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Comparative study on the working of two non-governmental organizations in India – Make A Difference (MAD) and Latika Roy Foundation (LRF)

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ABSTRACT

This review paper entails various details regarding a national level NGO (Make A Difference (MAD)) and a regional level NGO (Latika Roy Foundation (LRF)). A study regarding the individual structures and functions of these organizations has been done and suggestions as to how these two organizations can work in a coordinated manner have also been provided. MAD has a more macroscopic impact whereas LRF has a more microscopic impact. It is the amalgamation of these two impact levels which forms the foundation of the review paper. A macroscopic entity can have a more profound effect if it is enhanced microscopically, and a microscopic entity can have more outreach if provided with the required macroscopic resources. This is precisely the reason, for suggesting a coordinated helping system between a national level NGO and a regional or a state level NGO. Such a system is not only self-sustained but also mutually beneficial to the two organizations as explained earlier. Reasons for the selection of the said NGOs, their structures, recruitment processes, funding sources, and functioning have been covered in remarkable detail as well.

Keywords— National, Regional, Impact, Structures, Functioning

1. INTRODUCTION

Non-governmental organizations are usually independent organizations which are actively involved in educational, health services, humanitarian, public policy, social, environmental and other areas, and their basic motive is to help people. Most NGO's are funded by donations but some run entirely on the work of just volunteers. These are usually engaged in a variety of activities. These organizations aren't limited by any short term financial objectives.

There are more than 10 million NGO's around the world. India has at least 31 lakh NGOs — more than twice the number of schools in the country, 250 times the number of government hospitals, one NGO for 400 people as against one policeman for 709 people.

In this Paper, we have explained in detail, the history, evolution, and functioning of a national level NGO, Make A Difference (MAD) and a regional or state level NGO, Latika Roy Foundation (LRF). An in-depth analysis of both the organizations focusing on the entire timeline right from the conception of these organizations until their current status has been provided in this paper. Moreover, a categorical comparison between the two organizations has been made to clarify the differences between a national and a regional level NGO. In the end, we have proposed a strategy as to how the two organizations can collaborate and help each other in making a greater microscopic as well as a greater macroscopic impact.

2. PURPOSE OF THE STUDY

This study aims to find out how the lives of people have been impacted by the work of these NGO's and if these two NGO's collaborated, what would their impact on the society be? It also gives an in-depth analysis of their functioning as a non-governmental organization.

3. REASONS FOR THE SELECTION OF MAD AND LRF

3.1 Reason for selection of mad

MAD has been providing holistic care, age oriented attention programs and a wholesome academically stimulating environment to underprivileged children throughout the country for the past ten years. The magnitude of its impact and success can be measured

by the fact that the (once) First Lady of the United States of America, Mrs Michelle Obama had commended the work done by this organization.

3.2 Reason for selection of lrf

LRF has done exemplary work in the field of upliftment of special (mentally and physically) and underprivileged children in the state of Uttarakhand. Its work has been lauded by the Government of Uttarakhand and by the native of the states alike.

4. INTRODUCTION TO MAKE A DIFFERENCE (MAD) ORGANIZATION

Make A Difference (MAD) is an Indian non-profit organization, working to ensure better outcomes for children in orphanages and shelters across India. This organization works with nearly 3460 children in 67 shelter homes across 23 cities in India, delivering impact through a fellow-managed volunteering model of 4,250 young participants.

It is currently run by Rizwan Tayabali and Jithin C Nedumala. Make A Difference is registered in Cochin, with a core team based in Bangalore, and operations spread across over 20 Indian cities. The first generation of Make A Difference started with the recruitment of teachers via a presentation made by Jithin, Sujith, and Kavin to friends and peers in 2006. Approximately 20 volunteers signed up, and the first chapter of MAD was set up in Cochin, soon after which the organization formally registered as a non-profit society.

MAD mobilizes young leaders towards ensuring equitable outcomes for children in need of care and protection. Their long term goal is to change how both system and families care for and invest in children, and we target stable middle-class adult outcomes for all the children we work with.



Fig. 1: Logo of make a difference organization

4.1 Growth and impact of MAD

After its conception, Make a Difference grew exponentially. Others to have played seminal roles in the growth and success of Make A Difference has been Samarth Agarwal who served as CEO from 2011–12, Sanjana Kuruvilla who has been on the board since 2008; and most recently Rizwan Tayabali who redesigned and restructured both the solution and the organization to focus on macro outcomes.

Make A Difference remained completely volunteer-driven until 2010 when the size and complexity of operations drove the need for a full-time workforce to provide strategic and operational support for city teams around the country. This was the same year that Michelle Obama chose Make A Difference to be one of the four non-profits she visited on her trip to India.

4.2 Primary Roles in MAD

4.2.1 Director: The vision makers, they develop the programs, design the delivery, drive operations and mobilize young leaders across 23 cities. They lead the various verticals in MAD with their leadership and experience.

4.2.2 Associate: It is the perfect example of leadership in a collaborative world. IT is a platform for young professionals to pick up the critical skills needed to lead in the fast-paced, human-centric, and collaborative workspace of the future.

4.3 Recruitment at MAD

When they add someone to the team, they are looking at not just their skills and capability but how they fit in culturally and with the rest of the tight-knit collective. At MAD, they trust that culture is top down, so each Director and Associate has a strong influence on the culture of the organization. The recruitment process is designed keeping this in mind. The final decision is taken after four rounds of interviews which are mentioned below:

- HC Interview: space for one to know more about MAD and for them to know you better.
- Technical Interview: An interview with the vertical team to understand your vertical fit.
- CEO Round: Final interview with the CEO of Make a Difference.
- Immersion Round: A visit to the office, and engaging with the team and workplace.

4.4 Impact met model

They mobilize young leaders towards ensuring equitable outcomes for children in shelters through empowering the child, improving the ecosystem and enabling the sector. The children are helped to cope with life crisis like financial and emotional or personal issues. They are also given the opportunity to exercise their basic freedom of choice and freedom from exploitation.

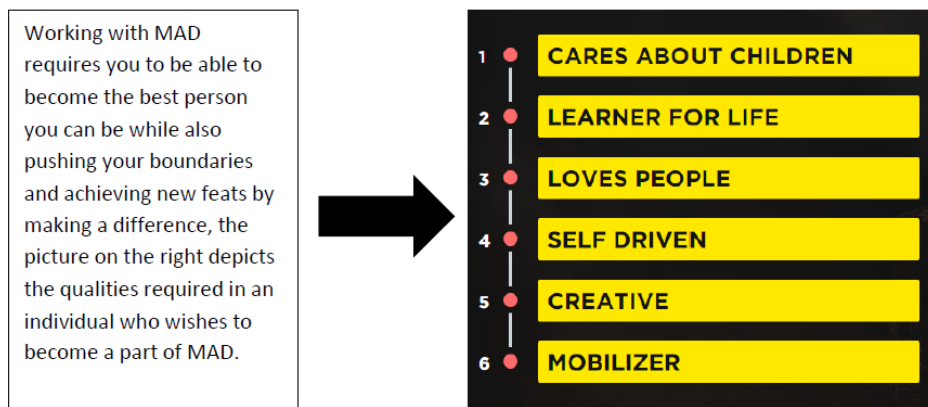


Fig. 2: Qualities of an individual who wishes to be a part of MAD

Operational and personal life skills are taught to such children and they are given the right amount of exposure to enhance their confidence and awareness of what awaits them. They are also helped in developing their cognitive and motor skills understanding the possibilities outside their comfort zone. They also develop a sense of empathy in this process. Basic needs like safety, nutrition, sanitation, and healthcare are met by the organization.

They work in order to improve the ecosystem as a whole too. They provide the right infrastructure and care practices for shelter and improvise the teaching practices and provide subject support for the schooling of such children. They provide familial support and repatriation too. They are accountable to the state and follow policies well too. They help in spreading awareness of various social issues in the community and involve themselves in business too.

They enable the sectors by providing data derived from field research and they also monitor change. They share knowledge on online platforms and conferences and even in reports and newspapers. They build coalitions and networks through partnerships and collaboration and by working in a hub infrastructure.

4.5 Values of MAD

- Cause above self
- Leadership through ownership
- A sense of family

5. INTRODUCTION TO LATIKA ROY FOUNDATION (LRF)

The Latika Roy Foundation is a voluntary organization in India working with children and adults who have developmental and other disabilities. As a resource center for people with special needs, they provide early intervention services, livelihoods development, education, training, and awareness. They believe that when they can plan for the most vulnerable, the world works better for everyone. Their rights-based approach challenges injustice and demonstrates how inclusion works.



Fig. 3: Logo of the Latika Roy Foundation

5.1 About the Foundation

Latika Roy foundation is a foundation catering to the needs of the less fortunate and people with physical and mental disabilities. It was founded by Ms Latika Roy. Latika Roy grew up in Bihar and though she had an overwhelming desire for higher education, she was married off at the age of 18. Through sheer determination, she taught herself English and then at the age of 22, escaped to Kodaikanal – already pregnant with her first child – to study education with the renowned Maria Montessori.

Well after the baby was born, she returned to Dehradun, now a trained Montessori teacher, and started her own school. It started in a tent, but after adding rupee over hard-earned rupee and brick over hard-earned brick, she was able to construct her own school building in Dehradun.

In 1994, Mr Roy approached Jo and Ravi Chopra with a request and a gift: “Do something in memory of my wife”, he asked. “I’ll contribute 200,000 rupees.” That’s where the Latika Roy Foundation began to form. But, the focus on helping children and adults with special needs sparked when Jo and Ravi Chopra adopted a little girl named Moy Moy.

It turned out that Moy Moy needed a special school and there was none to be found in their city, so they started one. Now, 20 years later, Moy Moy’s school serves hundreds of children from all over the state and the country. Because of her, over 100 people have jobs and a purpose in life that has transformed them into extraordinary bearers of good news in a world desperately in need of it.

5.2 Growth of LRF

- **1994:** The start of Latika Vihar, an inclusive neighbourhood children’s center for creativity and fun. It provides children with opportunities for free expression, development of leadership, creative thought and problem-solving skills which a rigid school system discourages and often actively destroys.
- **1996:** The search for a school for Moy Moy ends when Paula Hughes, a VSO volunteer from the UK arrived to help them establish Karuna Vihar- a school for children with special needs.
- **2002:** The Early Intervention Centre opens on the campus of St Joseph’s Academy in the heart of Dehradun. The center provides assessment and therapy services to any child under five with a disability. They also get our first big grant from Sir Ratan Tata Trust.
- **2005:** the Centre for Vocational Training opens for the young students who were growing up and graduating from Karuna Vihar. Young adults from age 16 to 21 receive not just vocational training but skills to deal with the growing demands of adulthood.
- **2007:** the Foundation becomes a disability resource center for the state of Uttarakhand offering information, outreach, advocacy, and training.
- **2011:** they enter their first public-private partnership with the Govt with the setting up of Gubbara at the Doon hospital. Funded by NRHM (National Rural Health Mission) it provides an intensive assessment and a home management plan by an interdisciplinary team of specialists to families from around the state.
- **2014:** Start of the follow up of the NICU (neonatal intensive care unit) babies at the Doon Hospital. Premature and at-risk babies discharged from the NICU are enrolled for a follow-up program at Gubbara to monitor their development in the first year of life.

Currently, the foundation helps in taking care of children with developmental disabilities, such as:

- Mental Handicap
- Down Syndrome
- Autism
- Fragile X Syndrome
- Prader Willi Syndrome
- Cerebral Palsy
- Speech & Language
- Asperger’s Syndrome
- CDD
- Rett Syndrome

5.3 Study on project gubbara

Gubbara is the Foundation’s first Public-Private Partnership. LRF has joined hands with the government of Uttarakhand to bring early intervention services to those children who need it most. This program provides assessments, a home management plan, training and information to poor families from around the state.

5.3.1 Components of Project Gubbara

- **Assessment of children:** Children from birth to age six come with their parents for an intensive assessment. There is an interdisciplinary team of specialists which works with the families in order to arrive at a holistic understanding of the child and her/his strengths and weaknesses.
- **Home management plans and training of parents:** An easy to follow program is developed after consultation with families which addresses parent concerns and meets the child’s therapy goals.
- **Following up on high-risk babies from NICU:** This is done for premature babies or babies born with certain birth defects (congenital defects).
- **Educating and training the parents:** This involves informing the parents about where and how they can avail further intervention services in their areas. They are also informed of various government schemes which might be of help to them.
- **Admission:** Families can walk in directly or be referred through a doctor or the RBSK program.

5.4 Growth and impact assessment

Children seen since inception	4000
High risk infants monitored	300
Children from dehradun district provided regular follow-up	500

Fig. 4: Growth and impact assessment

5.5 Charity at LRF

5.5.1 Need: There are at least 50 million children in India with disabilities who have potential, promise and big dreams. But many of them are neglected, excluded and denied their right to education, healthcare and even a place in the community. Latika Roy Foundation works to change that and they need help for that reason in the form of donations.

5.5.2 How is it used: 85 paise of every rupee one donate goes directly to the welfare of the children. The money is used to pay the physiotherapists who help them learn to walk, the special educators who teach them social skills, the speech therapists who help them develop their language. The money pays the rent for the five buildings where the kids come every day and for the petrol used for the eight vehicles used to get them there. Their vision is to build a better world for children with disabilities. With support, they can achieve that dream.

5.5.3 What one can do: People who want to donate to the cause can buy the Karuna Vihar calendar, send a child to school, pay a therapist's salary or even fill a bus with petrol.

6. COMPARISON OF LATIKA ROY FOUNDATION AND MAD

6.1 Scale of impact

- MAD: High on the level of the whole country. Even international exposure is present. (Michelle Obama commended the organization)
- Latika Roy foundation: Regional level impact and recognition observed.

6.2 No. Of children helped

- MAD: Roughly helped about 10 lakh children.
- Latika Roy foundation: Around 6980 children have been helped so far.

6.3 Funding sources

- MAD: Various top-notch donors.
- LRF: Mainly relies on the funds provided by the state government. Since 2000, it has started accepting donations from individuals as well.

7. STRATEGY FOR THE COORDINATION OF MAD AND LRF

The following strategy is proposed for ensuring optimal coordination between MAD and LRF:

7.1 Funding

In terms of funding, MAD can help LRF in securing sufficient funds on national and regional levels. Moreover, the various donors and "Angel Investors" of MAD might be able to help LRF as well. In this way, the impact of MAD can be enhanced and its coverage can be increased.

7.2 Macroscopic and microscopic impact

It is quite clear that MAD has a macroscopic impact (impact on a larger scale) whereas LRF on the other hand, has a microscopic impact (in comparison with MAD). Therefore, MAD can implement the concept of a "greater microscopic impact within the macroscopic impact" in order to supplement and enhance the overall impact of MAD. Similarly, LRF can enhance its microscopic impact and "uplift its microscopic impact into the macroscopic arena" by using the plentiful human and material resources MAD has.

8. COMPARISON OF THE TEAM OF MAD AND LRF

- **MAD:** MAD consists of 33 leaders, 52 regional managers and 307 city managers across 23 cities and 10 integrated verticals
- **LRF:** LRF consists of around 100 committed individuals – directors, managers, coordinators, volunteers, helpers, teachers, drivers, and physiotherapists.

9. COMPARISON OF THE BUSINESS PLAN OF THE TWO ORGANIZATIONS

The two organizations only work for one thing, to "able" someone and make them sustainable through independent living. They don't follow any strict business plan and only work for the sake of "enabling" others and to make them happy. They work collectively with all the possible man force to help such children who have special needs. Some may be mentally disturbed, some even mentally and physically disabled, but for such NGO's, all they care about is the fact that these children need them, and that money is required to pay for the expenses.

In LRF, 85 paise of every rupee is used for a child's needs. But, in MAD, for every 100 rupees, 75 INR goes for programs, 7INR goes for fundraising and 15 INR is used for the operations. MAD's volunteer-based model is highly efficient in the use of funds and their total operating cost is estimated to be less than 1/10th that of any equivalent sized entity in India.

10. CONCLUSION

The work done by MAD and LRF is not only commendable but also inspiring on many levels. It teaches us the importance of kindness, gentleness, and patience. The greatness of dedication and contribution, be it from an individual or a group, goes a long way in making an impact. It also teaches us how each of us can make a significant difference in the life of another person.

Moreover, everyone has the vision and capacity to bring about a positive change in the lives of others. Perseverance and hard work are the key ingredients to implement this change. All of us have the capability to contribute to the upliftment of our society and take the required initiative, because what is being human without humanity?

11. RESULTS AND DISCUSSION

Complementarity between two bodies is quintessential in order to have a mutually beneficial relationship between them. The same principle is applied here, as we examine the structural and functional patterns of MAD and LRF. The macroscopic impact of MAD has profound potential to provide a boost to the microscopic impact of LRF in terms of outreach, whereas the microscopic impact of LRF has remarkable ability to deepen and intensify the effect of MAD in a regional level, thereby leading to a subsequent greater impact on a national level as well. Apart from the complementarity aspect of the macroscopic and microscopic levels of impact (of MAD and LRF respectively), there is compatibility in the ideas and basic beliefs of the two organizations, whose ultimate aim is to help the underprivileged and special individuals. Moreover, strategic flexibility and coordination will further enhance the working of these two organizations as a single unit. This has been proposed in this review paper.

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