1. Letter from a Principal
2. Introduction
3. Our Achievements
4. STEP
5. Cluster Transformation
6. EduMentum
7. Partnerships
8. Financial Statements
9. Board Members
10. Our Team
Mantra has brought in sea changes in the way we do things at our school. For instance, student engagement in classes has improved; we’ve started many student leadership initiatives. Science and Mathematics labs have been set up with Mantra’s help. The NGO has helped many students get scholarships. There is a transformation on the teachers front too. They now take initiatives, plan for their teaching and are thinking beyond the classroom and syllabus. It has borne better results. There has been collective thinking from teachers for motivating parents and students. Thanks to Mantra’s efforts, we have become one among the top schools in the area.

Thank you Mantra!

Mr. Ansal S.A., Principal, SVRES
Mantra Social Services (Mantra4Change) was founded with the objective of improving the quality of education for children from underserved communities. Towards this end, Mantra works closely with under-resourced private and government schools. Reposing faith in the systemic approach, we believe the problem needs to be addressed holistically.

In response to the extremely specific and varied requirements of the two segments, Mantra has evolved two radically different approaches - STEP for private schools and Cluster Approach for government schools.

Through STEP (School Transformation and Empowerment Project), Mantra works in close collaboration with the school leadership, teachers, students and the parent community to improve educational outcomes at low-fee private schools.

The objective of the Cluster Approach, on the other hand, is to enable the group of schools within a geographic and administrative cluster to function as one distributed school. This normally involves sharing of resources and competencies among the schools, besides working together for the collective improvement of all the schools in the cluster.
Mantra is born 2013
STEP is launched 2014
Mantra is supported by S.D Shibulal 2015
Cluster Transformation project launched June 2017
Sep 2017 EduMentum launched
Selected for IIM-B NSRCEL's incubation program Aug 2017
OUR THEORY OF CHANGE

A culture that promotes learning

Improved student outcomes

Effective School Leadership practices

Improved teaching-learning practices

Productive community participation

Change in community beliefs

Community attempts change

Community sees success

Change in teachers’ beliefs

Teachers see success

Teachers attempt change

SLs attempt and/or enable change

SLs realises need for change in school improvement

Change in SLs belief

SLs see success

* Delay

Improved student outcomes

Improved teaching-learning practices

Productive community participation

Change in community beliefs

Community attempts change

Community sees success

Change in teachers’ beliefs

Teachers see success

Teachers attempt change

SLs attempt and/or enable change

SLs realises need for change in school improvement

Change in SLs belief

SLs see success

* Delay
FY 2017-18 turned out to be a year of great strides, successes and learning for Mantra4Change. The number of schools we work with rose to 30 from 11 last year. We added 5 new schools under STEP program and 14 schools under the government school clusters.

In September 2017, Mantra4Change took up a new challenge of leading EduMentum, an incubator program by Advaith Foundation. The 3-year program aims to incubate early-stage organizations working in the space of systemic education transformation. Six organizations were chosen in the first round, with whom we are working intensively. Search for our next cohort has begun.

Mantra4Change is a strong believer in collaborations and the year saw many partnerships with global and home-bred organizations such as LRTT and Anthill Creations. A high point of the year was IIM Bangalore NSRCEL selecting Mantra4Change for its incubation support for early-stage social sector NGOs.
“Changes after Mantra’s intervention have been on many levels. Firstly, teachers have come to know themselves better. Second, they’re more confident. In 2014-16, no teacher wanted to share anything. They weren’t bold. Now everybody wants to come forward, speak and take responsibilities proactively. They have developed leadership qualities. They have learnt to motivate children, to have good relations with other teachers. Teachers are more up-to-date with learning circles. The most significant change in myself is that earlier, I was just giving instructions and the teachers would follow. Now it has become a lot more interactive and collaborative, with teachers participating in every school level decision.”

- Mr. John Prakash Kumar, Principal, ACTS Nirmala Vidyalaya
Infosys co-founder Shibulal turns a page with offline edtech incubator

BENGALURU: Infosys co-founder SD Shibulal has set up EduMentum, an incubator being launched in partnership with his Ashwathi Foundation and Mantra4change, a Bengaluru-based NGO. EduMentum aims to incubate early-stage organisations working in the space of whole school transformation.

The platform will offer a funding of Rs 7.5 lakh per annum to each selected organisation along with a series of workshops for incubates. It would also offer network and would connect to the ecosystem for the selected organisations.

"Initially, there were doubts. After some deliberation, it dawned that this meant scaling of the idea and the organisation itself. The idea of systemic change to scale. The existing structures and processes need to change," said Bhushan Bhat, the director of EduMentum.

Ashwathi & Mantra4change, both of which are stakeholders in the venture, believe that these incubators can work on creating a new model of education. The idea is to create standalone centres and bring about schools, teachers, one has to engage with the existing formal government functional framework."
OUR PROGRAMS

LEADERS TO TRANSFORM EDUCATION
STEP (School Transformation and Empowerment Project) is a holistic, multi-staged approach to enable under-resourced schools to deliver quality education. This involves working with multiple stakeholders in the school system (school leaders, teachers, students, and the community) to improve the whole school.

Although STEP mainly focuses on aspects of school leadership, teaching-learning, and systems, we also recognize the need for certain ‘enablers’ - community engagement, infrastructure, & partnerships with organizations - and work toward facilitating these.

2017-18 turned out to be a landmark year for STEP. Our very first batch of schools graduated from the program and we have added five new schools for the new academic year. We are proud of our graduating schools – ACTS Nirmala Vidyalaya, Citizens’ High School, Vinayaka Public School, Swamy Vivekananda Rural English School, and Florida English School.

Key aspects of growth recorded through the impact assessments of the graduating schools include improvement in teachers’ competencies. They now draw up effective lesson plans and pick the right teaching strategy.
HOW STEP WORKS

School Transformation and Empowerment Project
- Instructional leadership development
- Teachers' professional development
- Setting up Systems and Processes

Needs Assessment and Action Plan
6 to 8 weeks diagnostic of key challenges within the school

Community Engagement
- Parent engagement
- Community Volunteering

Infrastructure
- Hard Infrastructure (toilets/libraries)
- Soft Infrastructure (community teachers, books)

Partnership
- NGO
- Universities
- Foundations
Cultural shifts in the graduating schools have also been recorded – teachers and students display increased confidence; the relationships between teachers and school leaders have also shown significant improvements. (See graphs)

Word of the effectiveness of the program has spread with several schools requesting to be part of the STEP program. This academic year will see five new schools - ILMA International School, Excellent English School, Crescent English School, Sharada Sri Public School and Bangalore English School - join the Mantra fold under the STEP program. We look forward to a fruitful journey with new schools.

This is keeping in line with our objective of turning our focus on evolving a mature program design that can be reused by partner organizations while building and expanding our knowledge base and experiences.

We have decided to maintain the number of schools we work with in the upcoming academic year at 10, despite surplus demand from schools.
We organized our pilot School Leadership Forum that provided our school leaders a platform to reflect deeply about their practices and engage with various perspectives in education. Many deep bonds were struck and carried outside of the three-day forum with some of them visiting each other’s school.
“The way teachers plan has changed a lot since Mantra came to our school. We used to have different plans. We have learnt how to write objectives - they help in getting a clear-cut picture. Teachers also do timely planning and their classroom management has improved.”

“A lot of things have changed in my own practices as well. Now there is a lot of participation of students. Students speak more. I have also learnt to have more patience. I have developed good confidence. Many leadership qualities, like before I used to hesitate in giving feedback, now I can confidently give feedback and in a positive manner to teachers, and also for particular things. I have learnt how to change negatives to positive, by saying it in a positive way.”

- Ms Naziya, High School Coordinator, Citizens English School
There’s a change in the way we plan our lesson and the materials we use. Now, we explore and make innovative TLMs. If you visit my class, you will feel the energy.

We teachers have become bolder. We are willing to try new things, like doing demo and leading learning circles. We feel more confident and we are not afraid to speak in English now.
We take away key learnings from 2017-18 that will shape the current year. As we implement the improved program design based on our STEP framework, we will continue to focus on improving the quality of STEP. Our intent is to ensure fidelity of outcomes regardless of who implements the STEP program.

We will also be engaging more deeply with the school leadership team to ensure sustainability of the program. As our maiden School Leadership Forum (SLF) turned out to be a success, we have drawn up a plan to conduct the Forum for our school leadership teams on a quarterly basis.

We will be taking our evolved school improvement framework to 5 new schools. We look forward to launching our very own STEP App this year and thus, leverage technology as enabler.
With the launch of the cluster transformation project in the Dommasandra’s government schools in 2017/18, Mantra achieved a new milestone. Our work with the 14 schools in the Dommasandra cluster has been rich in learning and experiences.

Our biggest challenge has been to get the community involved and invested in the process of improving the education system. Through a series of gradual steps, notably the Enrolment Drive and the Summer Camp, our team has been able to get the community to collaborate and take full responsibility for the schools.

One of our first steps was forming ‘Jeevadhare,’ a voluntary committee of local stakeholders - Cluster Resource Person (CRP), HMs, teachers, SDMC (School Development & Monitoring Committee) members etc. It meets every month to work on projects that will contribute to improving schools in the cluster. We envision honing the leadership skills of these system leaders to take the cluster transformation journey forward.
Earlier the CRC at Dommasandra was used as a storeroom. With the help of stakeholders in the cluster and other partners it has been converted into a vibrant space that is a hub for all trainings and meetings in the cluster.

Jeevadhare members created and presented a pitch to the Wells Fargo team seeking funds for 2 computers and a printer at the CRC. The pitch was approved!
This year, the schools across the cluster got together to make the **Enrolment Drive** more engaging and active. The idea of the Drive originated from the Jeevadhare committee and was executed by Mantra. The entire resources for the Enrolment Drive was mobilized from within the cluster. Banners were put up and pamphlets distributed to build awareness around the facilities available in the government schools and to encourage the community to enroll their children in these schools.

In another first, a **Summer camp** for the government schools in the cluster was planned. Local businesses and the Gram Panchayat funded the camp. The Jeevadhare committee helped to identify potential financiers; it also brought in some funders for the camp.

It’s an exciting time for the cluster project with the highs of new achievements tied up with the pain of building trust and teething troubles. The challenges were many: the geographical spread of the schools in the cluster was a hindrance to implementing cluster-wide activities. Stagnant participation in Jeevadhare and irregular participation by the CRP due to her busy schedule were other issues. We had to handle teachers who saw the empowering of SDMC as a threat.
This year we have adopted 3 new clusters in the Anekal Education Block. In 2018-19, we will be working in Dommasandra, Hennagara, Chandapura and Anekal Town clusters. We take forward learning from our first year on the field and will reflect and find solutions to some of these issues.

We will look at ways and means to sustain and increase system leaders’ participation in improving schools in the cluster, while figuring out ways of meeting the professional expectations of all the stakeholders. We will work closely with the Cluster Resource Person to provide quality support to teachers and schools in the cluster.

We will ideate on new opportunities to improve the culture of collaboration and reciprocity in the cluster. As we grow a year older, we will develop effective monitoring and evaluating tools to gauge the impact of the project in the cluster. 2018-19 will be an extremely exciting year for the cluster transformation projects as we expand our work to cover 4 clusters in the Anekal Block.

We look forward to creating diverse opportunities for different stakeholders to meet and interact, develop their professional skills, as we move toward collective transformation.
WAY FORWARD

Clusters

Students Under Cluster

Schools Under Cluster

Teachers Under Cluster

Teachers

Students

Schools
“I really appreciate how MANTRA is working towards bringing the community and the school together. We should all work as one for the benefit of our students.”

- Bharathi Sudarshan,
  Cluster Resource Person,
  Dommasandra Cluster, Bangalore
“This year, the enrolment drive has been very impactful. We started it in January and hence, could actually reach out to parents. It was such a nice feeling to work alongside other teachers in my cluster. Without the MANTRA team this would not have been possible.”

- Usha Jogada, Teacher, Sompura LPS
“I am very happy to see the Cluster Resource Centre being maintained so well. This is the only cluster where I have a place to sit and talk. We should make this a model cluster and I will help you with all the resources you need.”

- K.C Ramesh,
  Block Education Officer,
  Anekal Block
Last September saw Mantra taking on a challenging new project – EduMentum. Advaith Foundation’s incubator program launched by Mr. S.D. Shibulal and Ms. Kumari Shibulal. The 3-year programme aims to incubate early-stage non-profits working for systemic education transformation.

Each incubatee is provided a seed funding of 7.5 lakhs per year, along with intensive knowledge and capacity building workshops. Edumentum also connects the organizations to the right ecosystem to help them flourish. It focuses on 4 aspects: building contextual, robust and sustainable programs, organization building, access to bodies of knowledge, and opportunities for personal leadership growth. The program is a mix of both field and forum support.

Base camps
Mantra has conducted three intense boot camps for the incubatees since September.
COHORT 1

HOURS OF SUPPORT PROVIDED

- Program Design Workshop
- Organization Building Sessions
- Interaction with Relevant Networks of People

THE MEMBERS

- Vidhya Vidhai (Chennai)
- Loop Education Foundation (Hyderabad)
- Simple Education Foundation (Delhi)
- Samarthya (Delhi)
- i-Saksham (Jamui, Bihar)
- Sanjhi Sikhiya (Jalandhar, Punjab)
COHORT 2: APPLICATIONS

105
(Applications received, 19 states represented)

43
(reach second round)

30
(final round)

10
cohorts

APPLICANTS’ GEOGRAPHICAL DIVERSITY

- Bihar: 5.3%
- Assam: 4.3%
- Delhi: 13.8%
- Gujarat: 4.3%
- Karnataka: 7.4%
- Kerala: 2.1%
- Haryana: 2.1%
- MP: 8.5%
- Rajasthan: 4.3%
- Punjab: 1.1%
- Maharashtra: 10.6%
- Telangana: 3.2%
- TN: 9.6%
- Uttarakhand: 1.1%
- UP: 5.3%
- W Bengal: 2.1%
- Multiple: 9.6%

Applications received, 19 states represented.
The journey started with 14 members from 6 organizations joining us for our very first Boot Camp in September. This cemented our belief in the power of possibility. We were fortunate to have some of the best minds in the field to lead the sessions and enhance the experience of our cohort members.
Our cohort came together again in January. The focus of the Boot Camp was to help the participants build a strong program design. The three-day workshop on “Program Theory” led by Prof. Shashi Nair helped the cohort members define what outcomes they wanted for their program. They also learned the finer aspects of organization building.
We had the third boot camp in April, where the focus was on helping the participants build monitoring and evaluation aspect of their program design. The workshop was led by Prof. Shashi Nair, Ms. Veena Sagar and Ms. Ruchi Ghose. The cohort members learnt to monitor their progress based on the outcomes chain. They also pitched in front of the mentor panel, who gave them valuable feedback.
EduMentum website was launched in Feb 2018.

learning experience to the founders of these start-ups. They were provided a platform to analyse their business and work out ways to make course corrections where necessary, learn to pitch for funds and ways to build their organizations.

Mentor Panel

We built a strong, diverse panel of experts with experience and skill sets to mentor our incubatees. The panel includes initial members - Mr. Sanjay Purohit, Prof. Shashi Nair, Ms. Purna Mukesh, Mr. K.L. Mukesh. Fortunately, we could add four more formidable names - Ms. Ruchi Ghose, Ms. Daya Kori, Ms. Anupama Sundaram and Ms. Asha Thomas - to the panel.
EduMentum’s 7-month short journey has taught us a lot of things. The most important learning is our redoubled faith in the power of possibility - belief, hard work and perseverance will surely turn an idea called EduMentum into reality. It has also taught us to focus on the founder’s needs as her journey is crucial to the survival of the organization. We have learnt to manage a diverse cohort and design modules well-suited to the needs of the founders who are at varying stages of their start-up journey. We are also working toward gaining access to an even wider spectrum of expert-mentors.

What started off as a small idea has finally reached the stage of expansion. With the support of Advaith Foundation, EduMentum launched applications for the second cohort this January. The applications are being processed right now and the new cohort will join the tribe in June 2018. We are looking forward to welcoming our next cohort and taking this journey forward.
In keeping with our belief that larger-scale transformations are only possible through collaborative work, we aggressively look for partnerships with like-minded people and organizations. This past year we have struck several fruitful and highly productive relationships with some leading innovators.

* Photo: Anthill Creations
Early in 2017, the entrepreneurship and innovation hub of the Indian Institute of Management Bangalore - NSRCEL - announced the launch of a first-of-its-kind incubation support for early-stage NGOs. The icing on the cake was that it was to be supported by the Michael & Susan Dell Foundation. We are thrilled at being selected as one of the cohort members.
Mantra’s vision is clearly aligned to that of LRTT - a global program that brings teachers from the US, UK and Australia to deliver teacher development programs in Asia, Africa and the Caribbean.

20 fellows from all over the world came to Bangalore and were placed in all our partner schools. It was a great learning experience for our teachers.
Anthill Creations

Anthill and Mantra joined hands when our partner schools needed creative spaces - a library or a play area. A library is a place that should attract a child and not repel and that is exactly what Anthill helped us create. We partnered to create a creative play area in Dommasandra for our government schools.

*Photos: Anthill Creations*
We are thrilled to announce that four students from Harvard Graduate School of Education (HGSE) will join us this summer to work on a joint project to develop a robust monitoring and evaluation framework for our programs. We are extremely excited about this association. We look forward to cementing our relationship with Harvard in the years to come through many more projects.

* Photo: Harvard University
Mantra tied up with e-learning platform EkStep to conduct an interesting experiment to study the effectiveness of technology in improving learning outcomes.

We designed a one-month pilot that involved teaching children English on a tablet, using the Genie app provided by EkStep.

The objectives of the experiment - to improve learning outcomes and use after-school hours profitably - were met, while there was improvement in parents’ investment in their children’s education.
Mantra sees the school leader as one of the most important stakeholders in a school system and so does ShikshaLokam, an initiative of Advaith Foundation.

The core of ShikshaLokam’s work is to develop and nurture an education leadership platform that offers free services and resources to a variety of players in the education ecosystem.

Mantra is collaborating with ShikshaLokam to design a platform that will provide a wide variety of courses, which can then be customized by the users.
As we were working on platforms with ShikshaLokam and gained a deeper understanding of platform thinking, we realised there was a huge lack of curated and contextualised content. This gave birth to a new idea, a new fellowship called ShikshaKalp.

ShikshaKalp is a 2-year fellowship with objectives to:

- Develop future leaders who are tuned into platform thinking.
- Unbundle existing content and curate them as Quality Digital Content.
- Conceptualise and create reusable learning quality content on the platform.

The broader objective of the fellowship is to create problem solvers who can apply this knowledge to other domains like health, sanitation, financial inclusion, etc.
## Balance Sheet as of March 31, 2018

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Amount in Rs.</th>
<th>Assets</th>
<th>Amount in Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Account</td>
<td>1,00,000</td>
<td>Fixed Assets</td>
<td>17,886</td>
</tr>
<tr>
<td>Share Capital</td>
<td>1,00,000</td>
<td>Furniture and Fixtures</td>
<td>19,700</td>
</tr>
<tr>
<td>Loans (Liability)</td>
<td>6,495</td>
<td>Office Equipment</td>
<td>17,000</td>
</tr>
<tr>
<td>Unsecured Loans</td>
<td>6,495</td>
<td>Prov for Depn - Furnitures &amp; Fixtures</td>
<td>-7,981</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>50,001</td>
<td>Prov for Depn - Office Equipments</td>
<td>-10,833</td>
</tr>
<tr>
<td>Provisions</td>
<td>32,376</td>
<td>Current Assets</td>
<td>24,28,068</td>
</tr>
<tr>
<td>Sundry Creditors</td>
<td>17,625</td>
<td>Deposits (Asset)</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Loans &amp; Advances (Asset)</td>
<td>3,09,335</td>
</tr>
<tr>
<td>Excess of income over expenditure</td>
<td>22,89,459</td>
<td>Cash-in-hand</td>
<td>1,124</td>
</tr>
<tr>
<td>Opening Balance</td>
<td>26,43,961</td>
<td>Bank Accounts</td>
<td>21,17,109</td>
</tr>
<tr>
<td>Current Period</td>
<td>-3,54,502</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24,45,954</td>
<td>Total</td>
<td>24,45,954</td>
</tr>
</tbody>
</table>
### Income and Expenditure Statement for the year ending March 31, 2018

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Amount in Rs.</th>
<th>Particulars</th>
<th>Amount in Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indirect Expenses</strong></td>
<td></td>
<td><strong>Direct Incomes</strong></td>
<td></td>
</tr>
<tr>
<td>Audit Fees</td>
<td>20,000</td>
<td>Donations Received</td>
<td>44,45,983</td>
</tr>
<tr>
<td>Consultancy Charges</td>
<td>1,50,000</td>
<td>Professional Income</td>
<td>27,71,500</td>
</tr>
<tr>
<td>Conveyance Expenses</td>
<td>1,40,300</td>
<td>Indirect Incomes</td>
<td>1,49,146</td>
</tr>
<tr>
<td>CS Fee</td>
<td>11,900</td>
<td>Interest on SB A/c</td>
<td>69,146</td>
</tr>
<tr>
<td>Depreciation</td>
<td>9,154</td>
<td>Training Fees Received</td>
<td>80,000</td>
</tr>
<tr>
<td>Misc Expenses</td>
<td>949</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing &amp; Stationery</td>
<td>17,054</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Fees</td>
<td>1,05,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Expenses</td>
<td>4,21,092</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates &amp; Taxes</td>
<td>8,740</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary Account</td>
<td>63,40,787</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Income and Expenditure Statement for the year ending March 31, 2018

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Amount in Rs.</th>
<th>Particulars</th>
<th>Amount in Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirect Expenses</td>
<td>77,21,131</td>
<td>Direct Incomes</td>
<td>72,17,483</td>
</tr>
<tr>
<td>Scholarship to Poor Students</td>
<td>40,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Welfare Expense</td>
<td>1,63,915</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stipend</td>
<td>10,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tcheers Events Expenses</td>
<td>94,206</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travelling Expenses</td>
<td>79,294</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website Charges</td>
<td>35,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workshop Expenses</td>
<td>73,440</td>
<td><strong>Excess of expenditure over income</strong></td>
<td>3,54,502</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>77,21,131</strong></td>
<td><strong>Total</strong></td>
<td><strong>77,21,131</strong></td>
</tr>
</tbody>
</table>
OUR BOARD OF ADVISORS

Mr S.D. Shibulal, co-founder & ex-CEO, Infosys; Ms Kumari Shibulal, Founder, Sarojini Damodaran Foundation; Mr Sanjay Purohit, Founder, ScaleChange Network.
From left to right: Mr Shashi Nair, Director, Viridus Social Impact Solutions; Ms Janhvi Kanoria, Education Portfolio Manager, CEO’s office, Qatar Foundation; Ms. Daya Kori, ex-Vice President, Zyme Solutions

OUR BOARD OF ADVISORS