

Viva India

Annual Report 2021-22



Viva Delhi Network Gathering

Viva India
Plot 2, A-3 Local Shopping Centre, Janakpuri
New Delhi - 110058

From the director's desk

The Viva India Trust was registered in 2008 and is operating in the cities of Delhi, Dehradun, Patna, Ranchi, Hyderabad, Bengaluru and Shillong. Viva India is passionate about releasing children from poverty and abuse. Viva's mission is to grow locally led networks who are committed to working together so that children are safe, well and able to reach their full potential.

Since 2010, Viva India has trained 340 NGOs and projects on writing their child protection policy. HR policy, financial accountability, governance, project planning and child rights. Another 70 organisations are participating in Viva's organisation development programme in 2022.

Responding to the Covid Pandemic, Viva started relief distribution of food supplies, health and hygiene products, and cash transfers for families at the margins. From April to July, Viva India networks distributed relief to 2579 households benefiting 6496 children and 4334 adults. The Viva Phone mentoring programme provided socio-emotional support to over 5487 families in the cities of Delhi, Dehradun, Patna, Ranchi, Hyderabad, Bengaluru, Shillong and Pune during various phases of covid from 2020 to 2022. With our experience on child protection training and the new phone mentoring resources, Viva completed the online child protection training for 310 teachers and NGO staff. We also conducted child protection and online safety webinars for 721 teachers in partnership with other NGOs.

Prior to the lockdown many Viva network partners were running schools and learning centres for children from marginalized communities. When in-person school and learning centres started re-opening in November 2021, teachers, parents and children felt a great need for catch-up learning. However, with the omicron outbreak the schools closed again in January 2022. As most children from marginalized families did not have the means for online classes, these children had a gap of eighteen months of school, as a result they need a lot of catching up to do to be able to read and write at their age-appropriate level.

To help more schoolteachers, counsellors and NGOs, Viva India developed an online learning management system (LMS) platform. On the LMS platform Viva has up the online child protection course, Flourish - the teens life skills mentoring programme, and lesson plans with worksheets for Pre-K to grade 5 (based on the NCERT syllabus) under the Viva Teacher Support Programme (TSP). The list of Viva online resources can be viewed on the Viva India LMS website (<https://lms.viva-india.org>).

Our intent is to help schools and childcare institutions to access and make use of the Viva resources on child safety, child learning and counselling children. Our mission is to partner with organisations and individuals to keep the children of India safe, learning and thriving.

Gary Kamaal
Director, Viva India

August 2022

Children are Learning: Teacher Support Programme and Learning Centres

Prior to the lockdown many Viva network organizations were running learning centres for children from marginalized communities. These centres have tuition classes for children to catch-up on their numeracy and literacy.

When in-person school and learning centres started re-opening in November 2021, teachers, parents and children felt a great need for catch-up learning. However, with the omicron outbreak the schools closed again in January 2022. As most children from marginalized families did not have the means for online classes, these children had a gap of eighteen months of school, as a result they need a lot of catching up to do to be able to read and write at their age-appropriate level.

Viva India has a team of teachers and IT people to create and distribute online lesson plans for assisting teachers to help children catch up on their learning. This programme is called the Teacher Support Programme (TSP). The TSP work is in progress to write early year online lesson plans for catch-up learning centres and also on creating lesson plans for grade 1 to grade 8 based on the national curriculum for schools in India.

Ranjna, a Delhi based teacher of the TSP says, *“Now we understand student engagement, lesson plans and the student learning outcome framework. TSP will provide us online teaching resources that we can use for in-person and online teaching if there will be another lockdown”.*

At the Patna learning centre, teacher – Nisha, talks about a grade 3 girl and her 2 siblings who study at the learning centre. Nisha, say, *“the mother has noticed significant improvement in Hindi, Maths and English for her children.”* She adds, *“they don’t loiter in the street as before but spend time on their study. Another 7-year-old at the learning centre, Suman, started with basic numbers, now she can recite the 12 times table.”* Nisha says, *“many children prefer attending the learning centre but they did not like going to school. I spoke about the discipline of attending regular school to the children, now these learning centre children attend school regularly.”*



Teacher training at Delhi



Learning centre - Patna

The teacher and social worker, Venkat in Hyderabad, is managing the catch-up learning centre. Most children at the learning centre are from migrated families in North India. Venkat says, *“When children come to Hyderabad, like *Dandir a child of grade 7, he is very afraid of the new city. After joining the learning centre, he made friends. Now he is happy to play and study with friends. Like Dandir there are many children who have had a positive influence on their life after joining the learning centre.”* Venkat says, *“We council and encourage them to speak up at the leaning centre. It takes time for children to feel comfortable, but they do when we encourage them.”*

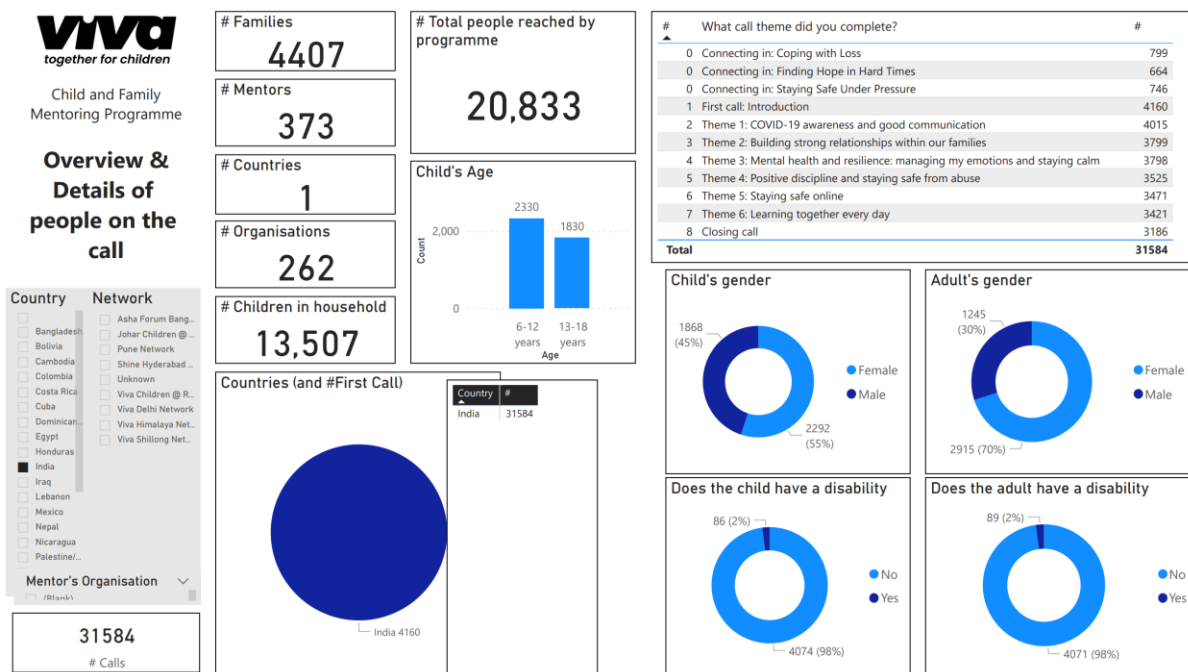


Hyderabad learning centre

A total of 22 teachers in Dehradun and Delhi were trained to create online lesson plans for catch-up learning. There is an immense felt need to start educating children who are left behind. At the learning centres, most teachers continue with traditional teaching methods, however the Dehradun network schools, Sneha and Shifa, have enrolled 122 children from grades 1 to 3 into the new Viva learning programme. Using a mix of traditional and online resources the Delhi learning centre has 80 children enrolled, while at Hyderabad has 70 children and at Patna 60 children at two centres. After the Viva network learning centres reopened in November 2021, a total of 332 children are benefiting from the project.

Children are Thriving: Family phone mentoring and Flourish life-skills for teens

The Viva Phone mentoring programme is in progress from August 2021. This programme has provided psychosocial support to 13,507 children and 7,329 parents in Viva network locations of Delhi, Dehradun, Patna, Ranchi, Hyderabad, Bengaluru, Shillong and Pune.



The Phone Mentoring dashboard of January 2022

The phone mentor Anita recalls, *"I called a family with a plan to speak to them on the theme 'being a strong family during covid'. I spoke to the father in the family, after briefly talking to him on the theme, to my surprise, he started sharing that over the years he has been dominating his wife and children in the house, acting as the head and boss of the family, to gain respect and honour from them. This opened an opportunity to share with him how to have a cordial relationship with his family. We discussed that his behaviour may keep his wife and children distant from him. A week later, when I called him back to know how he is doing, in a teary voice, he shared how beneficial my counsel was for him and that he started putting it into practice. He saw an immediate change in the behaviour of both his wife and children. They had become more loving and joyful. Not only did they respect him more, but he experienced the love of a father and a husband from his family. Previously, the children feared him whenever he returned from the office, but now as soon as he is home, the children run to get him a glass of water and sit in his lap. His wife is very happy too and extremely thankful for the counsel"* Anita says it is a wonderful programme and she is thankful to be the instrument for bringing a change in the lives of children and families."

Children are Safe

The online child protection course is available in Hindi and English on the LMS platform. Since education was online for almost two years, internet safety was a big concern. In 2021, we included the Internet safety element to the online course. With new laws to prevent foreign grants into India and as taxes on training services are a new regulation for NGOs in India. Viva India had to apply for the goods and services tax (GST) registration before it could promote the online training. In January 2022, Viva India received the goods and services tax license and applied for the GST account. The hope is to earnestly promote the online child protection training in compliance with laws regulating NGOs. Meanwhile, 144 community workers, 60 school staff and 24 NGO workers were trained in-person on child protection along with 165 people who did the online child course. Close to 400 people have been trained on child protection.

The feedback for the online child protection course has been very positive. Ms. Betty George, says, *"Good in-depth knowledge of safeguarding a child was shared. Clarity regarding child rights and responsibilities."* Seraphina Peter adds, *"The information that was provided was very detailed and was explained to us in a simple manner. The Online Child Protection Training was very amazing, informative, and packed with a lot of knowledge. It helped us to learn and enlighten more on child protection"* and Ranjeet Kumar Prakash writes, *"The Child Protection Training was up to the mark. Good job shall try to communicate with more and more people."*

Networks plan the Children's Good Treatment Campaign (GTC) every year on 14th November, a date when children's day is celebrated in India. This year 17,469 people pledged to treat children well across network locations and online. After the GTC session at the Little Champs high school, Vincent, the network coordinator, recalls what the school teachers had to say, *"for the first time in the history of the school we heard about the importance of good treatment for children, child rights, abuses and safety of children and teachers."* The network trainers were invited to do the good touch and bad touch session for 160 children from grade 6 to 10. A day after the session *Darisa, a 13-year-old, informed the school principal about abuse and ill treatment from her own brother. Both, Darisa and her brother, were counselled. Now their relationship is reconciled. Suman a teacher says, *"this is the very first time I have come to know that children have rights and the need to treat children well."*



Children with their good treatment cards and pledge signup sheet

Covid Emergency Response Programme (CERP)

The second Covid 19 wave in April 2021 was like an apocalypse around us. Every day our close and near ones were falling prey to the virus and losing their lives in their battle against Covid. It was beyond worrisome – alarming and painful. Viva Delhi Network looked at the needs of ailing families to understand how best to help them, we came to understand the following needs:

- 1. Emergency medicines, oxygen cylinders, oxygen concentrators, hospital beds, ambulance and meals for the affected families.**
- 2. Psychological support to be strong and positive as one goes through a truly emotional and psychologically painful experience doubting the future of existence**

The strategy and plan ahead

The Viva Delhi network along with NGO partner put together three teams:





The first team manned the CERP helpline that received calls for help from the patient’s attendants.



CERP Helpline 9910225433 / 9667746488 / 7982780674 (9am to 6pm)

The CERP team will help covid infected families with

- connecting to a covid counsellor or a doctor
- delivering essential supplies to their home
- information on the availability of medicine
- Information about oxygen supply and hospital beds

			
Appointments	Medications	Social	Groceries
<p>CERP mentor will contact a doctor and see if you are able to do a remote appointment.</p> <p>Or refer you to a local medical helpline.</p>	<p>CERP mentor will inform the pharmacy on any medication and medical equipment you may need and arrange to pick and deliver them.</p>	<p>Reach out to the CERP mentor on the phone for help and information.</p> <p>Stay properly informed but limit media exposure.</p>	<p>We will work with the local store to arrange for your groceries and meals to be delivered to your home instead of you having to organise these.</p>



The second team gathered information and maintained a database on the availability of hospital beds, medicine, meals for families, oxygen cylinder, oxygen concentrators, doctors, psychologists, mentor and ambulance.

The third team delivered medical supplies and food to the patients.

CERP Delhi: At the end of 10 days of preparation, the Delhi CERP team commenced the covid helpline for patients in the city of Delhi. The news of the CERP programme spread to other network cities. The city networks of Bangalore, Pune, Patna and Dehradun also desired to implement CERP. The Delhi CERP team trained these networks and their volunteers online. Towards the second half of May, CERP was running in Viva networks of Delhi, Bangalore, Pune, Patna and Dehradun.

Despite all the logistics being in place there were not enough beds in the hospital with oxygen supply. The Delhi CERP team decided to purchase 40 oxygen concentrators for the 5 network cities. The oxygen concentrators were a relief for CERP teams. CERP teams identified doctors from hospitals to provide zoom consultations for home based covid care of patients. This reduced the burden on the hospitals.

CERP Dehradun: In the Dehradun network six NGOs joined hands together to implement CERP. Kinderhilfswerk Society (KHW) –organised cash transfers for purchase of medicines and rations. The Landour Community Hospital distributed dry food supplies. Society for Nurture, Education and Health Advancement (SNEHA) distributed dry food supplies and medicines to families in the slum community. Rupantaran volunteers managed 8 oxygen concentrators. Agnes Kunze Hope Society (AKS Hope). organised a community kitchen for giving meals to Covid affected families. Two mentors for CERP were from AGAPE and Aeternumgrace helped in preparation and distribution of PPE kits and masks to CERP volunteers.

CERP Bangalore: Rhoumai Missions joined the Bangalore CERP programme to distribute oxygen cylinders, oximeters and also concentrators. A transport company helped in transporting covid patients to the hospital and distributing food and medicine to the patients. Subsequently, Good Quest Foundation, Glow Ministries and WORDS joined the CERP initiative in Bangalore.

CERP Patna: In Patna, nine NGOs came together to implement the CERP programme in the city. Asian Sahyogi Sansthan Patna provided 4 volunteers to distribute food and medicines. Agape Charitable Trust gave their place to store resources. NESWSD managed oxygen supply needs for patients. Emanuel Charitable Trust provided an ambulance with two volunteers. Grace Foundation provided two people who coordinated medical supplies and one volunteer for the patient helpline. St. Xavier Institute of management & technology Digha provided three volunteers and dry food packets. 24x7 Ministries provided masks for volunteers. Shalom for Society managed the database for CERP Patna and a volunteer from Crosswalk Mission Society joined the CERP Patna team.

CERP Pune: The Pune network put together a team of 24 volunteers. The CERP Pune team identified 90 people affected by Covid in Pune slums, of these 28 had lost a family member to Covid. The CERP team received the news that the orphan home of Mukti Mission, with 400 children, women and workers were at high risk of covid since 103 people at Mukti Mission were already infected with Covid. The Mukti Mission is 60 km from the city, in a secluded location, they didn't have access to already stretched medical facilities in Pune City. CERP volunteers reached Mukti Mission with oxygen concentration, oximeters, medicine and health supplements.

Testimonies from CERP beneficiaries

"My name is Chandrshri Thapa. I was diagnosed positive from Covid in June 2021. It was the most difficult and scary time of my life. I could not breathe and felt that I would suffocate and die. I did not want to go to the hospital. When I had covid I was having difficulty in breathing and through somewhere my son got to know about CERP that I can get help from them. So, my son contacted them and in One-hour CERP team came with a concentrator and after using the concentrator for some time

I felt better. I want to thank the team and the people who came and helped me in that situation when no one was coming near to me due to Covid.”



One of the CERP’s beneficiaries, Rajkishor Kumar from Patna in his testimony said, *“two weeks ago I tested covid positive, I started medication at home, but my condition became worse, I had difficulty in breathing and other medical problems started. My wife and elder daughter also tested positive. Being a daily wage earner, it was really a hard time for me to survive. A week back, I received a call from a CERP team member and he asked a question which no one asked me before, “Brother do you need any help, our team is here to help you. I felt like someone cares for me and wants to protect my family. They arranged a hospital bed for me and medicine for my family. They also provided us with dry grocery supply for a month. They supported me in way of finances to cover my hospital bills. I am still in the hospital recovering and the CERP team is caring for my family. They have helped us like we are their family, may God bless the team abundantly.”*

	CERP Project	Number of people
1.	Number of people who received emergency medical support (ie. Oxygen concentrators, ambulance services, doctor referrals, hospital bed, blood/plasma, emergency medicine)	223
2.	Number of people who received medicine kits to build better immunity	427
3.	Number of families who received food supplies / food bags or cash support from May 2021 to October 2021	1523
4.	Number of deaths recorded in CERP	23



FORM NO. 10B

[See Rule 17B]

**Audit Report under section 12A (b) of the Income-tax Act, 1961 in the case of
charitable or religious trusts or institutions**

We have examined the balance sheet of THE VIVA INDIA TRUST AABTT5439M [name and PAN of the trust or institution] as at 31/03/2022 and the Profit and loss account for the year ended on that date which are in agreement with the books of account maintained by the said trust or institution

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of the audit. In our opinion, proper books of account have been kept by the head office and the branches of the above-named trust visited by us so far as appears from our examination of the books, and proper Returns adequate for the purposes of audit have been received from branches not visited by us subject to the comments given below:

NIL

In our opinion and to the best of our information, and according to information given to us the said accounts give a true and fair view: -

- i. in the case of the balance sheet of the state of affairs of the above-named trust as at 31/03/2022
- ii. in the case of the profit and loss account, of the profit or loss of its accounting year ending on 31/03/2022

The prescribed particulars are annexed hereto.

Place :NEW DELHI
Date : 29/09/2022
UDIN : 22081146AXLQAO9395

For K L C AND CO.
Chartered Accountants


(KRISHAN LAL CHHABRA)
PARTNER

Membership No: 081146
Registration No: 002435N





THE VIVA INDIA TRUST
PLOT NO-2, A3, LOCAL SHOPPING CENTRE, 2ND FLOOR, JANAKPURI, NEW DELHI - 110058
CONSOLIDATED ACCOUNT
INCOME & EXPENDITURE FOR THE YEAR ENDING 31ST MARCH 2022

EXPENDITURE	AMOUNT (₹)	AMOUNT (₹)	INCOME	AMOUNT (₹)	AMOUNT (₹)
ADMINISTRATION EXPENSES			VOLUNTARY CONTRIBUTIONS & DONATIONS		9350916.45
Accounting Charges	302316.00		BANK INTEREST		87987.00
Audit Fees	57230.00		EXCESS OF EXPENDITURE OVER INCOME TAKEN TO BALANCE SHEET		1978705.55
Bank Charges	2089.00				
Board Meeting	9305.00				
Computer Repairs & Maintenance	2299.00				
Electricity & Water Charges	9798.00				
Hospitality & Refreshment	6680.00				
Interest & Penalties	405.00				
Legal & Professional Charges	23600.00				
Postage/Telephone/Internet	2380.00				
Printing & Stationery	25199.00				
Registration Charges	11500.00				
Rents Paid	296180.00				
Repairs & Maintenance	1094.00				
Travelling & Conveyance	59199.00				
Website Maintenance	23613.00	832887.00			
PROJECT EXPENSES					
Annual Staff Meeting & Consultants Meeting in UK					
Boarding & Lodging	25636.00				
Repairs & Maintenance	8498.00				
Travelling & Conveyance	152418.00	186552.00			
Banglore Network Expenses					
Child Protection Training	1180.00				
Children's Party	5000.00				
Girl Child Flourish Life Skills	5150.00				
Good Treatment Campaign	5449.00				
Phone Monitoring/Family & Child Programme	50300.00				
Postage & Telephone	285.00				
Professional Expenses	485000.00				
Repairs & Maintenance	2000.00				
Travelling & Conveyance	486.00				
Welfare Expenses	42500.00	597350.00			
Dehradun Network Expenses					
CERP Project	1000.00				
Children's Party	22260.00				
Education Project	55658.00				
Good Treatment Campaign	9840.00				
Boarding & Lodging	5308.00				
Professional Expenses	395000.00				
Rents Paid	346500.00	835566.00			
Delhi Network Expenses					
CERP Project	95580.00				
Child Protection Training	472310.00				
Children's Party	81827.00				
Covid 19 Relief Expenses	55300.00				
Education Project	86576.00				
Girl Child Monitoring Programme	31000.00				
Phone Monitoring/Family & Child Programme	133250.00				
World Weekend Programme	12900.00				
Boarding & Lodging	33598.00				
Honorarium	37500.00				
Medical Expenses	7400.00				
Online Training Programme	53100.00				
Online Vecteezy/Vimeo/Bubble Subscription	66468.00				
Online Zoom Subscription	25176.00				
Postage & Telephone	16322.00				
Professional Expenses	3567000.00				
Repairs & Maintenance	109741.00				
Travelling & Conveyance	54439.00				
Welfare Expenses	110566.00	5050053.00			






Hyderabad Network Expenses

Child Protection Training	39378.00	
Children's Party	24487.00	
Covid-19 Relief Expenses	33000.00	
Good Treatment Campaign	6013.00	
Phone Monitoring/Family & Child Programme	531900.00	
Professional Expenses	401000.00	1035778.00

Nainital Exploration Expenses

Staff Retreat Expenses	102072.00	
Boarding & Lodging	48202.00	
Honorarium	48500.00	
Medical Expenses	2650.00	
Printing & Stationery	27100.00	
Professional Expenses	96660.00	
Rents Paid	126000.00	
Repairs & Maintenance	5276.00	
Travelling & Conveyance	127051.00	583511.00

Patna Network Expenses

CERP Project	44941.00	
Child Protection Training	38624.00	
Children's Party	16000.00	
Girl Child Monitoring Programme	39700.00	
Good Treatment Campaign	64473.00	
Online Safety Campaign	6000.00	
Phone Monitoring/Family & Child Programme	119350.00	
Honorarium	40000.00	
Postage & Telephone	2317.00	
Professional Expenses	725000.00	
Repairs & Maintenance	500.00	
Travelling / Conveyance	2400.00	1099305.00

Pune Network Expenses

CERP Project	73969.00	
Children's Party	39900.00	
Professional Expenses	170000.00	283869.00

Ranchi Network Expenses

Children's Party	20000.00	
Good Treatment Campaign	20000.00	
Phone Monitoring/Family & Child Programme	141450.00	
Professional Expenses	365000.00	546450.00

Shillong Network Expenses

Child Protection Training	14000.00	
Children's Party	26020.00	
Phone Monitoring/Family & Child Programme	12020.00	
Professional Expenses	245000.00	297040.00

LOSS ON SALE OF ASSETS 4176.00

DEPRECIATION 65072.00

11417609.00

11417609.00

PLACE : NEW DELHI
DATE : 29.09.2022

[Signature]
CHAIRMAN

SECRETARY

[Signature]
TRUSTEE

Subject to our separate report of even date for K L C & CO. CHARTERED ACCOUNTANTS

KRISHAN LAL CHHABRA
PARTNER

Membership No. : 081146
FRN : 002435N
UDIN :

29/9/22

THE VIVA INDIA TRUST
PLOT NO-2, A3, LOCAL SHOPPING CENTRE, 2ND FLOOR, JANAKPURI, NEW DELHI - 110058
CONSOLIDATED ACCOUNT
BALANCE SHEET AS AT 31.03.2022

LIABILITIES	AMOUNT (₹)	AMOUNT (₹)	ASSETS	AMOUNT (₹)	AMOUNT (₹)
GENERAL FUND			FIXED ASSETS		256317.00
Balance as per Last Balance Sheet	3107872.61		As per Schedule "A"		
Less: Excess of Expenditure Over Income during the year	<u>1978705.55</u>	1129167.06	LOANS & ADVANCES		294386.00
Current Liabilities			SECURITY DEPOSITS (RENT)		159000.00
Accounting Charges Payable		2135.00	TDS RECOVERABLE		4000.00
			CASH & BANK BALANCES		
			Cash in Hand	1037.00	
			Cash at Bank (Indian Bank - Local Account)	265620.85	
			Cash at Bank (State Bank of India-FC Account)	66149.42	
			Cash at Bank (Indian Bank - FC Account)	<u>84791.79</u>	417599.06
		<u>1131302.06</u>			<u>1131302.06</u>

PLACE : NEW DELHI
 DATE : 29.09.2022

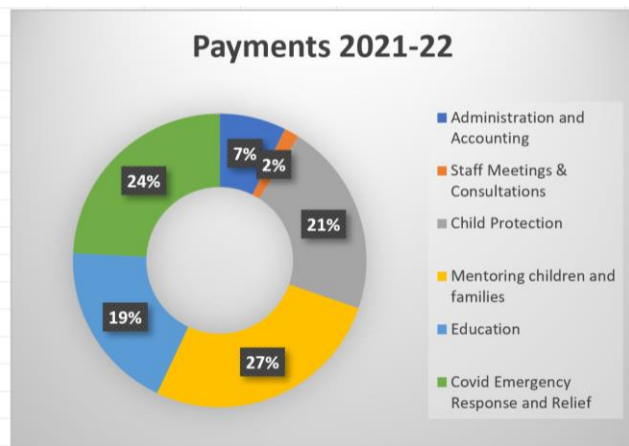
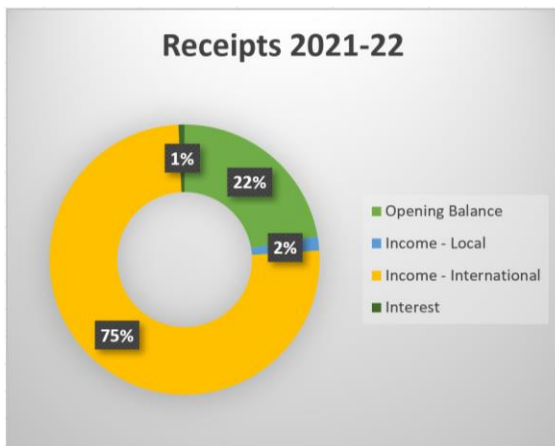
[Signature]
 CHAIRMAN

[Signature]
 SECRETARY





[Signature]
 TRUSTEE

Subject to our separate report of even date for K L C & CO. CHARTERED ACCOUNTANTS

[Signature]
 KRISHAN LAL CHHABRA
 PARTNER
 Membership No. 081146
 FRN : 002435N
 UDIN :
 29/9/22



Viva India Team

			
<p>Gary Kamaal Director</p> <p>Gary Kamaal has experience of working in the profit sector and the non-profit. He worked at Asha Society prior to joining Viva India.</p>	<p>Ameeta Bahadur Viva Consultant, Dehradun</p> <p>Ameeta has several years of experience working with non-profit organisations, both national and international, in the area of community development, education, livelihood, disability and disaster. She is also a certified trainer in Child Protection and Leadership Management skills.</p>	<p>Manoj Masih Network Coordinator, Delhi</p> <p>Manoj Masih has experience in marketing and administration before joining Viva India.</p>	<p>Vincent Kumar Dasari Network Coordinator, Hyderabad</p> <p>Vincent has experience in the income generation projects for the social organisations and coordinating events.</p>
			
<p>Premchand Hembrom Network Coordinator, Ranchi</p> <p>Premchand has experience of mobilising organisations and communities on social work prior to joining Viva India.</p>	<p>Mukund Singh Network Coordinator, Patna</p> <p>Mukund has over a decade year of experience in health education and adolescent health training.</p>	<p>Santa Sylvia Network Coordinator, Bangalore</p> <p>Santa has been working with Viva since 2012. She holds a masters Degree in Sociology and is pursuing PHD in Sociology (Child Protection).</p>	<p>Wanskhemlan Marbaniang Network Coordinator, Shillong</p> <p>Wanskhemlan has a Master's degree in Theology. For the past 7 years he has been actively engaged in mentoring and teaching children.</p>
			
<p>Alisha Silas Network Coordinator, Pune</p> <p>8 Years of experience as a Project Coordinator at a NGO in Pune. Studied and trained as a Counselling Psychologist and is currently Studying LLB.</p>	<p>Michelle S IT and Communications</p> <p>Over seven years experience in the IT Management/Training and Marketing sector.</p>	<p>Preeti Masih Life Skills Coordinator</p> <p>Preeti has experience in mentoring and providing life skills training to children and teenagers.</p>	<p>Meenakshi Bora Edtech Specialist</p> <p>Meenakshi has 24 years of experience in education. She strongly believes that inquiry and play based learning is essential to develop the whole child so that every student can reach her or his optimum potential.</p>