

ANNUAL REPORT

NURTURING A MURMURATION OF EDUCATION LEADERS

April 2021 - March 2022



Foreword

"As we look ahead into the future, leaders will be those who empower others" Bill Gates

The past couple of years have been both a reason to celebrate and reflect. Celebrate - the journey all of us have had despite the daunting challenges of a deadly pandemic. The milestones we crossed and the belief we restored in the power of leadership and collaboration. Reflect - On the learning we had and ways to leverage the same for years to come. Creating an enriching learning experience for all children has been at the centre of all our interventions. While as people we were learning to deal with the pandemic ourselves, as advocates of enriching education, we also explored a plethora of approaches to strengthen the system. The journey we had as an organisation in the past year has been a re-affirmation in the potential of education leadership to transform 350 million children who are dependent on 1.5 lakh government schools in India. Over the last year, we witnessed stories of transformation that effective leadership brings about in education.

Be it the capacity building journey that 360 lakh block education officers embarked upon in Uttar Pradesh or the institutional strengthening process that 66 Training Education Institutes in Bihar have committed to, the outcomes have instilled our faith in the work we do and why we do it. The 30,000 reading corners set up at houses of Tumkur and Anekal through the initiative of Education leaders and Pragatiya Hejje - the showcase of unique school improvement solutions in many clusters of Bengaluru speaks volumes about the potential of what a few committed leaders in the system can accomplish.

As we look back into last year's journey, we are grateful to all our partners and supporters for continuing to believe in our work and our larger community - the education ecosystem for amplifying our dream of education equity.

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Our Vision

Every child receives an enriching learning experience



Our Mission

Enabling education leaders to drive sustainable and continuous improvements across 1.5 Lakh schools by 2025.



What does it take to transform the reality for 350 million children?

India ranks 2nd in weakest performance for Grade 2-Reading levels

About 42% of students end up dropping out of school at the high-school level.

18 out of 28 Indian states register subpar performance on 100 indicators set by the UN for quality education.



Our Approach



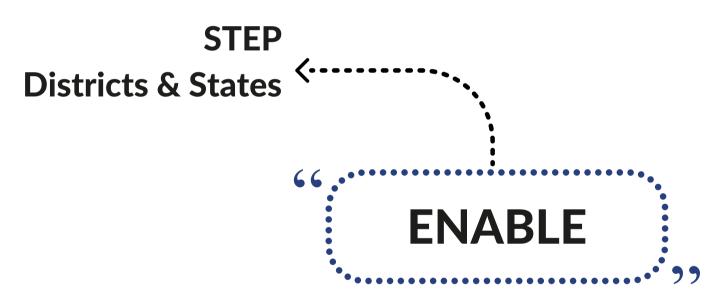
3 Year Incubation program for early stage non- profits to strengthen them and further our cause of ed-leadership



Nurture a network of partners towards collective change



Our design & research lab to feed contextual solutions for grassroot challenges in the education ecosystem

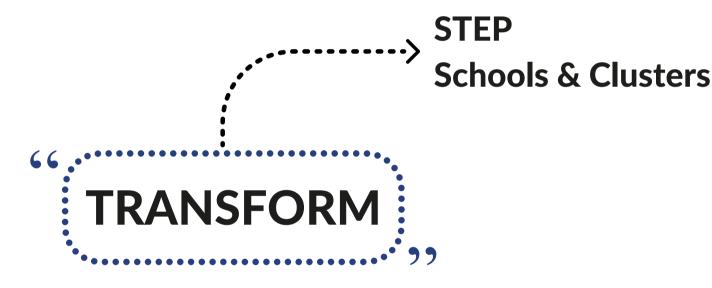


Co-creating state mission and programs and Synergize efforts across nation, state, and districts



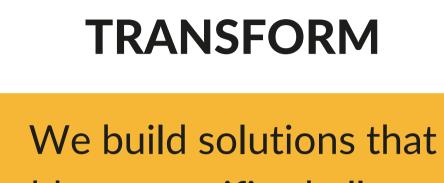
One STEP at a time
School Transformation and
Empowerment Project

Our flagship program that addresses challenges and demonstrates solutions at school, cluster, district & state levels



Enabling strong understanding of ground realities and Leadership capacity enhancement





address specific challenges and gaps that influence the functioning of schools by providing an array of programs such as teacher support, school leadership development, community engagement through Parent-Teacher Meets, Resource Center Revivals and setting up Learning Spaces at Home.



We partner with organisations at district, state, and national levels like State Education Departments, State Council for Education Research and Training (SCERT), District Institutes for Education and Training (DIETs), to co-create solutions aimed at improving school-level practices in a holistic manner.



We nurture the education ecosystem to amplify the focus on school improvement by enabling civil society organisations (through our incubation program - EduMentum) and sharing research and resources (through our research and design lab -CoLab).

Transformed Schools- A Sneek Peak into last year



Vibrant Classrooms



Invested Community



Supported Teachers



Committed Leaders

Nali Kali Classrooms

300+ Classrooms revived into vibrant print rich spaces in Anekal

Home Learning Spaces

30,000 learning spaces set up by leaders through investing parents

Cluster Resource Support

Cluster leaders
holding spaces for
teacher
development

Leadership Development -UP

1,35,000 school leaders took upskilling courses & explored projects

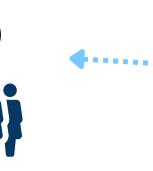
PUNJAB

19328



800





UTTAR PRADESH

135000







BIHAR

69573





Schools Leaders

KARNATAKA

Our Presence

3557

268



Leaders



ANDHRA PRADESH

45000



7500

Schools

Leaders

What constitutes as an effective School Improvement?

CHILD CENTRIC



Central focus on children's

development

SCHOOL AS UNIT OF CHANGE



The entire school comes together to contribute to children's development



Support systems such as

community, education departments, local leaders committed children's development

AT MANTRA - WE FOCUS ON

PLANNED CHANGES IN EDUCATION

FOCUS ON STUDENT OUTCOME

DEVELOPING SCHOOL'S CAPACITY

FROM SOLVING TO SCALING 2021-22



TRANSFORM

Identifying critical challenges on ground and designing effective solutions

ENABLE

Co-Creating solutions with education leaders effective at a State levels.

INSPIRE

Amplifying the solution to suit challenges at scale

30,000

Learning spaces set up at home in Tumkur & Anekal

3700+

Students in Karnataka utilised learning resource kit

300+

Nali Kali - print rich classroom developed

56

Cluster Resource Centres in Tumkur revived

360+

Block Education Officers in UP embarked on the capacity building path

71%

State Resource Groups in UP conducted virtual PTM

44000

Headmasters enrolled for "Padhe Bihar, Badhe Bihar" project on DIKSHA

119

teachers of APREIS attended teacher induction program

9

Organisations incubated through EduMentum to accelerate transformation

2

Contextual and reusable solution packages developed and disseminated on school reintegration and mentoring solutions



Our Interventions

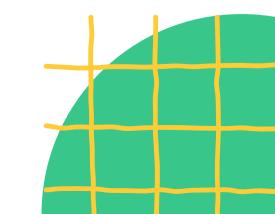


STEP - Schools & Clusters

Our flagship program - School Transformation and Empowerment Program primarily focuses on working closely with schools and clusters for improving the quality of education through intentionally planned continuous improvements across schools in India. STEP promotes collaboration among stakeholders in the education system - academic leaders, school heads, teachers, and the larger community, thereby contributing to enriching learning experiences for every child in every public school of India.

Implementation of school improvement initiatives in schools and clusters directly allows innovation and demonstration of school improvement.





STORIES OF TRANSFORMATION PRAGATIYA HEJJE 2.0

Pragathiya Hejje is an initiative to identify areas of improvement at the school level and develop micro-level, unique solutions. In the view of COVID-19 and school closures for over 18 months, children have been away from their learning environment. This has deeply impacted the student outcomes and widened the gaps of education inequity.

Hence with this initiative, we prioritized micro-innovations with respect to teaching-learning practices. We leveraged the SDMC workshop mandated by the state which is also focused on creating learning spaces at home and engaging parents in student learning. Pragatiya Hejje was aimed at creating activity-based learning modules by the teachers and implementing them at home by the parents.



As a result of the program, all the CRPs took the initiative at respective cluster levels. Each school showcased different and innovative projects. This initiative also enabled cross-learning amongst teachers of different clusters. 100% school participation was observed during the program causing 270 unique innovations in the block.



Enabling Education Leadership in

KARNATAKA

PROGRAM OVERVIEW

District-level intervention focusing on instructional leadership development in collaboration with District Institute of Education and Training, Tumkur and Madhugiri. Our work in Karnataka also includes working directly and closely with school clusters and blocks to demonstrate and innovate school improvement approaches



INTERVENTIONS

Cluster Transformation (2017 - 2021)

Empowering Cluster Resource Persons to drive continuous and sustainable school improvements **Block Transformation**

(2019 - Present)

Enabling Block Education Officers to drive school improvements at Block and Cluster levels

District Transformation

(2020 - Present)

Enhancing education leadership at district level by working with DIETs and CSOs

3,000+ Schools

1,63,671
Students

Story of Anekal - Solving for Scale

Block Transformation Program is an intervention by Mantra4change in the Anekal Education Block towards improving the quality of education in the block. The broader vision of the program is to create an enriching learning environment for each child of the Anekal Block. The interventions were co-created with Block officials and carried out mainly through Cluster Resource Persons. The program is based on the theory that "enabling cluster leaders will transform the cluster and improve individual schools in the cluster."



The Anekal Education Block is divided into 21 education clusters, which in total consist of 256 schools. Around 20000 students are studying in government primary schools where 800 teachers are on duty. Since we are working with Government schools, there must emerge a realisation in the Formal Education System Leaders (FESL) that improvements need to be prioritised at the Block and Cluster levels. The effort envisions impact at individual teacher level who transform classrooms through improvements and at community level who support and catalyse the improvement journey. Towards this our 3 key interventions have been leadership development, teacher capacity building and refining structures and processes in the system.

17

What has it amounted to?

Jnana Yaana: A leadership forum that was held for CRPs to build a vision and dream for their cluster. Through reflection exercises, all CRPs developed an outline of their "DREAM CLUSTER". 60% of the CRPs have started working on this dream. They have reached out to HMs & BEO's for help. 40% of them have collaborated with other CRPs, teachers and BRPs for planning the development activities.





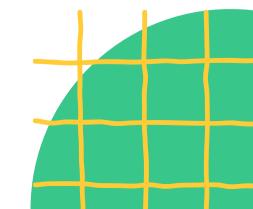
Nali Kali: To make school reopening exciting & enriching for the students, 90% of the schools set up the Nali Kali units in the block. It helps teachers prepare the TLM based on the upcoming syllabus hence serving the purpose of excellent student experience and improved teacher capacity.

STEP (System)

While we continue working with schools and clusters directly, we also enable state departments including the Department of Education, State Council of Education, Research, and Training (SCERT), and district institutes such as District Institute of Education and Training (DIETs) to lead school improvement across the state or district.

This involves co-creating programs with the key stakeholders, developing leadership capacity, reimagining state structures and processes, as well as enabling transparency and accountability through technologyenabled data driven decision making.



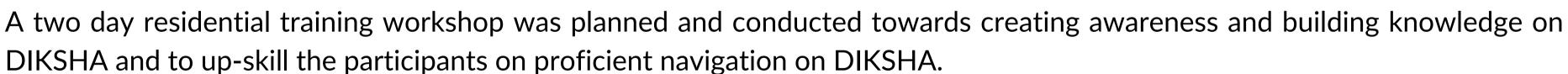


ENABLING THE SYSTEM TO LEAD TRANSFORMATION RESIDENTIAL TRAINING WORKSHOP

Under the leadership of Mr. Sushil Bharadwaj (Punjab State Education Department), a State Diksha team of 40 members was formed. The team consisted of various subject teachers including the computer faculty members. This team was envisioned to be curating and developing contextual learning content on DIKSHA for the entire state education machinery. The team was also entrusted with the responsibility to increase the engagement on DIKSHA.

The core idea of the intervention was to

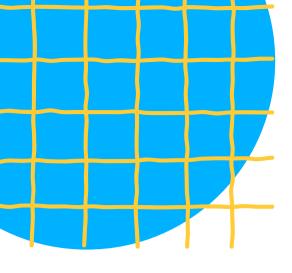
- Assess the course consumption trends on DIKSHA
- Create contextual courses on DIKSHA for the state
- Improve the enrollment and participation in these courses



The workshop was designed with elements of demonstration, collaborative work time and large group discussions. This space did not only enable the participants to develop and practice instructional knowledge & skills but also created a sense of community within the stakeholders to co-create, brainstorm and seek support towards achieving the state goals.



Nearly 93% participants rated the intervention relevant to their context Around 94% participants felt confident to apply the skills in their day-to-day work



ENABLING EDUCATION LEADERSHIP IN



UTTAR PRADESH

PROGRAM OVERVIEW

Aligned with Mission Prerna, the intervention is aimed at enhancing school leadership across the state towards improving foundational literacy and numeracy skills among students. As part of Mission Prerna program to strengthen the education system in the state, Mantra4Change has been working with 1.35 lakh school leaders in the state on a school leadership development program to empower them with skills and knowledge to take ahead the journey of school improvement.

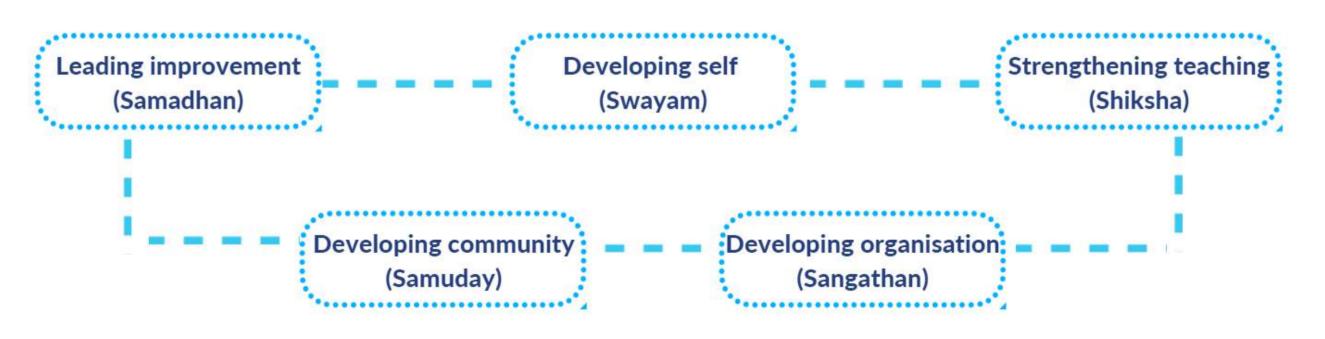
KEY GOALS

To energise and catalyse the school leaders

To build competency to drive school improvements continuously

To nurture peer-driven, Community of Practices

KEY DOMAINS OF INTERVENTION



1,35,000+

Schools

31,77,020

Students

KEY HIGHLIGHTS



Average **Enrollment Rate** observed for over courses on DIKSHA

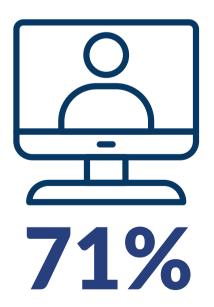


Block Education Officers attended over 10 Capacity building workshops

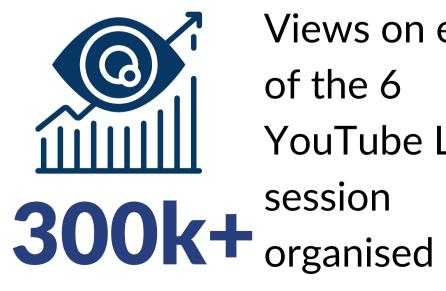


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Mission Mangal (peer learning spaces) conducted for BEOs to collaborate as a community



State Resource Groups conducted virtual PTM for the first time



Views on each of the 6 YouTube Live session



Head Teacher kit developed and disbursed with important resources.

EMPOWERING LEADERS IN UP

Building the capacity of leaders to develop and drive improvements in the system has been at the centre of our interventions. After conducting two in person workshops of Block Education Officers (BEOs) in Lucknow, Mantra4Change in partnership with SIEMAT conducted 8 workshops for 271 newly inducted BEOs in an online mode. The workshop was a mix of academic and leadership-building sessions to motivate BEOs to reach the Prerna goals.



There were around 20+ experts from various fields who engaged in the sessions providing great exposure for the BEOs. Unit heads from the department also facilitated insightful and informative sessions to help the BEO perform and evolve better in their roles.

73% of the BEOs rated the sessions at a 5 (highest score) across the 8 online sessions.



Enabling Education Leadership in

BIHAR

PROGRAM OVERVIEW

The intervention in Bihar is aimed at enabling state-wide school improvement as well as reviving district institutes to provide superior instructional support to schools and teachers

INTERVENTIONS

Headmaster Leadership Development Program

Enabling HMs to drive school improvement towards achieving the objective of FLN by 2026.

Teacher Education Institutions
Strengthening Program

Enabling lecturers and Principals to develop Teacher Education Institutions as vibrant academic institutions

69,573 **Schools**

17,37,094 Students

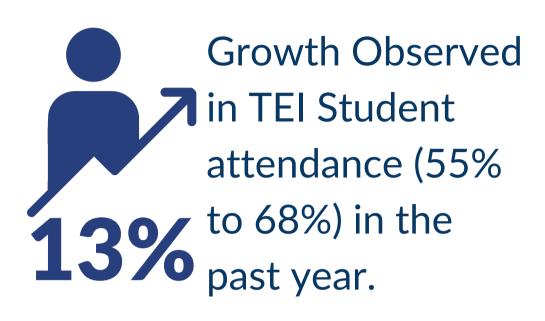
KEY HIGHLIGHTS



Teacher Education Institutions are conducting self assessments on a monthly basis.



HMs enrolled for micro-improvement project - "Padhe Bihar, Badhe Bihar" on DIKSHA





Teacher Education
Institutions are now
registered in Government
E-marketplace and use it
for administrative needs.



TEI lecturers have enrolled in 6
NISTHA courses on FLN with an 80% completion rate.



Enabling Education Leadership in

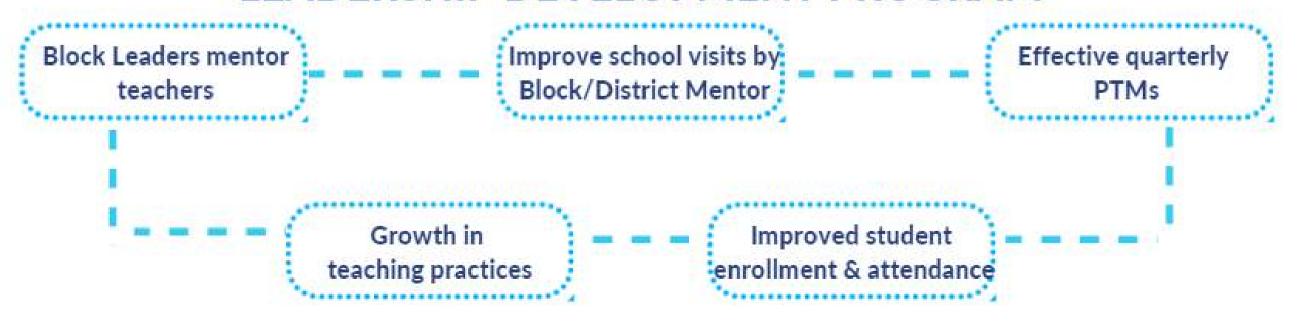
PUNJAB

PROGRAM OVERVIEW

The Punjab Education Collective was formed in partnership with the Punjab School Education Department and partner organizations - Sanjhi Sikhiya, Samarthya, and ShikshaLokam. The objective of the collective is to improve the quality of education in the state by building the capacities of leaders, strengthening structures and processes within the system, providing teachers with continuous professional development opportunities, and improving community engagement with schools across the state.



LEADERSHIP DEVELOPMENT PROGRAM



19,328

Schools

28,77,062 Students

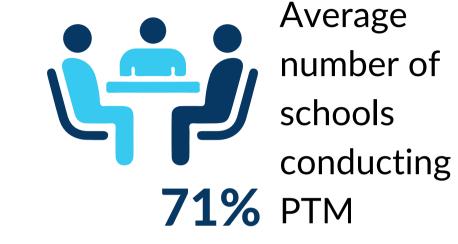
DATA SAYS IT ALL



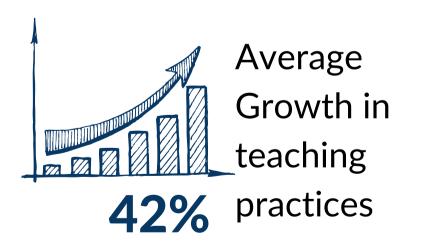
Number of school visits done by Block Mentors in **1,27,220** 2021-22



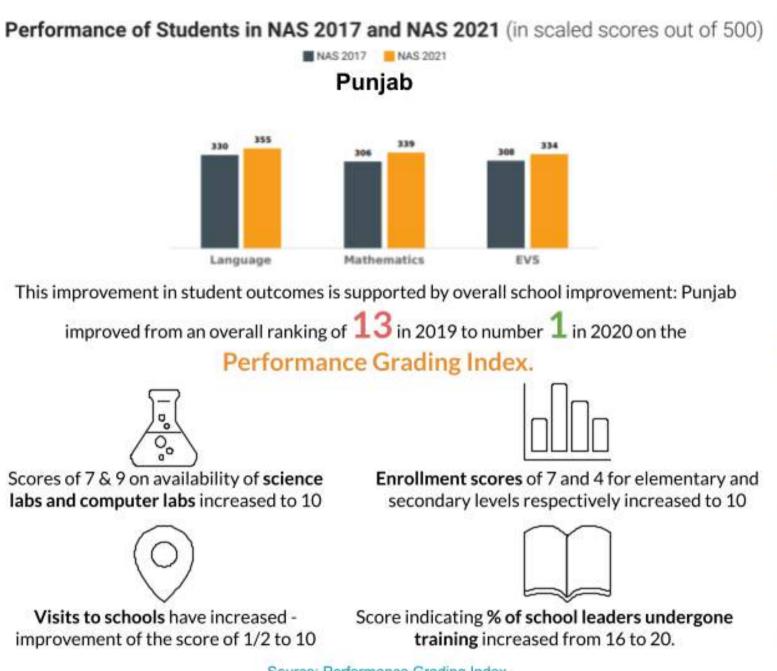
% of District Mentors holding capacity building session for Block Mentors

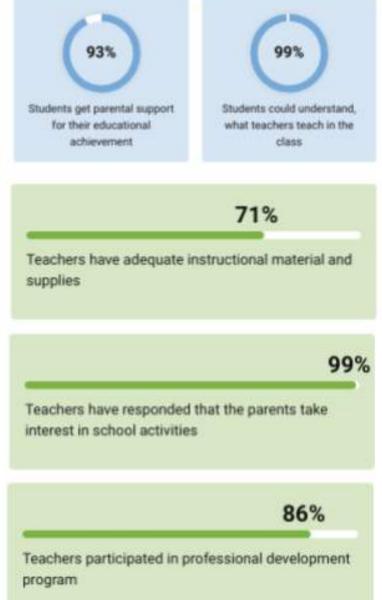






MILESTONES





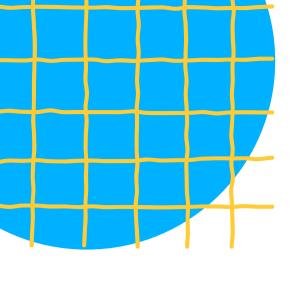
Source: NAS 2021 State Report Card for Punjab

In 2020, Punjab ranked 1st in Performance grading Index from ranking 13th only the previous year. This academic year, Punjab has ranked 1st in the National Achievement **Survey, 2021.**

Source: Performance Grading Index

It has been an outstanding experience for us to be a part of the Punjab Education Collective over the last 3 years and to have collaborated with exceptional education leaders in Punjab to contribute to this outcome. Our interventions in the

state like the digital reflection diary have been crucial in enabling monitoring and evaluation of school preparedness, which eventually enables the State leaders to plan for course correction and other support structures.



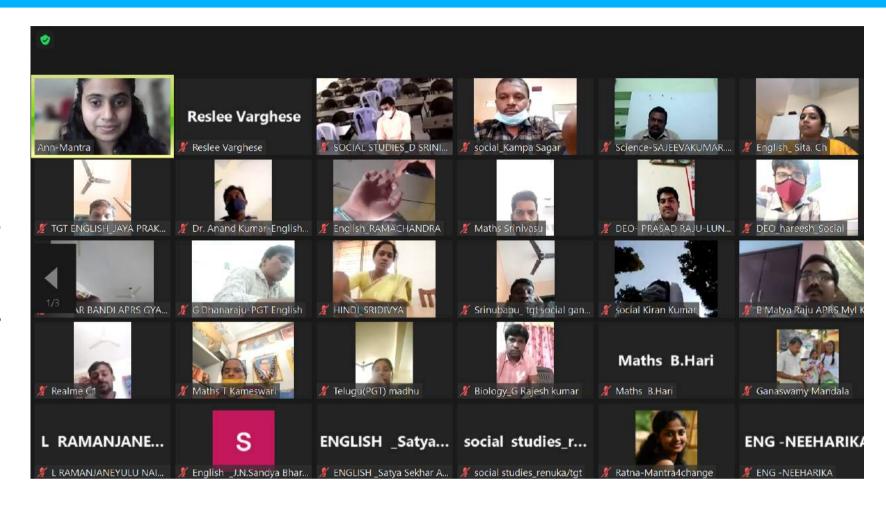




ANDHRA PRADESH

PROGRAM OVERVIEW

Our intervention in AP is aimed at transforming schools in the Andhra Pradesh Residential Educational Institutions Society (APREIS) with a focus on supporting diverse communities with different needs and contexts. The key lever to improving these schools was identified to be teacher capacity building through our needs assessment. A training program was developed for 119 teachers of the department. We are also actively amplifying our impact in AP through partnership with a non-profit organisation -Leadership For Equity. The core program SALT - Supporting Andhra's Learning Transformation aims at strengthening foundational learning, improving quality of teacher student interaction and strengthening institutional capacity.



The interventions were designed to be synchronous to the other to provide a holistic learning experience for the teachers. Self learning courses on DIKSHA were introduced to build the muscle for independent learning on digital platforms with assignments, reflections etc. The learning module largely consisted of themes like 21st century skills, teaching strategies, National Education Policy, Social awareness and Values etc. Majority of teachers engaged well in Learning circles and testified for having strong learning experience by interacting with their peers.

45000 Schools 40,22,262 Students

KEY HIGHLIGHTS



Teachers from APREIS rated the LCs highly engaging



Teachers from APREIS testified LCs as a space to brainstorm solutions for current challenges



Teachers from APREIS testified for better understanding of content when in Learning Circles



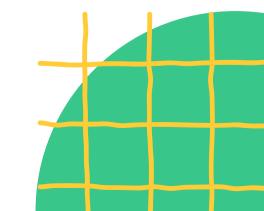
After less than an year of intervention, we have signed MoU with APREIS for continuing our collaborative intervention.

STEP (Ecosystem)

We believe that "education leadership" is the key lever to change the current reality of India. Keeping this Mantra at the centre, we continuously identify and empower entrepreneurs in education and development to strengthen their intervention, team, organisation structure etc, through our 2 year Incubation Program - EduMentum. Hence creating a movement of education leaders in the system.

We also develop, package and disseminate solutions specific to education to various education organisations within the state and central machinery like NCERT and external organisations working with the system like NGOs through our design initiative - CoLab.





INSPIRING ECOSYSTEM LEARNING KITS

"COVID-19" - The pandemic that changed the way we know the world, the way we work and live largely. aThe pandemic, over the last couple of years not only disrupted the economy but disintegrated the learning environment of billions of children globally.

In times like these, we turn to leaders who create a "sense of possibility", "hope" and "resilience". One such story is that of Sushakthi, a non profit initiative in Gurugram, Haryana that works towards empowering the education ecosystem for holistic development of children and incubated by our initiative - EduMentum. The unique learning kits - "Grihashaala" developed by the Sushakthi team made it possible for hundreds of children in Haryana to learn without disruption, in the comfort of their homes.



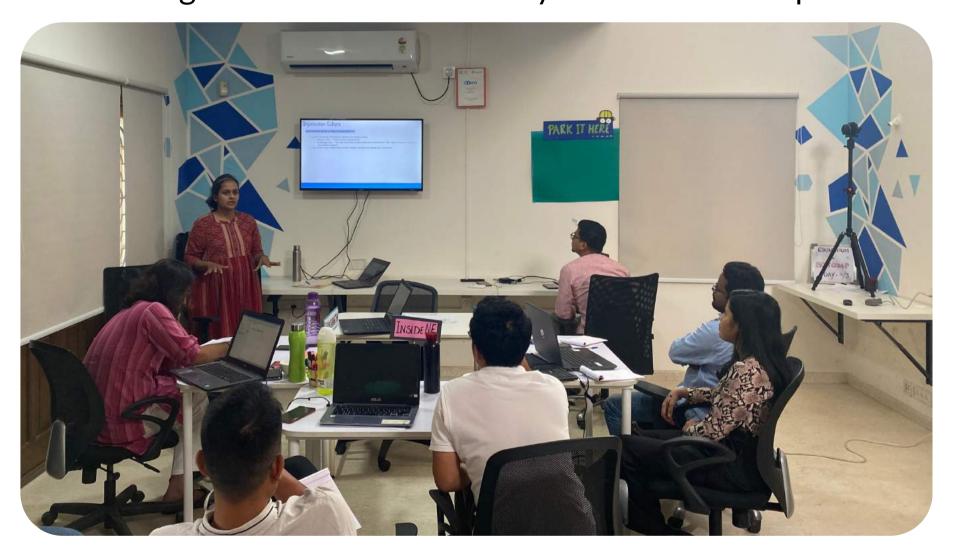
Enabling Education Entrepreneurs through



EduMentum

PROGRAM OVERVIEW

EduMentum is a program for non-profits in the education sector, focused on nurturing young social entrepreneurs to build contextual solutions to achieve systemic education transformation. While building strong communities of civil society organisations, EduMentum facilitates collaboration and knowledge sharing to nurture a community of education organisations focused on systemic school improvement.







19000+
Schools



PRORGAM APPROACH



KEY INTERVENTIONS & HIGHLIGHTS

The last year was a lot about creating, improving and implementing contextual interventions that are "EduMentee Centric". Towards this, the following key initiatives were taken:

KNOW-YOUR-COHORT:

Establishing a process in the beginning of cohort on-boarding to align with the cohort's capacity building needs

55+ Hours of capacity building sessions conducted

EDUMENTUM SUPPORT TOOL

Launched a digital support tool for current and graduated cohorts of EduMentum to voice their dynamic needs and concerns within the domains of fundraising, networking, legal and accounting, communications, human resource, organisational management, capacity building etc.

Dynamic needs addressed and closed with sense of urgency 25+

OPEN-OFFICE-HOURS:

Designing an Ala-carte mode of mentoring with hands-on-deck approach where organisations have the flexibility to choose their mentors & a conversation slot every month based on the prioritised needs of their organisation.

75+ Hours of EduMentee driven Mentoring Spaces conducted



Enabling Education Ecosystem through

CoLab

PROGRAM OVERVIEW

CoLab was founded in 2019 as an education lab which works in building evidence-informed solution packages to address the challenges in the education ecosystem. Though there are so many working for education, we at CoLab envision creating a global community that works together for education equity. CoLab designs solutions bringing together what matters the most and what works most effectively in the education sector. These Evidence informed solutions are based on:

- Rigorous research
- Practitioner's experience and
- Education professional's expertise



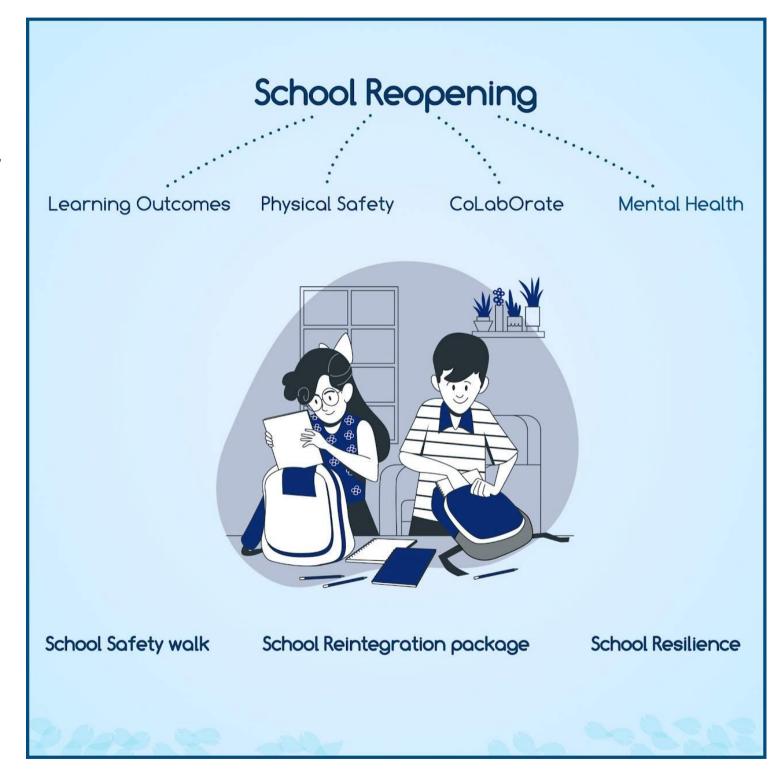
While there is a provision for contextualisation in these solutions, these are also disseminated as digital public goods so that they remain relevant in any context and can be accessed by anyone. To make education more effective and equitable, education practitioners and policymakers should have access to what matters and what works.

KEY INTERVENTIONS & HIGHLIGHTS

SCHOOL REINTEGRATION

A literature review was developed that allows practitioners to understand research-based best-practices for reopening schools after the unprecedented Covid closure. This study was aimed at:

- Identifying crucial areas as interpersonal relationships, student learning levels at time of reopening, short-term & long-term academic remediation, mental health and socio-emotional learning, physical health, and attention to vulnerable groups
- To make the research implementable, for each area examples of possible implementation were provided. These examples came from field experience of Colab.

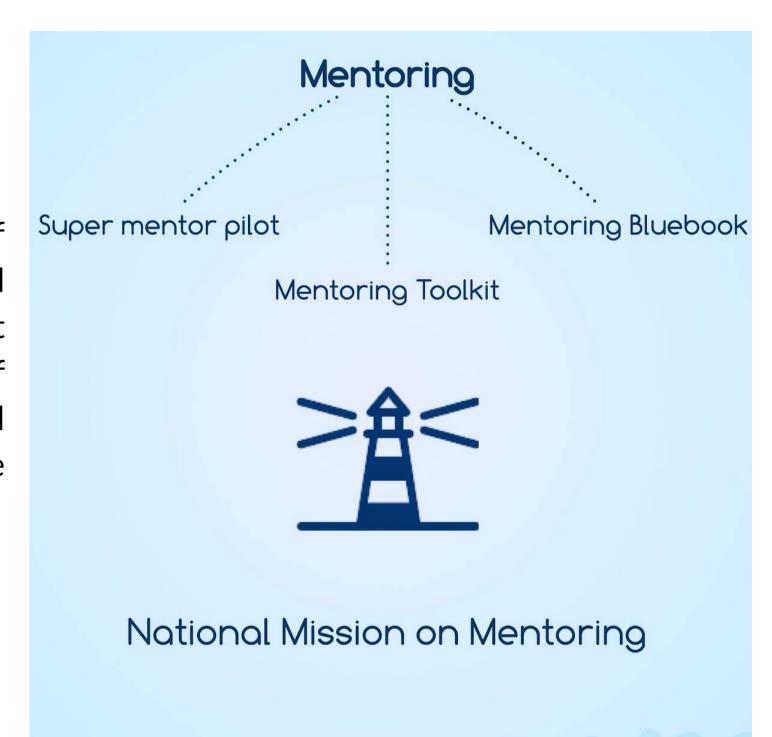


Click here to view

KEY INTERVENTIONS & HIGHLIGHTS

MENTORING SOLUTIONS

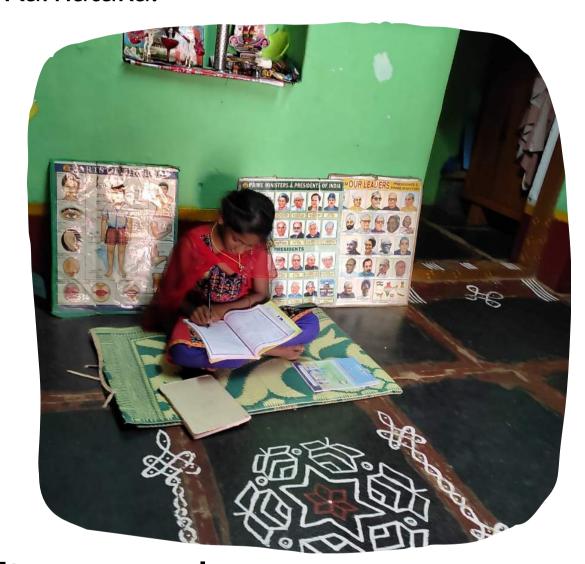
An initiative to understand how to design for the capacity building of mentors (school leaders) at scale. A 1-month pilot was designed and executed with 13 school leaders from 6 private schools in Bangalore. It started with a 10-day program on mentoring with 2 hours of synchronous sessions on alternating days. School leaders then facilitated a session for teachers in their school by applying the learnings from the program and presented their learnings in the final showcase.



Click here to view



2 years ago, we woke up to the "new normal"- Schools & Colleges shut, stores closed, streets empty with policemen standing in masks, sending people home. "Lockdown of education, facilities, normal life" How did this new normal affect children of rural Karnataka? School closures sent over 6000 children out of classrooms in Tumkur and Anekal districts of Karnataka.



To deal with this sudden shift away from the schools and to support the parents of these communities, the education leaders collaborated with parents and teachers to set up learning corners at home. Over a 1000 Parent-Teacher-Meetings were conducted to empower and align the parents to the idea of uninterrupted learning in these tough times. This initiative not only enabled the parents to participate better in holistic development of their children but also opened up new possibilities and methods of learning.

Learning corners at home enabled to the students:

- 1. To prioritize learning in the daily routine, despite the school closure.
- 2. To adopt investigative learning methods
- 3. To have choices in terms of learning methods to pick from.
- 4. To set routines that support independent learning time.

It empowered:

- The Tumkur and Anekal communities to improve their participation in schools for bridging learning gaps
- Parents with the awareness of their role in the holistic development of their children.

This intervention brought forth evidence of parent participation when they are able to observe its impact on their children directly and when their roles & responsibilities are clearly stated.

Growing Together



eSPIRE'21

9 organisations, 9 narratives, 1 commitment - to transform the learning experience for every child in India. In the august of 2021, we observed the graduation of these unique organisations from our incubation program - EduMentum, aimed at empowering non-profit initiatives.

Explore here.



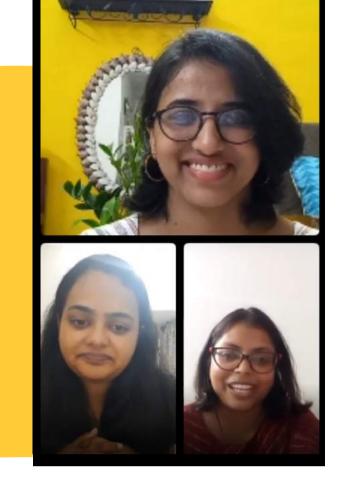


Women Transforming India Awards

Leadership is an idea, a belief that while leadership is about consistent actions, it is also about resilience to power through the odds! This year, we garnered another feather on our cap when our co-founder Khushboo Awasthi was honoured with Women Transforming India Award,2021 - By NITI Aayog for her unwavering resolution to enable education leadership in the country!

Drishtikone

Perspective is everything - Fundamental to developing beliefs, catalysing actions and approaching impact. Drishtikone is MANTRA'S one of a kind initiative to create a space for sharing these perspectives in the larger education ecosystem. From the perspective of a committed teacher, to an inspiring student - Drishtikone aims to bring to the forefront stories of leadership at all levels.





Mantra Manthan

"Culture eats strategy for breakfast"

Different organizations have different approaches to creating a culture of growth. Ours has always been - Building a community of leaders.

At MANTRA, we believe in co-creation and ownership. We believe in enabling each member of our family to accomplish their goals and reach their maximum potential. We have been fortunate enough to have found a nurturing network of team members, partners and mentors who have enhanced this #Mantra over the years. Over 60 members of the MANTRA family came together for the annual step back. The space enabled celebration for all the milestones we crossed despite the odds we steered through together and reflected on big learnings from the past year.

Explore here.

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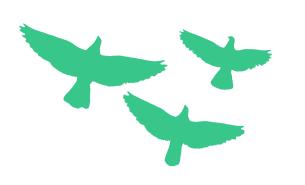
Great Place to Work

We are officially a great place to work. In a survey conducted by the Great Place to work, a global authority on evaluation of work ethics and performance culture, Mantra4Change officially got certified as a great place to work. Over the span of 10 years we have been committed to providing a space to inspire people, encourage reflection and fuel performance professionally.

Great Place To Work®

Certified
DEC 2021-DEC 2022
INDIA





Fundraising Snapshot



Total amount raised

INR 123,333,985

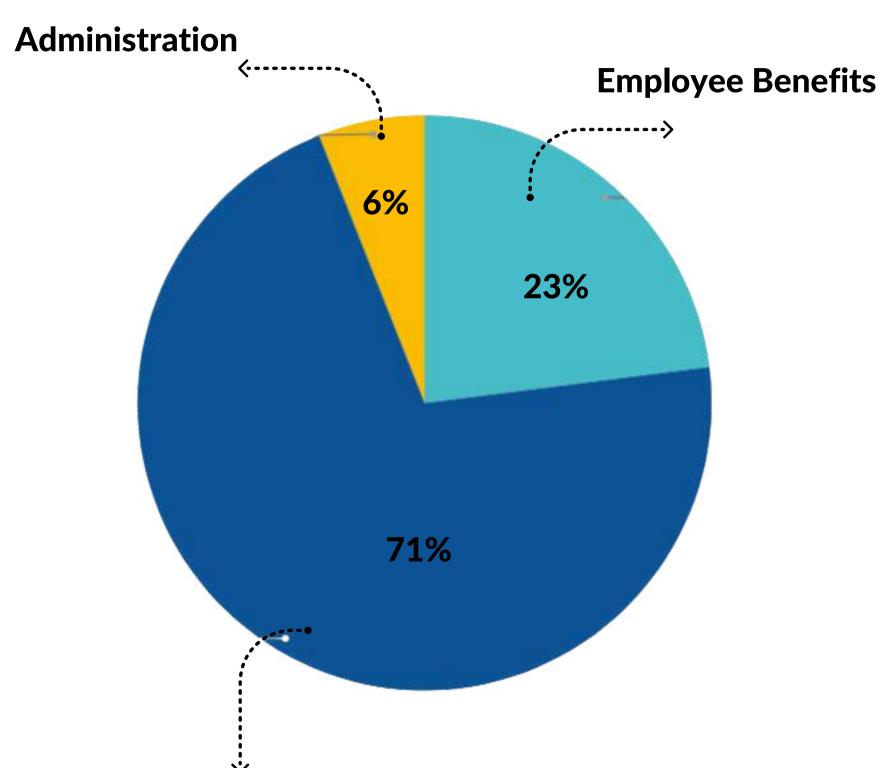


Total expenditure

INR 133,447,625



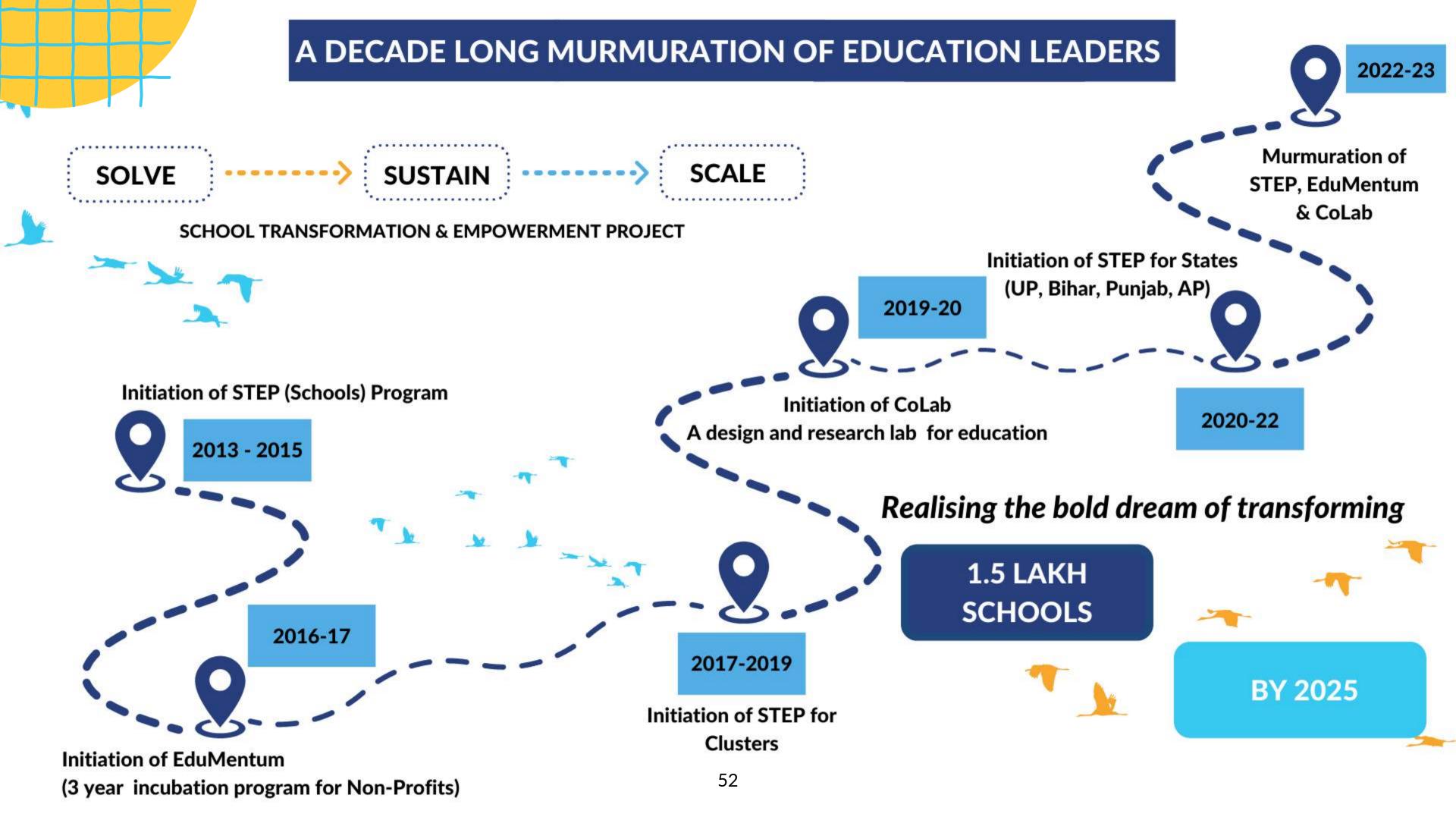
Fundraising Snapshot



125,000,000 100,000,000 75,000,000 50,000,000 25,000,000 2021-22 2020-21 2019-20 2019-18 2018-17

Program & Operations

Revenue Growth







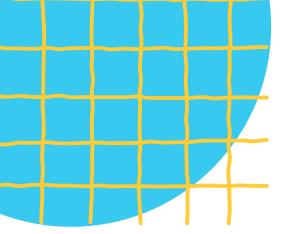


Our Mentors















































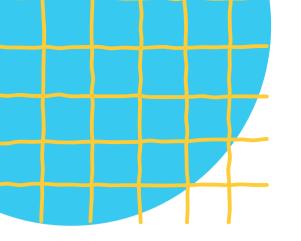
























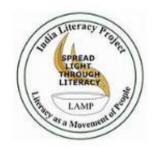




Our Partners















RE-IMAGINING EDUCATION LEADERSHIP

Join us in celebrating this landmark

Détails - Coming soon

#733, 17th Cross Road, KR Layout, Phase 6, JP Nagar, Bangalore - 560078, Karnataka, India