



El Shaddai

Loving ~ Caring ~ Sharing

February 2019

El Shaddai Charitable Trust Strategic Impact Assessment Report





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Strategic Impact Assessment Report

A strategic impact assessment of El Shaddai was conducted by Caplor Horizons. This is El Shaddai's first impact assessment and therefore it focuses on their impact as an organisation from when they started in 1997 to 2018. A summary of the report is shown here:

El Shaddai is a non-profit NGO based in Goa, India. Their vision is to provide *"a childhood for children who have never had one"*. They believe that every child has the right to grow in a secure environment with access to nutritious food, healthcare and education. Therefore, El Shaddai exists to open homes, shelters, and community centres for street, slum, and underprivileged children. The intention is that they provide the children with the opportunity to lead positive, independent adult lives.

A team from *Caplor Horizons* completed this assessment in early 2019. Caplor Horizons is a UK-based charity that specialises in organisational change and effectiveness. The assessment team scrutinised qualitative and quantitative evidence and used the *'depth of impact'* framework to analyse the findings.

The conclusion reached by Caplor Horizons is that El Shaddai has delivered **inspirational**, **enduring** and **transformational** changes in the lives of the current children, the former children, the staff members and the communities that they have engaged with.



Level 1 – Connect

- ❖ El Shaddai has engaged with over **70,000 children** since 1997
- ❖ El Shaddai impacts on **families** living in the slums and streets
- ❖ El Shaddai also connects with **volunteers**, giving them a new lease of life, a new group of friends and a sense of satisfaction and gratitude
- ❖ **Sponsors** find the experience *"rewarding"* and *"touching"*
- ❖ El Shaddai connect with **wider society** through events such as the Goa marathon and SCAN India

Level 2 – Improve

- ❖ Improved Quality of Life
 - El Shaddai is like a family to the **children** and the extracurricular activities provide the children with a sense of belonging and achievement
- ❖ Improved Life Skills
 - El Shaddai teaches the **children** English and other skills; it provides **women** with workshops and training; and offers capacity development and support to **staff**
- ❖ Improved Health and Wellbeing
 - El Shaddai help to improve the nutrition and medical care to the **children** and **community**



Level 3 – Transform

- ❖ Transformed circumstances
 - At least 300 **children** have gone on to college from El Shaddai, 150 children have obtained qualifications or university degrees, and 50 former students now have their own businesses
- ❖ Transformed perspectives
 - The **children** report greater confidence, self-belief and self-worth as a result of El Shaddai, **staff members'** mindset have been changed, children are growing up knowing about their rights and students and staff members have become closer to God

Recommendations

Strategic Goal 1 – Improved Programmes

- ❖ Increased support of the after care of students
- ❖ Continued development and expansion of El Shaddai's programmes

Strategic Goal 2 – Improved Organisation

- ❖ Introduction of a rolling programme of future strategic impact assessments
- ❖ Development of monitoring and evaluation systems
- ❖ Prioritisation of the capacity development of El Shaddai's leadership team
- ❖ Distribution of leadership among senior leaders

Strategic Goal 3 – Improved Income

- ❖ Focus on ensuring that the financial situation continues to be sustainable
- ❖ Diversification of fundraising streams
- ❖ Improved networking and collaboration
- ❖ Improved representation of El Shaddai to external stakeholders

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Introduction

The India Context

Goa is a small state on the western coast of India that attracts around 7.8 million tourists a year from Europe and India alike¹. With little opportunities in the surrounding states such as Karnataka, families are being forced to migrate to Goa – India’s richest state according to GDP per capita. With no education and skills other than farming, these migrant workers end up living in slums in the cities and working as menial labourers, garment sellers or beggars. Over the past decade Goa’s slum population has increased by 81% with over 26,200 people estimated to live in slums².

Although these migrant workers may earn slightly more in Goa than they would back home, the fact remains that their situation is dire. When their day’s work is finished, they return to poor sanitation, significant social inequality, and the sense that they will never be able to escape this life. The most affected are the children. Several thousands are growing up without knowing childhood. Children are left to their own defences: roaming the streets scrounging for food and begging to tourists on the beaches. Here, they are at immediate risk of abuse. Many of these children are exposed to drugs, becoming targets for trafficking and often end up as addicts. Girls are at further risk of being sexually abused or forced into prostitution. What’s more, children living in the slums have little or no education as they are not known to the government as Goan. The local schools will not accept these children and often leaving them trapped in this cycle of poverty.

Child Rights Act 2003/05

In 2003 the State Government of Goa legislated and passed the only state level child welfare act in existence³. The Goa Children's Act was amended two years later in 2005. The act calls for the state to ensure children are protected against any form of abuse, exploitation and neglect, in particular those children from Scheduled Castes (SC) and Scheduled Tribes (ST). Furthermore, the act calls for schools to have a no rejection policy and include in their curriculum certain topics such as child rights, gender justice, and life studies on hygiene and health. The act also calls for the registration, monitoring and evaluation of all Children's Homes.

El Shaddai Charitable Trust

El Shaddai is a registered, non-profit Charity working in Goa and in other States in India, implementing the Child Rights Act 2003/05 for orphans, street children and children coming from economically underprivileged conditions. Their story began in 1996 when with Matthew Kurian a pastor working

¹ Department of Tourism, Government of Goa (2018) *Tourist Arrival Statistics*. Available from <http://www.goatourism.gov.in/statistics>

² Times of India (2018) *Goa's slum numbers higher than Jharkhand, Arunachal*. Available from <https://timesofindia.indiatimes.com/city/goa/goas-slum-numbers-higher-than-jharkhand-arunachal/articleshow/>

³ Goa Children's Act (2003) *The Goa Children's Act, 2003 and Rules, 2004*. Available from <https://www.childlineindia.org.in/CP-CR-Downloads/Goa%20children's%20act%20and%20rules.pdf>

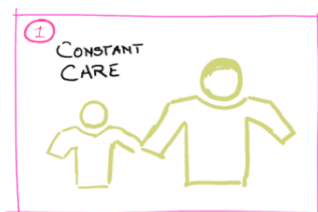
with drug and alcohol addicts in slums met Anita Cole (née Edgar), a British tourist on holiday in Goa. They were both shocked by the lifestyles of children living in the slums: begging on the streets, collecting rubbish, even eating from bins to relieve their hunger. In 1997 their shared vision led to them starting El Shaddai Charitable Trust.

Since 1997, El Shaddai has opened 7 residential homes, 6 formal learning centres, 3 day care shelters, and 14 community centres covering 4 states: Goa, Chennai, Kerala, and Karnataka. Not only do El Shaddai provide shelter and education for slum children, but they also work with communities more holistically. They counsel parents on the importance of education, create awareness about disease prevention, hygiene, and drug addiction, and educate communities about family planning. They also work closely with women in slum communities to empower them financially. These women can learn skills to help them set up their own micro-businesses such as a tailoring, beauty salons or henna stands.

The Approach

El Shaddai works at four levels to ensure child protection and development for every child:

Tier 1: Children at risk



At the most basic and urgent level are children at risk. This is where El Shaddai began its work. They run residential homes for children at risk of abuse within their homes, for children on the street, and for orphans. These children receive protection within the homes and are cared for with food, healthcare, clothing and a good education.

El Shaddai currently runs 7 children's homes: Victory House, Shekinah House, Rainbow House, House of Kathleen, Roshni Nilaya, House of Norma and House of Verna.

Tier 2: Outreach



Hundreds of thousands of children roam the streets in cities across India. These children usually have homes and parents. But in most cases, the parents work as day labourers and so are unable to care for their children. These street children can access El Shaddai's day care shelters and community centres where they receive a nutritious mid-day meal, a

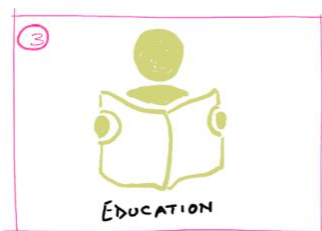
place to clean up and after-school remedial classes. For many of these children, the meal they receive in the shelter is their only meal of the day. El Shaddai runs 3 main day care shelters: Asha Deep in Panjim, Stepping Stones in Margao, and Little Acorns in Calangute.

Additionally, El Shaddai staff and volunteers conduct classes within slum communities where children have access to primary education and guidance on health and hygiene. Getting these children into school is a battle in itself as most parents cannot forgo the extra income that their working children

provide. Youth and women also receive vocational training and awareness talks through community centres. These community centres span across four states: Goa, Chennai, Kerala and Karnataka.

Further community outreach projects include: 'Manna Meals on Wheels' which distributes much needed basic foodstuffs to children, women and sick people living on the streets; 'Loan a goat' which provides a female goat to a needy family; and 'Wells For Life' which facilitates the implementation of water-point initiatives in underprivileged villages.

Tier 3: Education



Education is a fundamental human right. It is critical for long-term economic growth and essential for the achievement of all of the United Nations Sustainable Development Goals. Thus, after providing children with the basics – protection, food and clothing, El Shaddai gives them access to education. El Shaddai has 3 main learning centres – these are called 'The Shanti Niketan School', 'First Steps' and 'Blooming Buds'. The

Shanti Niketan School caters to children of all age groups and backgrounds. Young people can learn at their own pace and appear for public exams when ready. Their system of education is child centred, and the teaching approach is activity based. The school strives to provide a happy and secure environment in which children can develop and achieve their full potential. There are currently 333 students studying at Shanti Niketan School.

First Steps is a playschool and day-care centre. It has child care services for parents. The Blooming Buds Educational Centre focuses on pre-primary schooling for children who are deprived of education; it is attended by around 180 children.

Tier 4: Advocacy



El Shaddai works with the local state governments to disseminate information on laws related to children and towards improving the protection of children. Through their project SCAN India (Stop Child Abuse Now), El Shaddai works with child victims of abuse to bring perpetrators to justice. They also work with young offenders, and those accused of a

crime. These children, shunned by society, mostly act out of economic necessity and often because they have been born into a cycle of violence and crime. By helping these children, El Shaddai offers them a way out, back into becoming contributing members of society. SCAN aims at working in partnership with stakeholders at different levels such as the local community, state, national and international governments and non-government agencies, under a nationwide, multi-agency, child protection system.

Residential Homes

There has been a growing global movement to eliminate the institutional care of children such as orphanages. This is due to research that suggests that residential institutions negatively impact the wellbeing of children⁴. This is often due to a lack of loving attention typically provided to children by their parents or guardians. Furthermore, safeguarding breaches and mismanagement of children's homes in India and across the world have made the headlines.

The growing trend in residential care for children is: 1) that children's homes should be seen as a last resort and 2) where possible, family life should be replicated within a safe and secure environment.

El Shaddai are committed to ensuring that, where possible, children are growing up with their parents. Support is given to parents and children in this situation through community outreach, vocational training and day care centres to enable children to obtain an education and live a healthy, happy childhood.

However, for some children this is not possible. These are the children most vulnerable and at risk of abuse. These are the children who live on the streets, under bridges and beside railway stations. Some are orphans. Some are driven from their homes. Some have run away from an abusive parent or step-parent. Some are forced into labour, sexual abuse or even prostitution. In these circumstances, El Shaddai has 7 constant care homes in which the children attend school, receive nutritious meals and medical care, enjoy a varied range of activities and hobbies, and have access to counselling and support. A major objective of these homes is to develop each individual to reach his or her full potential.

Child Protection

Child protection sits at the core of the way in which El Shaddai functions, both at an operational level and in terms of its advocacy. El Shaddai believe that all children should be brought up in an atmosphere of security and affection to attain full emotional, intellectual and spiritual stability and maturity. Through their time at El Shaddai they should acquire self-confidence and self-respect and a balanced view of life. Thus, the welfare of the child is paramount. All children without exception have the right to protection from abuse regardless of gender, ethnicity, disability, sexuality or beliefs. The authorities, staff, teachers and other adults engaged with children are therefore duty bound to provide an environment that supports and promotes children's dignity, development and protection.

To read El Shaddai's child protection policy click [here](#).

Child protection and safeguarding is a prominent issue in the charity sector and something important to consider when assessing the impact of a charity such as El Shaddai.

⁴ Nelson, C. et al. (2007) Cognitive Recovery in Socially Deprived Young Children: The Bucharest Early Intervention Project. *Science*, **318**(5858) 1937-1940.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a collection of 17 inter-connected global goals to 2030, set by the United Nations in 2015. They represent a call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs are deliberately interconnected and often success on one involves tackling issues more commonly associated with another.



United Nations Sustainable Development Goals

El Shaddai contributes to seven of these goals: ‘no poverty’; ‘zero hunger’; ‘good health’; ‘quality education’; ‘gender equality’; ‘clean water and sanitation’; and ‘reduced inequalities’. El Shaddai believe that tackling these issues in conjunction with one another is the greatest chance we have to improve life for future generations.

Rationale

El Shaddai has partnered with Caplor Horizons to be more successful in achieving their goals, to provide effective leadership, management and governance, and to strengthen their capacity as an organisation in order to bring about lasting and positive change. One aspect of this is for Caplor Horizons to undertake a strategic impact assessment of El Shaddai; the first one that El Shaddai has undertaken.

Caplor Horizons is an NGO that specialises in strengthening organisational effectiveness, by focusing on leadership, strategy and advocacy. It has developed a highly distinctive core approach that underpins all its services and programmes, including impact assessment. Further information can be found at www.caplorhorizons.org.

Measuring, capturing and reporting your organisation's impact is about understanding the changes that have come about because of your work and the difference that is being made. Impact is about the value created as a consequence of your activities and actions.

Many definitions relating to impact and impact assessment exist. For the purposes of this assessment of El Shaddai, the following interpretations are relevant. These draw on descriptions used by the Development Assistance Committee (DAC), a forum within the Organisation for Economic Co-operation and Development (OECD).

- ❖ *'Impact: changes produced by a development intervention, directly or indirectly, intended or unintended, positive or negative.'*
- ❖ *'Impact assessment: investigating the main changes, including those based on social, economic and other indicators.'*

These, and other such definitions that could be considered, are deliberately broad. This is to align with the commitment to an innovative strategic and community level approach to the assessment.

In addition, there are a multitude of reasons why an organisation would want to capture the impact it has, these include:

- ❖ Demonstrating the value of the work
- ❖ Increasing support
- ❖ Raising awareness
- ❖ Learning and improvement
- ❖ Planning and performance management
- ❖ Informing decision making
- ❖ Transparency and accountability

Due to the complex and interconnected nature of change, associating key inputs and actions to changes in people's lives is difficult and complicated. As such, many organisations end up focusing on

immediate and more direct outcomes rather than long-term change. There are a number of models and frameworks that have been developed to help standardise impact assessment.

However, the relevance and appropriateness of these different approaches vary depending on size and scale of organisation, resources available and intention of the impact report. As such, what data, and the way it is collected and presented will typically be influenced by the intention of the impact report.

For El Shaddai, there were five principal motivations behind undertaking this impact assessment:

1. To analyse and understand the different levels of impact the organisation has achieved
2. To have a more scientific approach to determining impact
3. To gather learning and recommendations for the future
4. To act as an internal and external communication tool for supporters and funders
5. To enable transparency and accountability

Methodology

This assessment has taken into account a number of internationally recognised models and evaluation frameworks and has focused in on two: notably, the 'Most Significant Change' approach and the 'Depth of Impact' tool used by the London Benchmarking Group. A combination of these frameworks was used to both shape the interviews with beneficiaries and stakeholders, as well as to analyse and understand the quality, effectiveness and depth of impact from the data gathered.

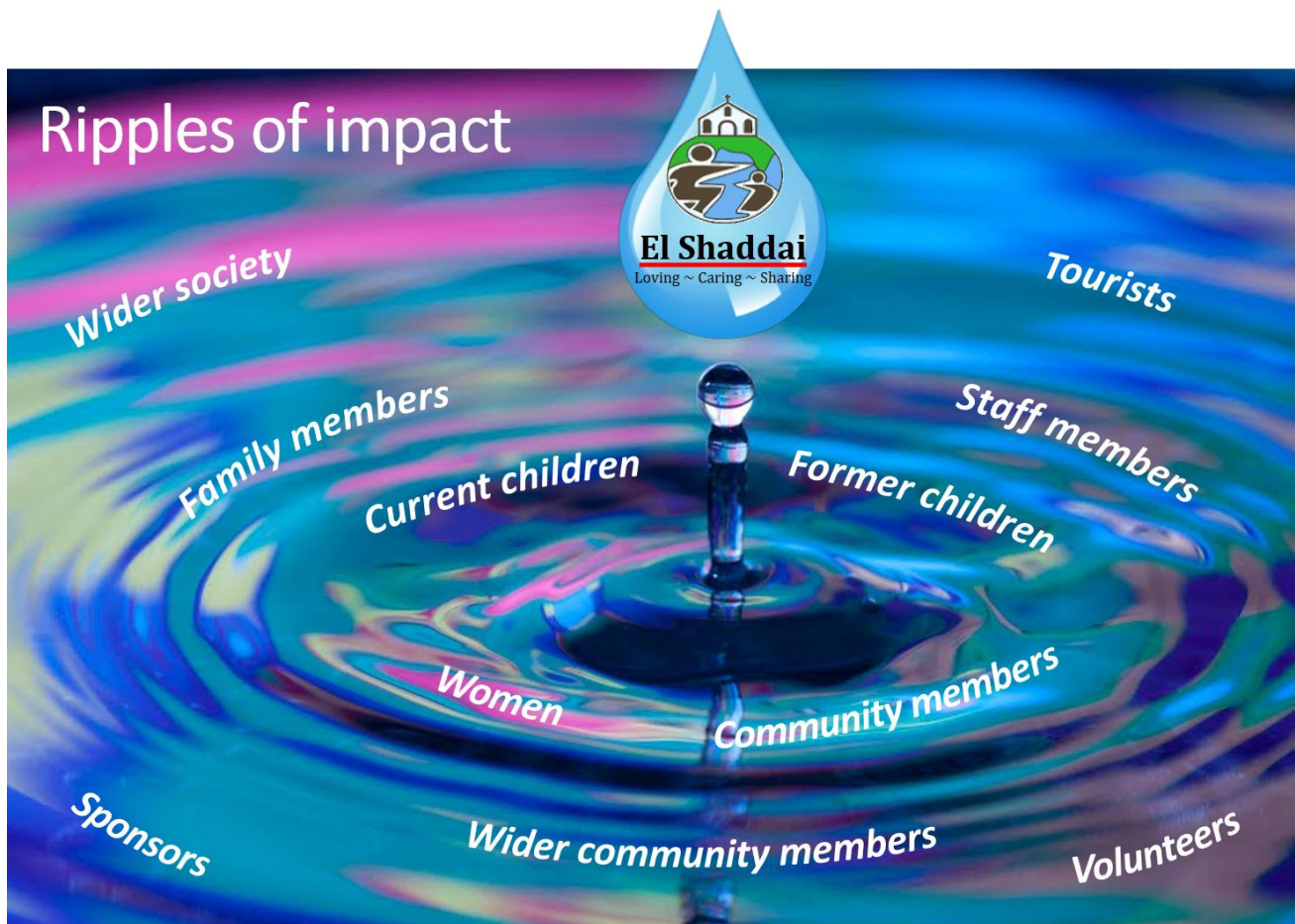
This is a '*strategic*' impact assessment because it not only considers the impact of El Shaddai's activities at the level of the beneficiaries; rather it also considers organisational change and effectiveness at the organisational level, derived in large part from the Caplor Horizon's engagement with matters concerning El Shaddai's leadership, strategy and teamwork. This provided a broader understanding compared to more typical and traditional impact assessment approaches.

Sampling

As well as thorough desk-based research and consideration of quantitative findings, Caplor Horizons particularly emphasised a qualitative approach to the assessment process in order to better understand the impact made. This includes the experiences and stories of change from El Shaddai's current children, former children, staff, wider community members, volunteers and sponsors. A much richer and fuller understanding of the impact of El Shaddai was sought by this process.

The Ripple Effect

Linked to the commitment of El Shaddai to put the lives of the children at the centre of their work is the metaphor of a '*pebble in a pond*': i.e. as with ripples on a pond, caused by a pebble cast into water, El Shaddai's impact can be reasoned to emanate with the children and spread out beyond this to families, communities, volunteers and wider society (see image on next page).



'Ripples on a pond' model

From an impact assessment standpoint, the ripples of effect nearest the epicentre – the immediate outputs and outcomes of an intervention – are typically the easiest to see. Whereas the furthest ripples span the largest area and are the hardest to measure as they are the most likely to have been also influenced by other events.

Notwithstanding the opportunities and challenges involved, it is ultimately through reflecting on and endeavouring to understand these furthest ripples – the long-term impact results – that El Shaddai will better appreciate the full consequences and effectiveness of its contribution.

Interviews, Focus Groups and Participant Observation

Due to geographical constraints, and a cost benefit analysis, it was decided that the primary research would only cover the state of Goa as this is where the majority of El Shaddai's work is based. Qualitative research methods such as semi-structured interviews, focus groups and participant observation were favoured as this allowed for deeper, more astute insight into the lives of El Shaddai's stakeholders rather than representing them by facts and figures.

The qualitative data gathered included:

- 7 semi-structured interviews with ex-children from El Shaddai
- 5 semi-structured interviews or focus groups with 69 current children from El Shaddai
- 7 semi-structured interviews with community members living in a slum or on the streets

- 18 semi-structured interviews with El Shaddai staff members
- 3 semi-structured interviews with El Shaddai volunteers
- A field visit to Dessai Waddo Slum
- A field visit with 'Manna Meals on Wheels' in Panjim
- 1 semi-structured interview with an El Shaddai UK Trustee
- 1 semi-structured interview with an El Shaddai sponsor

In total, 39 semi-structured interviews, 3 focus groups and 2 field visits were conducted with 107 El Shaddai stakeholders at various stages of the 'ripple effect'. 57% of participants were women and 65% of participants were aged 16 or below.

In considering power balance and permission, it was considered important to ensure that the interviewees understood how information would be captured and used. For example, making clear who would see the stories. Studies have shown that the most unobtrusive method of collecting high quality stories is through relaxed conversations.

The nature of trust between interviewer and interviewees can also affect the interviews, with research showing that where levels of trust are minimal, interviewees often report stories they feel the interviewer will be happy to hear, rather than what is truly important to them. As such, all efforts were made to be aware of and to try and minimise the inherent power imbalance that accompanies factors including class, race and status, as Caplor Horizon's own research on cross cultural communications attests⁵. It was made clear at the start of all interviews or focus groups that confidentiality would be exercised through anonymity of responses. Permissions were also received for any photographs subsequently shared.

'Most Significant Change' tool

The 'Most Significant Change' (MSC) tool was used as a framework for collecting the results. The tool provides a rights-based approach which has proved effective in impact assessments nationally, internationally and in rural settings. The information collected tends to be oral stories of change that encourage the participant's view of why the change reported was significant to them. The approach also avoids pre-supposing the impact of an intervention, because it doesn't use expected changes as the yardstick of success. As such, it respects the interviewee's assessment however they choose to assess the impact.

It offers the opportunity to explore changes through a lens of learning, not just accountability, and embeds the GRI (Global Reporting Initiative) principles of stakeholder inclusiveness and materiality. Caplor Horizons team members have prior experience of using this tool successfully in various countries.

The tool was applied in individual and group interviews and focus groups. It allows for the collection of a wide range of outcomes, as well as the unintended consequences of actions.

⁵ Moore, Dr. P. (2017) *Cross-cultural Communication*. A Caplor Horizon's Thought Leadership paper

Analysis

'Depth of Impact' tool - London Benchmarking Group

The London Benchmarking Group (LBG) comprises a network of over 120 companies worldwide and provides the global standard used by businesses to measure, benchmark and report their community investment activity. One of the Caplor Horizon's Advisors, Laura Vickery, sits on the Steering Committee of the LBG (she is also the Global CSR Manager and acting Head of Social Impact at Jaguar Land Rover, which is a member of LBG and uses the 'Depth of Impact' tool in its own reporting).

Benefits of the tool include its simplicity and the fact that it is concerned not only with the immediate impacts of activity, but the long-term sustainability of impacts in the future. It also allows for different types of impacts to be aggregated across a whole programme.

Many organisations use the tool to generate a total number of beneficiaries that have been impacted by an organisation or programme and use this as their headline indicator of social impact. Typically, the largest number of beneficiaries sit in the lowest level impact category 1 and the least in level 3.

- ❖ *Level 1 – Connect:* the number of people reached by an activity who can report some change as a result of the activity
- ❖ *Level 2 – Improve:* evidence of improved quality of life as a result of activity – social benefits
- ❖ *Level 3 – Transform:* evidence of enduring change as a result of the improvements made to life – mind set and behavioural change

This report identifies the qualitative and quantitative data and evidence for each level: including data gathered from El Shaddai's internal reporting and stories of change articulated through the interview process.

Results

Introduction

The results of the primary and secondary research are presented here in line with the three levels of the *Depth of Impact* tool. Overall, the results show that, in line with the ripple effect model, El Shaddai 'connects' with sponsors, volunteers, family members and wider community members (the outer rings on the ripple effect model) and 'improves' and 'transforms' the lives of current children, former children, staff members and community members, interacting with them at a much deeper level (the inner rings on the ripple effect model). This is in line with El Shaddai's 4 tier approach of focusing on the children and communities above all else to bring "a childhood to those who never had one".

Level 1 – Connect

The focus of this first level is to report on the extent of the ‘*connection*’ that El Shaddai has made at a relatively ‘*light touch*’ level. This includes the people reached by an activity who can report some change as a result of the activity. As with the ‘*ripple effect*’ this level of impact often includes the largest amount of people as it mostly relates to indirect beneficiaries or stakeholders such as community members, volunteers and wider society. As a result, this level is often harder to define and calculate.

In terms of reach, El Shaddai has calculated that it has positively engaged with over 70,000 children through its various initiatives since 1997. In a typical day El Shaddai believe they help 2,500 children; through their homes, schools, day care centres and outreach programmes for the children abandoned on the streets of Goa. Over 1,000 children per year are currently in El Shaddai’s 6 schools and roughly 4,000 children have been through El Shaddai schools since 1997.

El Shaddai has impacted these children at a much deeper level than ‘*level 1 – connect*’, but they are the starting point for the ‘*ripple effect*’ that is in place. For example, one staff member and former student said, “*wherever you go in Goa there is an El Shaddai student who is helping others and referring them to El Shaddai*”. Through El Shaddai these children interact with other members of society such as sponsors, volunteers, and their family members (if they are from day care centres) and they help to bring joy, awareness and education to others.

Many of the children that are placed in the children’s homes at El Shaddai do not have parents or come from neglectful and abusive families in which it is not safe for them to live. Some of the children have been found abandoned in dustbins or wandering the streets begging from passers-by. However, El Shaddai also provide day care shelters for children to be looked after during the day while their parents work. There are currently 766 children attending day care centres and community centres every day. The centres provide a safe place for children to stay and the children are often enrolled in local government schools. Not only do the day care centres transform the lives of the children, they also, indirectly, have huge impacts on families living in the slums and on the streets. For example, a grandmother living on the street with her 4 grandchildren said, “*I feel happier knowing my children have the security of Little Acorns during the day*”. Another mother to a child who had been taken to the doctors by an El Shaddai outreach worker said, “*I will never forget this act of kindness in my life*”. For every child attending a day care centre and for each individual attending community centres across Goa, Chennai, Kerala and Karnataka their family members are impacted through this ripple effect. Knowing their children are getting a hot meal, a shower, and an education helps give peace of mind, gratitude and, for many parents, it allows them to go to work during the day to earn a living.

El Shaddai also connects with volunteers. El Shaddai attracts volunteers from all over the world from the UK, to Germany, to the USA. Since 1997 there have been around 1200 volunteers, with around 80-85 volunteers coming per year. One British volunteer said, “*it was one of the best decisions I’ve ever made*” and now he comes back every year to teach the children cricket. Another said, “*El Shaddai is a huge part of my life. It has given me a new purpose*”. All of the volunteers interviewed noted how

El Shaddai had given them a new lease of life, a new group of friends and a sense of satisfaction and gratitude. And for many of them the impact did not stop there. Their engagement with El Shaddai had spread to family members getting involved, local communities in the UK having quizzes and collection boxes, and one person's daughter had even raised money for El Shaddai instead of receiving wedding presents.

Sponsoring a child is another way in which El Shaddai engages with the wider community. Currently El Shaddai has 733 child sponsors from across the world and there have been 7000 sponsors since 1997. These sponsors are connected with a child supported by El Shaddai and their regular donations help to fund the majority of El Shaddai's activities. Sponsors receive a newsletter that keeps them informed on all the young lives their donations are transforming as well as hand-made cards and letters from their sponsored child. Sponsors that were interviewed spoke of how "rewarding" and "touching" the experience was and that, although they may never have been to India to see the child before, they felt deeply connected to them and the charity through these correspondences.

Another way in which people engage with the work that El Shaddai is doing is through events such as the Goa Marathon and SCAN India. The Goa marathon has been running since 2012 and has gone from 500 people taking part, to over 2,400 people taking part in 2018. El Shaddai's project 'SCAN India' provides advocacy, campaigning and counselling on child rights and juvenile justice. Awareness programmes on the prevention of child abuse, health and hygiene, prevention of sexual abuse, 'good touch and bad touch', and child rights have been conducted in 80 schools and around 50,000 individuals have been engaged with this since 2009.

In short, the achievement by El Shaddai at level one ('connect') is significant. El Shaddai engage with a wide range of people from different walks of life and different corners of the world.

Level 1: Summary

- ❖ El Shaddai has engaged with **over 70,000 children** since 1997
 - In a typical day El Shaddai help 2,500 children through their homes, schools, day care centres and outreach programmes
 - Roughly 4,000 children have been through El Shaddai schools since 1997
- ❖ El Shaddai impacts on **families** living in the slums and streets
 - There are currently 766 children attending day care centres and community centres every day
 - Family members have peace of mind knowing their children are getting a hot meal, a shower, and an education and it allows parents to go to work during the day
- ❖ El Shaddai also connects with **volunteers**, giving them a new lease of life, a new group of friends and a sense of satisfaction and gratitude
 - 1,200 people have volunteered with El Shaddai since 1997; last year El Shaddai had 82 volunteers.
- ❖ **Sponsors** find the experience "rewarding" and "touching"
 - El Shaddai has 733 child **sponsors** from across the world and 7,000 since 1997
- ❖ El Shaddai connect with **wider society** through events such as the Goa marathon and SCAN India
 - 2,400 people took part in the Goa Marathon in 2018
 - SCAN India projects have been conducted in 80 schools and around 50,000 individuals have been engaged with this since 2009

Level 2 – Improve

Through semi-structured interviews with students, staff members, and ex-students it is evident that El Shaddai has been able to achieve impact at an *'improve'* level. Stories of impact at this level focussed on: improved quality of life; improved life skills; and improved health and wellbeing.

Improved Quality of Life

El Shaddai aims to provide a childhood to children who never had one through *loving, caring and sharing*. The most significant impact that many of the participants cited was sense of *"love", "security" and "hope"* that El Shaddai has given to the children through their work. One volunteer said, *"the children get joy, a life, security, love and a faith"*, a member of staff said, *"the greatest impact is the feeling of being wanted, having someone that cares for them is very important"* and a current student aged 13 said, *"El Shaddai are like a family to me"*.

Many of the children have come from very difficult, damaging backgrounds and have never experienced security and love before. Some of the participants interviewed used to live on the streets and in slums with nowhere to call home. The police would often come and move them off the streets. Many of their parents were alcoholics and passed away when they were young leaving them orphaned. One staff member and former student at El Shaddai used to live in Mumbai. Her father passed away when she was 4 years old and her stepfather passed away when she was 11 years old. Unfortunately, her mother was an alcoholic and never showed her *"motherly love"*. She came to El Shaddai at the age of 11 with her 4-year-old sister. She said that she didn't know love until she came to El Shaddai and that she didn't even know how to smile. Now she *"feels like El Shaddai's daughter"*. They provided her with safety and opportunities that she never dreamed of having and now she feels it is her duty to help others so that no one has to go through what she went through.

Another way in which the children's quality of life has been improved is through extracurricular activities. When interviewing students from House of Norma and Victory House, they said that the best thing about El Shaddai is the football, cricket, basketball, table tennis, badminton, dance, singing, painting, tailoring, toys, library, computer, piano and the list goes on. The students are encouraged to play team sports and join in with activities teaching them new skills such as communication, teamwork, commitment and much more. The children gained a sense of belonging from being part of a team and achievement when they get to represent their school.



The girls from Rainbow house and House of Norma participating in cricket lessons run but a UK volunteer and basketball lessons on the new basketball court at Shekinah House.

Improved Life Skills

One of the ways El Shaddai achieves significant impact is through helping people improve their skills and develop their abilities. More specifically they impact three groups of beneficiaries: students, community members, and El Shaddai staff members.

One of the most important life skills the students that were interviewed had been taught through El Shaddai was how to speak English. Many of the children have come from all over India and they do not all speak a common language. If the children want a formal education, they will have to take their exams in English and English is very important for getting a job later in life especially in the service sector. One student said, *“Without El Shaddai I would not have spoken English or have an education. They have given me some amazing opportunities that are important for later life.”*

Other useful life skills that the students have been taught by El Shaddai include toilet training at a young age, reading and writing, respecting others, having goals and ambitions, being thankful for what they have, and helping others. These are all things that other children learn from their parents or guardians when they are growing up, but these children have not been given this chance. Indeed, one former student said, *“Without parents you can’t grow and become capable. El Shaddai guided me like parents”*. These lessons have improved the lives of the children living in El Shaddai care homes and attending El Shaddai schools and will make them more employable and more compassionate individuals in the future.

El Shaddai also directly impacts upon women attending community centres through the provision of activities that aim to enhance their life skills. Their aim is to level the employment field for disadvantaged women by providing livelihood options that enhance their economic status, freedom and dignity. El Shaddai offer computer classes, nursing training, tailoring workshops, beautician courses, as well as awareness talks on malaria, drug addiction, family planning and hygiene. 10,000 women have been involved with these workshops and training courses since 1997, and around 200 adults attend community centres per day.

El Shaddai also offers employment benefits to many people, especially former El Shaddai children. 13 of the 100 El Shaddai staff were originally El Shaddai children. One former student and current member of staff said, *“El Shaddai gave me opportunities to build my capacity. I never knew that I could look after 50 children by myself. They give you confidence. They train you in different areas which builds you for the future like managing, IT, and PR. You are not limited.”* El Shaddai leads by example, showing El Shaddai students that they can be successful when they grow up and that they will be able to earn a living. Other members of staff have also been nurtured and been encouraged to develop their skills. For example, the Headteacher of Shanti Niketan said, *“El Shaddai has improved my confidence...they have encouraged me to take up extra responsibilities and supported me along the way by training me in computer skills, writing, speaking on the phone and much more. Everyday gives you a new opportunity to grow.”* Additionally, another member of staff said, *“When I look back I was nothing and now I am something”*. The life skills imparted on these members of staff have changed their lives for the better. El Shaddai has generated a culture of respect and family within the staff team and this is apparent in the ways they work together and function as an organisation.



El Shaddai's staff leadership team

Improved Health and Wellbeing

More than one third of the world's malnourished children live in India and 48.2 million children are stunted as a result of malnutrition⁶. El Shaddai helps in this area by catering to thousands of children and families all over India. They provide nutritious meals to ensure that the children can grow up healthy and enjoy a happy childhood. 1,100 children are fed daily through the KhanaGhar initiative which is a centralised kitchen project that provides nutritious meals for all the homes, cottages and shelters in North Goa. Furthermore, El Shaddai's 'Manna' Meals on Wheels project, set up in 2013, is estimated to provide food for 300 people per day. This project has the slogan 'let no child go hungry' and it ensures that every child gets at least one hot balanced and nutritious meal a day. One Meals on Wheels recipient that was interviewed said, *"El Shaddai is helping me to survive. I cannot work so I don't have any money for food. It is expensive to get food"*. As well as improving the nutrition of these people, the Meals on Wheels also help El Shaddai's outreach workers build rapport with local communities and teach them about what El Shaddai do. This helps them to bring more children into the day care centres and shelters thus expanding El Shaddai's impact at the community level.



An El Shaddai staff member preparing the Manna Meals on Wheels in Panjim

⁶ Save The Children (2017) *Stolen Childhoods*. Available from: <https://www.savethechildren.in/sci-in/files/d1/d14f6726-6bca-431c-9529-ce3b316ea136.pdf>

Within the children’s homes El Shaddai are helping to improve the health of the children through regular check-ups and medication for those that need it. The children get vaccinations at a young age and doctors provide young children antibiotics and multivitamins. The lady in charge of these young children residing in House of Kathleen said, *“It is very important at this early stage to give the children immunity...otherwise they can get scabies due to lack of vitamins and hygiene”*. Without these interventions at a young age these children may be prone to illness later in life affecting their chance to live healthy, happy lives. All of the homes are equipped with first-aid medical kits and sick bays, and medical profiles and records of all the children are kept.

Furthermore, El Shaddai work with slum communities to improve health and wellbeing. Outreach workers conduct health and hygiene awareness camps, offer pre- and post-natal care, and educate men and women on the importance of family planning. One outreach worker that was interviewed said, *“Earlier this year I helped a 16-year-old woman give birth in the street because it was raining heavily, and she was unable to get to a doctors or to somewhere safe to give birth. Without me I don’t know what she would have done. I will never forget that day.”* The same member of staff has also helped many handicapped and mentally ill children from the slum by taking them to hospital and enrolling them in schools for special needs.



One of El Shaddai’s outreach workers visiting members of the Dessai Waddo slum to check on their health and wellbeing

Level 2: Summary

El Shaddai has improved the quality of life, life skills, and health and wellbeing of many individuals

❖ Improved Quality of Life

- El Shaddai provides love, security and hope to the **children** in its care; it is like a family to many of them
- Extracurricular activities provide the **children** with a sense of belonging and achievement

❖ Improved Life Skills

- El Shaddai teaches the **children** English and other skills such as reading and writing
- El Shaddai offer classes and workshops to **women** attending community centres. 10,000 women have been involved with these workshops and training courses since 1997, and around 200 **adults** attend community centres per day.
- El Shaddai offer capacity development and support to **staff members** and **former students**. 13 of the 100 El Shaddai staff were originally El Shaddai children.

❖ Improved Health and Wellbeing

- El Shaddai help to improve the nutrition of 1,100 **children** through KhanaGhar and 300 members of the **community** through ‘Manna’ Meals on Wheels every day.
- El Shaddai provide regular check-ups and medication for 340 **children** living in the homes. Outreach workers also conduct health camps in the wider **community**.

Level 3 – Transform

This level narrates how the research process generated evidence about enduring change. This includes changes in mind-set or behaviour. This level of change is often the hardest to achieve but definitely the most rewarding, sustainable and impactful. Interviewees showcased transformational change in terms of their circumstances and their perspectives.

Transforming circumstances

One interview participant was 5 years old when he came to El Shaddai. He was originally from Karnataka, a nearby state, and was bought up in a straw hut with 2 brothers and 3 sisters. His family were very poor and they could not afford to educate their children. They often did not have enough water to bathe and he would get cuts and wounds and he would be very dirty. One day Pastor Khemappa came to his village and through the church he was offered the help of El Shaddai. He was part of the first batch of El Shaddai children in 1997 and he came to El Shaddai with his sister. His time at El Shaddai completely transformed his life. He was able to have an education and a healthy, happy childhood. After going to college, he is a member of staff at Shanti Niketan school and his sister is working as an accountant in a hotel in Goa. Since he was a teenager, he had always dreamed of having his own house. Now, because of his job with El Shaddai, he has recently bought his own land and he has started building a house for himself and his family members. He feels proud and privileged to do this for his family. He has also helped to educate his family and has encouraged them to go to school. His story inspires them every day.

Another participant came to El Shaddai when she was 14. She had a bad childhood; her mother was not well and she was abused by her brother as she was an adopted child in the family. Eventually she ran away from home and was found by the police and brought to El Shaddai. When she arrived at El Shaddai she did not know how to read and write and she had never been to school before. She struggled at first but with a lot of support and guidance she learnt quickly. She became an El Shaddai trainee, working in many different aspects of the charity. She was also lucky enough to meet her husband through El Shaddai – a former student. He was one of the first batch of children to pass through El Shaddai and he is now working in a call centre. Together they have a 14-month old daughter. El Shaddai changed her life completely. It gave her strength and support and, most importantly, a family.

These success stories are just a tiny example of the ways in which El Shaddai has completely transformed the circumstances of disadvantaged children across the region. One member of staff said, *“The lives of the children have been transformed. The office is now run by them. If El Shaddai was not there they would be nowhere.”* Another said, *“the most significant impact is a complete transformation of lives. We can see a huge difference from start to finish”*. At least 300 children have gone on to college from El Shaddai and 150 obtained qualifications or university degrees. What’s more, 50 former students now have their own businesses and 15 are successfully working outside of India in countries such as Dubai, USA, and UK. One of the staff members said, *“Working at El Shaddai allows me to see the full story, from children starting out with no education straight from the slum,*

to successful, intelligent individuals". This change is enduring and has set these children up for life. The multidisciplinary way that El Shaddai nurtures these children from when they arrive to when they leave is to be commended.

Transforming Perspectives

Another significant impact of El Shaddai's work was the bringing together of people of different backgrounds and beliefs in an open and friendly environment. As a result of this, many of those interviewed spoke of having their perspectives changed, about themselves, their abilities, and their ambitions; as well as their perspectives of others. Matthew, the co-founder of El Shaddai said, *"I have met people from all walks of life, from the rich to the poor and from many different countries...It has made me a better person and challenged me to be more generous"*. India continues to be a country fractured by religion, caste and wealth. India's income inequality gap is widening with 73% of the wealth generated in 2018 going to the richest 1%⁷, and caste and religion-based violence still being a common occurrence with more than 165 million Dalits being subject to grave discrimination and abuse⁸. Yet, within El Shaddai these issues do not restrict the children from achieving great things. El Shaddai acts as a haven where children are given the tools to participate in society and help to make the world a better place. A UK trustee for El Shaddai said, *"They [the children] no longer feel like they are at the bottom of the pile. Their self-esteem has greatly improved. This is why sport is so important. It helps the children to believe in themselves and realise that they can achieve anything that they set their minds to. It has changed their mindsets and it has made it possible for these children to be successful and happy."* Furthermore, a former student and current member of staff said, *"I let them [the children] know that they can change their whole families and become a role model for their families just like I did"*. The children are constantly encouraged and as a result they report greater confidence, self-belief and self-worth.

And it is not just the children that report greater self-esteem as a result of El Shaddai. The staff members have also grown as people and their mindsets have been changed. Individuals shared stories of how, before working with El Shaddai, they might not have felt comfortable speaking with different types of people or working in a slum. But, through El Shaddai, they now feel more confident and have a deepened understanding on the hardships people face, giving them *"a language to connect with others"*, and encouraging them to *"develop empathy"* with a diverse range of people. This has changed individual's way of thinking and broadened their horizons.

El Shaddai have also transformed perspectives in relation to child protection and rights both at the individual level and also at a wider societal level. On an individual level, students are growing up knowing about their rights and the standards they should expect to avoid exploitation. They are taught about child rights by the counsellors and there are posters all around the school site with child line numbers to call and procedures to follow if the children feel uncomfortable. The school and

⁷ Oxfam (2018) *Reward work, not wealth*. Available from: https://d1tn3vj7xz9fdh.cloudfront.net/s3fs-public/file_attachments/bp-reward-work-not-wealth-220118-en.pdf

⁸ Human Rights Watch (2007) *Hidden Apartheid: Caste Discrimination against India's "Untouchables"*. Available from: <https://www.refworld.org/docid/45eebcdf2.html>

homes have suggestion boxes and security cameras to keep the children safe and the children are regularly asked how the staff are doing. In addition, staff members are trained on safeguarding before arriving and go through training every quarter to ensure that there is “no beating, no raising their voices and no talking about the child’s past”.



Child protection posters clearly presented in the entrance to one of the El Shaddai homes

Finally, students and staff members spoke about how El Shaddai gave them faith and bought them closer to God. One 9-year-old student from Victory House said. “El Shaddai changed my life because it taught me to trust in God”. El Shaddai is a Christian charity and it offers a place for the children to connect with a faith.

Level 3: Summary

El Shaddai has transformed the circumstances and the perspectives of many individuals

❖ Transformed circumstances

- El Shaddai has transformed the circumstances of disadvantaged **children** across the region
- At least 300 children have gone on to college from El Shaddai
- 150 children have obtained qualifications or university degrees
- 50 former students now have their own businesses
- 15 former children are successfully working outside of India

❖ Transformed perspectives

- The **children** report greater confidence, self-belief and self-worth as a result of El Shaddai
- **Staff members’** mindset have been changed, they have developed empathy and a deepened understanding on the hardships people face
- **Children** are growing up knowing about their rights
- **Students** and **staff members** have become closer to God and have a faith

Conclusion and Recommendations

Through gaining an understanding of El Shaddai and its impact, it is clear that it is a strong, mission-led organisation that has truly transformed the lives of the children it works with. The children are placed at the centre of everything that they do and this is evidenced by the 13 former El Shaddai children that are now staff members helping to inspire the next generation of changemakers.

From Meals on Wheels recipients to UK volunteers to children in Shanti Niketan school, El Shaddai is having a profound impact at a range of spatial scales and a range of different depths. This assessment has shown El Shaddai's ability to 'connect', 'improve' and even 'transform' the lives of its beneficiaries. El Shaddai has delivered inspirational, enduring and transformational changes in the lives of the current children, the former children, the staff members and the communities that they have engaged with. El Shaddai has very significantly improved the quality of life, skill development, and the health and wellbeing of individuals, whilst changing perspectives and transforming the circumstances of many underprivileged children in Goa. It has therefore contributed substantially to the Child Rights Act 2003/05.

Given this, it is vital that El Shaddai continue to make an impact on the lives of children in Goa and the surrounding states. Thus, Caplor Horizons has made a series of recommended steps based around their three strategic goal areas (see appendix 1). These are offered with humility, recognising the substantial achievements to date. They are also put forward with a sense of excitement, given El Shaddai's great potential. Caplor Horizons has made 10 main recommendations.

Strategic Goal 1: Improved Programmes

Two recommendations relate to this.

- ❖ *It is recommended that El Shaddai continue to support the after care of students; helping them to get work placements, providing opportunities to take training courses and potentially offering more vocational education opportunities.*

This is key if El Shaddai want to have 1,000 former El Shaddai children supporting the organisation by 2030.

- ❖ *It is recommended that El Shaddai continue to develop and expand El Shaddai's programmes.*

Growth is key to achieving El Shaddai's stated mission and strategic objectives and this could be specifically calculated and stated in specific % terms by a SMART analysis of their strategy. El Shaddai's model is to be commended and it would be beneficial for other children's charities to learn from El Shaddai to have greater impact.

Strategic Goal 2: Improved Organisation

Four recommendations relate to this.

- ❖ *It is recommended that El Shaddai should introduce a rolling programme of future strategic impact assessments*

Caplor Horizons considers it an important priority to have a further step change in the depth, breadth and quality of its impact analysis; specifically, it suggests that the next assessment takes place in 2020 so that the results can inform the next strategy cycle (from April 2021). This impact assessment offers a 'baseline' for future impact assessments.

- ❖ *It is recommended that El Shaddai develop their monitoring and evaluation systems and recruit a monitoring and evaluation officer.*

While rich, 'raw' data exists, including testimonials from children, sponsors and community members, it is not collected in an easily manageable state and it has not been synthesised clearly. Quantitative figures tend to be unclear as to how they were calculated and different figures are used in different reports. This is undermining the incredible work and impact El Shaddai is having. However, El Shaddai are to be highly commended for their annual audit process – over 20 different audits are conducted over the full range of activities coordinated by Agnel D'Souza.

- ❖ *It is recommended that capacity development of El Shaddai's leadership team and all others involved with its activities at every level is prioritised; this will help ensure it is best equipped to deliver the future strategy successfully.*

At a specific level, the Managing Director and Senior Leadership Team need to follow-up with, encourage and ensure the learning from staff workshops with Caplor Horizons is embedded in the team. This can be done by holding discussions with the key senior leaders and all the participants to ensure the progress made is not lost. It is up to the senior leaders of El Shaddai to integrate effective leadership practice into the El Shaddai's culture and 'the way we do things around here'.

- ❖ *It is recommended that the founders and managing director encourage distributed leadership among their senior leaders*

Matthew Kurian (Founder) and Julia Kurian (Managing Director) are at a key cross-roads point in which they wish to transfer and develop the leadership and management of El Shaddai over the next 2 years and thus they aim to empower the senior leaders of the organisation more fully and comprehensively to make their own decisions and take more responsibility for El Shaddai's organisational development

Strategic Goal 3: Improved Income

Four recommendations relate to this.

- ❖ *It is recommended that El Shaddai focus on ensuring their financial situation continues to be sustainable and that they develop their fundraising strategy from a holistic perspective which will meet the needs of the organisation as it grows going forwards.*

El Shaddai already have an effective fundraising team based in India and the UK but it is important that El Shaddai focus on strengthening the capacity of these teams.

- ❖ *It is recommended that El Shaddai diversify their fundraising streams*

Currently El Shaddai is predominantly dependent on individual donations and child sponsorships which leave them vulnerable to fluctuations and external shocks such as economic downturn. They need to diversify their funding streams to make them more sustainable. For example, identifying and approaching new corporate, trust & foundation and philanthropist donors, as well as researching and establishing income generating projects.

- ❖ *It is recommended that El Shaddai step up their networking and collaboration*

El Shaddai need to develop strategic relationships with new partners in order to improve their programmes and also to improve their income through the sharing of resources.


- ❖ *It is recommended that El Shaddai could improve the way they represent the organisation to external stakeholders to enable greater support and understanding of the significant needs faced*



El Shaddai students from Victory House aged between 8 and 14

Appendix

Appendix 1

Our Strategy on a Page			 <p>El Shaddai Loving ~ Caring ~ Sharing</p>
Our Vision A childhood for children who have never had one	Our Purpose To create a safe, secure and bright future for under-privileged children		
Our Slogan Each Child Matters	Our Mission To create homes, shelters, community centres and schools to transform children's lives		Our Call to Action We focus on under-privileged children. Growing inequality and increasing numbers of migrants means that more and more children are facing great hardship. The need for our programmes is increasing dramatically
Our Values Loving – Love the ones that some people consider unlovable Caring - Care for the ones that no one else cares for Sharing – Share the goodness of people and God.			
Our Three Year Strategy – 2018/19 to 2020/21			Our Envisaged Future By 2030 we will have... <ul style="list-style-type: none"> • A reputation for being an inspirational role model • Eight child centred schools • An aftercare support programme for children • An Adoption Agency • Day Care and Shelters in around 5 more States of India • A Counselling and Rehab centre for substance misuse and trafficked children • A Shelter and Training centre for vulnerable women • 1,000 ex students supporting the organisation through volunteering, sponsorship and advocacy • Diverse and sustainable income streams, including successful income generating projects.
Goal 1: Improved Programmes We will improve the programmes we are carrying out in... <ul style="list-style-type: none"> ▪ 3 Schools ▪ 7 Homes ▪ 3 Shelters and 5 Community Centres 	Goal 2: Improved Organisation We will improve the organisation by focusing on... <ul style="list-style-type: none"> ▪ Monitoring, Evaluation, Impact and Learning ▪ Capacity Development ▪ Operations and Systems 	Goal 3: Improved Income We will improve our income by concentrating on... <ul style="list-style-type: none"> ▪ Increasing and diversifying funding ▪ Stepping up networking and collaboration ▪ Strengthening communications 	

El Shaddai's 'Strategy on a Page' created in partnership with Caplor Horizons to articulate El Shaddai's three year strategy 2018-2021