to: treasurer@iimpact.net

- a) Beneficiary's Name: IIMPACT
- b) Account Number of Beneficiary: 003905015481
- c) Name & Address of Beneficiary's Banker: ICICI Bank, 1194/8, Ghole Road, Shivajinagar, Pune - 411005, Maharashtra, India.
- d) Swift Code/Routing Number: Pay to J. P. Morgan Chase Bank, New York, Account No. 400808595 USD, SWIFT CODE — CHASUS33XXX (FED ABA 021000021) for further credit to ICICI Bank, SWIFT CODE ICICINBBCTS for final credit to above account number of IIMPACT.
- e) Any other details/purpose of remittance: Donation of US\$ ____ (amount) to IIMPACT from ____ (name of donor).



IIMPACT works towards building a circle of trust amongst the community members, our donors and supporters, and the girls. We have become a larger family, all working on identifying new methods of growth; empowering the girl-child to go to school; learning and then educating the parents; and mobilizing and strengthening their abilities to make them active social agents.

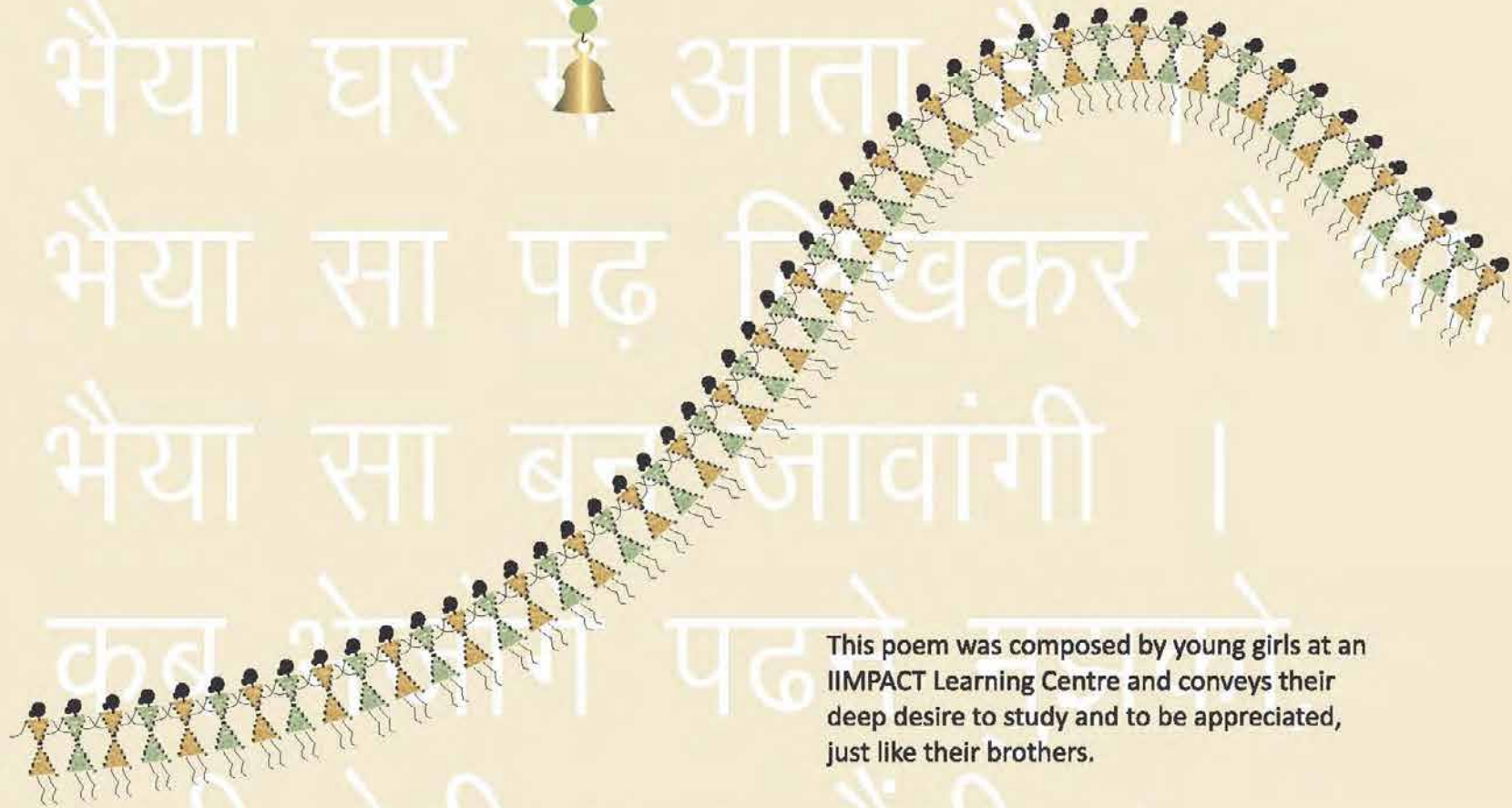
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Cover Photograph by Haran Kumar. Designed & Edited by Sudhir Pillai



*Papa, Mujhe Kitab Manga Do,
Mai Bhi Padhne Jaungi |
Bhaiya Ke Sang Jawangi Mai,
Bhaiya Ke Sang Aaungi
Nai - Nai Bate Padhkar Jab,
Bhaiya Ghar Me Aata Hai |
Bhaiya Sa Padh Likhkar Mai Bhi,
Bhaiya Sa Ban Jawangi |
Kab Bhejoge Padhne Mujhko,
Rani Beti Kahlaungi |*



This poem was composed by young girls at an IIMPACT Learning Centre and conveys their deep desire to study and to be appreciated, just like their brothers.





M - 2/3, Ground Floor

DLF Phase 2, Gurgaon - 122002

Haryana

E-mail: info@iimpact.net

Website: www.iimpact.net