A BRIGHTER FUTURE FOR CHILDREN, MADE POSSIBLE BY YOU.

VIBHA IS A 501(C)(3) ORGANIZATION, REGISTERED IN THE STATE OF NEW JERSEY, USA. VIBHA’S TAX ID IS 22-3122761

2017 ANNUAL REPORT
VISION

Ensure that every child attains his or her right to education, health and opportunity.

MISSION

Educate, empower and enable every individual who wishes to make a positive difference in the life of a child.
a world that does not need Vibha..

While talking with new volunteers and patrons, we often articulate our vision for a brighter future for children as “a world that does not need Vibha”. People are often puzzled and taken aback on hearing this. But this is exactly what we aspire for. Every child should get what is rightfully theirs, be it education, healthcare, security or simply the opportunity to hope for a brighter future.

In 2017, Vibha’s volunteer driven efforts impacted over 2 Million children. Our efforts enabled the scaling of “Sikshana”, a solution in the primary education space, across the State of Karnataka impacting over 40,000 schools, and are now in discussions with two other state governments for implementing the program. Our solutions addressing education of children of migrant laborers have impacted children across 4 different states and are on the verge of becoming a “scalable, sustainable and replicable template” that can be scaled up. Several other solutions are in various stages of development and show immense promise for the future.

Our commitment towards child development efforts in the United States also took a new turn in 2017. The Sheridan School District Reading program in Denver, CO was Vibha’s first intervention in the US public educational system. Our volunteers also raised over $60,000 to the hurricane Harvey relief efforts in Houston and our contributions to the Children’s Healthcare of Atlanta crossed the $100,000 mark. These are in addition to the several ongoing local efforts supported by volunteers in the US based Vibha Action Centers.

We have also taken efforts to consciously apply the “scalable, sustainable and replicable” mindset that we demand of our solutions to ourselves as an organization. How do we “educate, empower and enable” at scale while remaining sustainable as a volunteer driven movement? Our newly established Global Innovation Hub seeks answers to these questions and more. In 2017 we also kick started our “Crowdfunding Campaigns” team which focuses on “zero cost”, patron driven fundraising solutions. Close to 400 patrons set up personal fundraisers as a result of this and raised over $340,000 at zero or minimal cost.

At Vibha, our volunteers are constantly on the lookout for such solutions. Impact matters, and the bar is always set high for trust and transparency, one that was recognized with the GuideStar Gold Seal in 2017, which puts Vibha in the top 0.5% of over 2 Million listed non-profits.

Thank you. You made this possible.

Whether you supported us as a donor, volunteer or an event participant, it made a difference. It made an impact. And together we can do even more. On behalf of everyone at Vibha, I request you to continue your support for a brighter future for all children.

Best!

Kannan Udayarajan  
Chief Executive Officer, Vibha
Our BIG WINS in 2017

2 Million+

Children Impacted Through Solution Scaling Partnerships

38
Number of grassroots level solutions supported

2,500+
Children with special needs provided with educational support

17,000
Teachers Trained

4000 +
Children of migrant laborers provided with education

500+
New Volunteers Engaged

393
Grassroots Level Fundraising Events and Campaigns

GuideStar Gold Seal of Transparency
OUR LEADERSHIP

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Charles H. Kellstadt Professor of Business
Goizueta Business School, Emory University

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Global Innovation Leader

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Director, Information Technology

Mahua Chatterjee,
Director, Patron Relations

Kishore Krishnan,
Director, Fundraising Events

Vinodhini Srivatsan,
Director, Fundraising Programs

Priti Sarda,
Director, Volunteer Relations

Ranjeeta Singh,
Director, Marketing

Vivek Sharma,
Director, Finance & Administration

05
OUR LEADERSHIP

VIBHA INDIA

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Director

Deep Ranjini Rai,
Director, Projects

Maryama Scotlin
Director, Corporate Social Responsibility

Jyoti Wadmare,
Project Manager

ACTION CENTER LEADERS

Durgesh Das
Atlanta

Prasoona Kota
Atlanta

Viswa Sravan Chivikula
Atlanta

Anuja Singhal
Bay Area

Jasneet Anand
Bay Area

Kshitij Neroorkar
Bangalore

Shyamala Ayasola
Boston

Sivaraman Ramaswamy
Buffalo

Ajitha Balachandran
Chicago

Priya Balachandran
Chicago

Neeta Dave
Dallas

Rohini Sheeba
Dallas

Dinakar George
Denver

Amla Karra
Houston

Deepak Kumar
Los Angeles

Sushma Iyer
Milwaukee

Mihir Jawale
Minnesota

Seema Pillay
New York/New Jersey

Murtaza Attar
New York/New Jersey

Hetal Patel
Raleigh

Pradeep Kowkutla
Sacramento

Chinmayi Bhavanishankar
Seattle

Prashanth Ramesh
Seattle

Jagathi Gade
Washington, D.C
SEED, GROW, SCALE

THE WHY, WHAT AND HOW OF VIBHA'S APPROACH

The last conducted official Census of India (2011) say that almost 99 million school going age children have dropped off and over 33 million of them are engaged in child labor. It was also found that over 20 million children under the age of 6 were severely malnourished and 4.5 million girl children were married – out of which over 3 million become mother of two or more children before they turned 15.

These are staggering numbers. Tackling the systemic issues behind these numbers takes concerted efforts focused on building solutions that are scalable, sustainable and replicable. One that brings all stakeholders – social entrepreneurs, volunteers, donors, government agencies, corporates and the local community firmly together for our children, for our future. This is where Vibha comes into the picture.

Over the last 27 years, Vibha has been able to identify, seed-fund and scale up several solutions that have created large scale social impact benefitting millions of children.

But what makes it even more remarkable is that all this is made possible by volunteer efforts – be it through organizing fundraisers, monitoring project investments, running awareness campaigns, forging corporate partnerships or mentoring social entrepreneurs on the ground.

This social venture catalyst mindset combined with the volunteer driven approach ensures that Vibha’s efforts deliver the maximum Return On Investment (ROI) whether it is volunteer time or funds deployed.
HOW DOES VIBHA DO IT?

ACTING AS A SOCIAL VENTURE CATALYST

Vibha’s project selection philosophy is based on the fundamental principle of maximizing the impact of every contribution. Every project funded by Vibha needs to fit in with the mission and vision of Vibha. The project should not discriminate based on gender, caste, race, religion or language and should be a non-political, not-for-profit organization. Apart from the above mandatory qualities expected out of every project, the project selection team has a set of qualitative criteria which will ensure the effectiveness of the project in accomplishing its goals. Vibha makes a concerted effort to select small to medium-sized projects.

Once selected, the social entrepreneur is provided with the necessary seed capital as well as know-how with constant project monitoring assistance through Vibha personnel and staff on the ground that ensures the project is meeting its desired goals. If after a certain period of time (typically 3 years), the project has not achieved its goal of finding a scalable solution for the problem, Vibha starts a gradual exit process so as to ensure the project continues to benefit its beneficiaries with minimal disturbance.

If the project does achieve its goal of finding a scalable cure for the problem it is trying to solve, Vibha now plays the role of disseminating this cure far and wide through various channels including partner NGOs.

In short, it strives to enable people to take responsibility for the situation of an underprivileged child.

PARTNERING WITH GOVERNMENT, CORPORATES, LOCAL COMMUNITIES AND OTHER STAKEHOLDERS

While Vibha can play the role of identifying and fine-tuning solutions, we also believe that Government of the respective geography is best positioned to scale and implement any socio-economic solution from an infrastructure and resource perspective. Vibha does not believe in creating parallel systems, we see value in fine-tuning or filling the gaps in existing systems to make them more valuable.

The advent of Corporate Social Responsibility as a government policy in many countries has suddenly made available vast amounts of resources to the development sector. But oftentimes these corporates lack the bandwidth or expertise to deploy these resources. Vibha is uniquely positioned to help these organizations by playing the role of an implementation partner. The resources can be channelized to scaling of tried and tested solutions in the Vibha portfolio.

Mobilizing local communities as volunteers or donors in our efforts is a core tent of Vibha’s philosophy. We will continue to invest in and scale these efforts.

ADVOCACY EFFORTS

Where relevant and meaningful, Vibha involves itself in policy advocacy efforts to further the cause of child development.
THE VIBHA METHODOLOGY

<table>
<thead>
<tr>
<th>SEED</th>
<th>MARKET RESEARCH</th>
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<tbody>
<tr>
<td></td>
<td>PRE- FUNDING</td>
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<tr>
<td>GROW</td>
<td>MONITORING</td>
</tr>
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<td></td>
<td>CONTINUOUS EVALUATION</td>
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<td></td>
<td>IMPACT ASSESSMENT</td>
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<td></td>
<td>SCALABILITY/REPLICABILITY TESTING</td>
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<tr>
<td>SCALE</td>
<td>MARKETING</td>
</tr>
<tr>
<td></td>
<td>PARTNER ACQUISITION</td>
</tr>
</tbody>
</table>

1. IDENTIFY MODEL  
2. REVIEW SYNERGIES  
3. GOVERNANCE REVIEW  
4. INITIAL FUNDING

1. PROJECT OVERSIGHT  
2. FINANCIAL AUDITS  
3. PROCESS IMPROVEMENT  
4. CAPACITY BUILDING  
5. SWOT ANALYSIS  
6. ADVISORY SUPPORT

1. SOCIALIZE MODEL  
2. ENGAGE PARTNERS  
3. SECURE FUNDS

KEY FACTORS THAT VIBHA EVALUATES IN SOLUTIONS

- Governance
- Fiscal Management
- Program Management
- Planning
- Resource Development
- Marketing & Communication
- Volunteer Management
- Human Resources
- Community Outreach
- Operations
- Collaboration
- Advancing Public Will

Vibha adopted the above criteria from the Atlanta Community Foundation in 2011
SIKSHANA
A "SEED, GROW, SCALE" SUCCESS STORY

In many government school systems in India, more than the lack of material infrastructure, the main barrier preventing children from being successful, is the lack of motivation.

Children’s families, and children themselves, lack the motivation to attend school regularly or prioritize education. With lackluster training and poor pay, many teachers also lack the motivation to expend their efforts in teaching the handful of children that do attend school.

This is the issue that “Sikshana”, one of Vibha’s longest standing Solution Partners has been addressing since 2002. It approaches motivation-based learning through four main elements that seeks to comprehensively address the “motivation gap”

REWARDS AND INCENTIVES
To start, students are offered non-financial rewards for basic good behaviors such as attending school regularly, class participation, participation in sports and extracurriculars, personal hygiene, etc. Unless these fundamentals are ensured, it is difficult to drive any improvement.

SAFE TO FAIL TO ENVIRONMENTS
As students start to attend and to participate, Sikshana works to create a psychological safe space. The intent is to give students enough confidence to engage deeper by attempting a difficult or embarrassing learning activity even if there is a risk of failure. For example, a class 7 child learning long division (a class 3 skill) for the first time should feel confident enough to attempt learning the skill, even at the risk of mockery by peers.

STRUCTURED LEARNING
As students start to put in the effort to learn, they can still be easily dissuaded by basic challenges, such as “I don’t have anything to write on”. “What should I practice?”, “Does this really matter? Is there a test I need to pass? Does anyone care?” (particularly important to children, as they crave attention), etc. Sikshana has therefore created programs to guide the practice efforts of students.

DELIBERATE PRACTICE
In this stage, children identify the areas where they have to improve, set their own goals, and practice towards these goals in a focused way.
Students start to acquire grade-level skills. English skills, critical thinking ability, etc. Sikshana is developing grade-specific digital and physical programs in the form of Learning Trees, practice materials, multimedia, projects, etc. to enable Deliberate Practice. These will help students identify the areas where they need help (i.e. their “Hard Spots”), and to help them specifically practice these Hard Spots to achieve breakthroughs.

**ENTER VIBHA**

In 2006, Vibha identified Sikshana as a replicable, scalable and sustainable model to bring transformation in the public education system.

In the first two years of partnership, Vibha helped Sikshana expand from 15 schools to 130 schools, by supporting a total of 56 schools.

**TESTING “REPLICABILITY” AND SOCIALIZING THE SOLUTION**

In 2009, Vibha tested the “Replicability” of Sikshana in Gujarat and Andhra Pradesh through our partners. This was followed up with a 4-day workshop where 21 other NGOs from all over India got introduced to the Sikshana model. By 2013, Vibha was supporting about 185 schools.

**MORE TESTING AND OPTIMIZATION**

Vibha supported Sikshana’s efforts to experiment different strategies to further optimize the model. A direct result of such partnership is the current Accelerator model, which was first implemented entirely through Vibha’s funding in one full district of Davanagere.

This successful experiment resulted in the recognition of the model by the State Government of Karnataka, which further expanded the model to two full districts of Davanagere and Chitradurga in 2016.

**THE BIG WIN**

The results from this expansion was so impressive that on September 13, 2017, the Government of Karnataka signed a ‘Memorandum of Understanding’ (MOU) that officially recognized Sikshana as a model to be implemented in all Karnataka Government schools. This constitutes 43,897 schools reaching 2 million children.

**WHAT NEXT?**

Vibha’s work with Sikshana is not done yet. We are now in conversations with two other state governments in India to further expand the model. Efforts are also underway to tweak other solutions supported by Vibha to incorporate best practices from Sikshana.
The 2017 Economic Survey of India estimates that close to 9 Million people migrate every single year from rural to urban areas. Out of this, 6 million are estimated to be school going children who join their parents seeking a better future.

The nature of migration is such that, these children more than often miss out on their fundamental right to education. The migrant population keeps moving from one worksite to another denying the children continued access to schools and other educational opportunities.

These barriers are further augmented by the risks of living in temporary homes (often tents at construction sites) and the economic uncertainties faced by their parents. Girl children often have the additional responsibility of managing household chores as well.

Various government agencies and non-profits have realized the magnitude of this program and have been working on addressing this at different levels. But the scale of the problem combined with the local dynamics of each area further complicates the problem.
EXPLORING A "SCALABLE, SUSTAINABLE AND REPLICABLE" SOLUTION

Vibha has been working on supporting solutions in this space since 2006 in 4 different states. More than $100,000 is invested every year in this space and close a Million Dollars have been deployed till date.

Based on our experience, we strongly believe that the need of the hour is a sustainable and replicable solution which has the local government and the employers (mostly builders) of the migrant labor force as the key stakeholders. Local governments have resources and frameworks that can scale whereas the local employers often have more visibility into the migrant workforce demographics.

To further develop this opportunity, in early 2017, Vibha commissioned a state of the union study (summary provided in next page) to explore opportunities in building a unified model for the education of children of migrant workers.

2006
Vibha starts involvement in education of children of migrant workers

$100,000+
Annual Disbursal to implementation partners

Maharashtra
Gujarat
Uttar Pradesh
West Bengal

States where Vibha supports programs for education of children of migrant workers
<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>FOCUS AREA</th>
<th>KEY FINDINGS</th>
<th>OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOVERNMENT</strong></td>
<td>Rules and policies for education and welfare of migrant workers' children</td>
<td>Comprehensive welfare policies existed for the workers, but</td>
<td>Lead/Partner in advocacy efforts to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1) seldom addressed the welfare of the children of the workers.</td>
<td>(1) identify education of children of migrant workers as a focus area with specific policies and budget allocation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2) varied from state to state</td>
<td>(2) ensure implementation of welfare policies concerning education of children of migrant workers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(3) most state and local governments are yet to identify children of migrant</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>workers as a priorit</td>
<td></td>
</tr>
<tr>
<td><strong>EMPLOYERS</strong></td>
<td>Employer views, limitations, and potential opportunities for working together</td>
<td>(1) Most employers did not view the education of their worker's children as</td>
<td>Lead/Partner in efforts to</td>
</tr>
<tr>
<td>(MOSTLY BUILDERS)</td>
<td></td>
<td>a priority or responsibility</td>
<td>(1) Educate, empower and engage employers through shared vision, training and ensuring transparency on ongoing progress.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2) Welfare Cess paid by employers to government remain unused for various</td>
<td>(2) Identify components that can be supported by the employer or other CSR initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>reasons</td>
<td></td>
</tr>
<tr>
<td><strong>NON PROFITS</strong></td>
<td>Working models of other nonprofits in the same space</td>
<td>Non-profits were aware of the collaboration opportunities with the government,</td>
<td>(1) Provide staff augmentation supporting advocacy and stakeholder coordination</td>
</tr>
<tr>
<td></td>
<td></td>
<td>but often</td>
<td>(2) Develop plans to incentivize employer involvement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1) lacked the resource bandwidth to coordinate activities</td>
<td>(3) Train first and second level leaders of implementation partners in Vibha’s “Seed, Grow, Scale” methodology</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2) had very limited success in involving builders.</td>
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<tr>
<td></td>
<td></td>
<td>(3) lacked the maturity to work with a strategic road map</td>
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</tbody>
</table>
Next Steps

The opportunities revealed by the study has opened up a world of possibilities for Vibha to create a unified solution in the space.

Vibha is now exploring operational strategies with already identified high potential, high capacity grassroots level implementation partners like the “Door Step School” in Maharashtra to realize and “templatize” further efficiencies in existing implementations.

This will be a long but another exciting journey in Vibha’s history. Lessons learned from past scaling successes will definitely go a long way in fulfilling the dream of ensuring meaningful education to the children of migrant workers.

The Goal

Vibha’s objective is to pioneer a scalable, sustainable and replicable model for education of children of migrant workers that will -

(a) leverage existing frameworks, resources and guidelines provided by the Government of India and various other state/local government agencies

(b) integrate employers of migrant workers as a key stakeholder

(c) provide a uniform template that will enable local implementation agencies to realize efficiencies resulting from economies of scale

(d) strategically track year over year progress against defined metrics
## Changes in Unrestricted Net Assets

### Revenues and Other Support

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$614,090</td>
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<tr>
<td>Special Events</td>
<td>$747,977</td>
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<tr>
<td>Less Direct Benefit to Patrons</td>
<td>($272,197)</td>
</tr>
<tr>
<td>Other Income</td>
<td>$21,484</td>
</tr>
<tr>
<td><strong>Total Revenues and Other Support</strong></td>
<td><strong>$1,111,354</strong></td>
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### Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Program Support Expenses</td>
<td>$836,949</td>
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<tr>
<td>General and Administrative Expenses</td>
<td>$76,955</td>
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<tr>
<td>Fundraising Expenses</td>
<td>$107,105</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,021,010</strong></td>
</tr>
</tbody>
</table>

**Increase (Decrease) Revenue Over Expenses**  $90,344

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>Net Assets, Beginning of Year</strong></td>
<td><strong>$1,140,197</strong></td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td><strong>$1,262,255</strong></td>
</tr>
</tbody>
</table>

### Fundraising Breakdown

- Donations/Grants: 55%
- Volunteer Events: 43%
- Program Services: 82%
- Management: 8%
- Fundraising: 10%
- Interest: 2%

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16
## OUR 2017 SOLUTIONS PORTFOLIO - INDIA

<table>
<thead>
<tr>
<th>FOCUS AREA</th>
<th>PROBLEM STATEMENT</th>
<th>SOLUTION</th>
<th>SOLUTION PARTNER</th>
<th>LOCATION</th>
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</thead>
<tbody>
<tr>
<td><strong>MEANINGFUL EDUCATION</strong></td>
<td>Improve Quality of Education for Children inside the System</td>
<td>Motivational Programs</td>
<td>Sikshana</td>
<td>Karnataka</td>
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<td>GORD</td>
<td>Andhra</td>
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<td>Samavesh</td>
<td>Madhya Pradesh</td>
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<td>Bhagavathula Charitable Trust</td>
<td>Andhra</td>
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<tr>
<td></td>
<td>Teacher Training</td>
<td></td>
<td>Swanirvar</td>
<td>West Bengal</td>
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<td></td>
<td></td>
<td>Baikunthapur Tarun Sangha</td>
<td>West Bengal</td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td></td>
<td>Society For Education &amp; Action</td>
<td>Tamil Nadu</td>
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<td></td>
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<td>Children's Toy Foundation</td>
<td>Maharashtra</td>
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<td>Gramin Shiksha Kendra</td>
<td>Rajasthan</td>
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<td><strong>Mainstream Out-of-the-system Children</strong></td>
<td>Education of children of migrant workers</td>
<td>Door Steps School</td>
<td>Madhya Pradesh</td>
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<td>Apna Skool</td>
<td>Tamil Nadu</td>
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<td>Swanirvar Prayash</td>
<td>West Bengal</td>
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<td>Saath</td>
<td>Gujarat</td>
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<tr>
<td><strong>Remedial Education</strong></td>
<td></td>
<td>Eklavya</td>
<td>Madhya Pradesh</td>
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<td>Vidyarambham</td>
<td>Tamil Nadu</td>
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<td>Baikunthapur Tarun Sangha</td>
<td>West Bengal</td>
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<td>Sarada Kalyan Bhandar Rural Development Organization</td>
<td>West Bengal</td>
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<td>Rachana</td>
<td>Tamil Nadu</td>
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<td></td>
<td></td>
<td>Community Outreach Programme</td>
<td>Maharashtra</td>
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<th>FOCUS AREA</th>
<th>PROBLEM STATEMENT</th>
<th>SOLUTION</th>
<th>LOCATION</th>
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</thead>
<tbody>
<tr>
<td><strong>JOB READINESS</strong></td>
<td>Address gaps in job readiness</td>
<td>Vocational Training</td>
<td>Delhi</td>
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<td></td>
<td></td>
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<td>Alamb Rural Development Organization</td>
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<th>SOLUTION</th>
<th>LOCATION</th>
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<tbody>
<tr>
<td><strong>SPECIAL NEEDS</strong></td>
<td>Mainstream Special Needs Children</td>
<td>Education</td>
<td>Janmadyayam</td>
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<td></td>
<td></td>
<td>RMKM</td>
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<td></td>
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<td>Prayas</td>
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<tr>
<td></td>
<td>Remedial Healthcare</td>
<td>Aural Education for the Hearing Impaired (AURED)</td>
<td>Maharashtra</td>
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<thead>
<tr>
<th>FOCUS AREA</th>
<th>PROBLEM STATEMENT</th>
<th>SOLUTION</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VULNERABLE CHILDREN</strong></td>
<td>Mainstream Children from vulnerable situations</td>
<td>Education</td>
<td>Community Outreach Programme</td>
</tr>
</tbody>
</table>
## OUR 2017 SOLUTIONS PORTFOLIO - USA

<table>
<thead>
<tr>
<th>FOCUS AREA</th>
<th>PROBLEM STATEMENT</th>
<th>SOLUTION</th>
<th>SOLUTION PARTNER</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEANINGFUL EDUCATION</td>
<td>Improve Quality of Education for Children inside the System</td>
<td>Reading Program &amp; Volunteer Staff Augmentation</td>
<td>Sheridan School District II</td>
<td>Denver, Colorado</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Motivational Programs</td>
<td>My New Red Shoes</td>
<td>San Francisco Bay Area, California</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Our Next Generation</td>
<td>Milwaukee, Wisconsin</td>
</tr>
<tr>
<td>HEALTH</td>
<td>Not Applicable</td>
<td>Not Applicable</td>
<td>Children's Healthcare of Atlanta</td>
<td>Atlanta, Georgia</td>
</tr>
</tbody>
</table>

### 2017 FUNDING SPREAD

- **MEANINGFUL EDUCATION (85.99%)**
- **JOB READINESS (6.77%)**
- **SPECIAL NEEDS/HEALTH (4.97%)**
- **VULNERABLE CHILDREN (2.27%)**
A BIG THANKS!

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MARGARET MEAD

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