



ANNUAL REPORT 2019-20



*"Education for the Community,
by the Community"*

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ORGANIZATION OVERVIEW

VISION

An inclusive empowered world in which we can all live in harmony with freedom of expression, respect and Integrity.

MISSION

The creation of sustainable, inclusive, integrated models of student-friendly teacher and school education, in partnership with under-served communities, demonstrating ways of overcoming identified disconnects in the mainstream system.

WHO WE ARE

Muktangan was envisioned as an alternative model that aimed to bridge the prevalent disconnects in mainstream schooling. Supported through the Muktangan Education Trust (formerly the Paragon Charitable Trust), in partnership with the Municipal Corporation of Greater Mumbai (MCGM); we provide an inclusive, student-friendly, community-based model of education. The first Muktangan preschool was started in 2003 on the premises of a Municipal School in Worli, Mumbai.

The original school began with 7 teachers sourced from local, under-served communities who transacted a developmentally appropriate preschool curriculum to students from their own localities. The recognition of the success of the model by members of these same communities and the MCGM led to the Muktangan initiative being set up and run in six additional municipal schools in 2007.

Today, Muktangan has developed into a holistic model of Teacher and School Education; MERC, which is working with various state departments and NGO partners to provide integrated solutions to educational disconnects benefiting 1000s of educators and children in both urban and rural settings.



FROM THE CO-CEOS' DESK

One of Mukhtangan's greatest assets is our 'social capital' developed and nurtured over the years. Being a learning community our various outreach interventions enhance our learnings and enable us to be effective agents of change.

This year has been an exciting one; we have successfully completed two of our sustainable development projects for quality rural pre and primary school education. We also proved that our adaptive educator capacity building modules are scale-able without dilution of quality. Closer to home we continue, through an extended collaboration with the MCGM, to provide our supportive expertise to help improve the quality of education in the mainstream. Thus, bringing us closer to our long-term goal of a systematic transformation to ensure that every child leaving school becomes an empowered individual and socially conscious citizen.

Hope can be a powerful force, especially in difficult times. Today, the world is facing a crisis, a pandemic that has changed our lives. The concept of education changed overnight and digital technology has provided various remote learning opportunities; not just for our students but for our teachers as well. Despite the challenges that our educators and students have faced over the last few months, the courage and resilience they have demonstrated in the midst of this crisis is indeed remarkable.

We would like to express our immense gratitude to our donors, partners, trustees, advisors and team for their commitment and their un-wavering support.

Ms. Dymphena Dias & Mr. Keshav Satose
Co- Chief Executive Officers



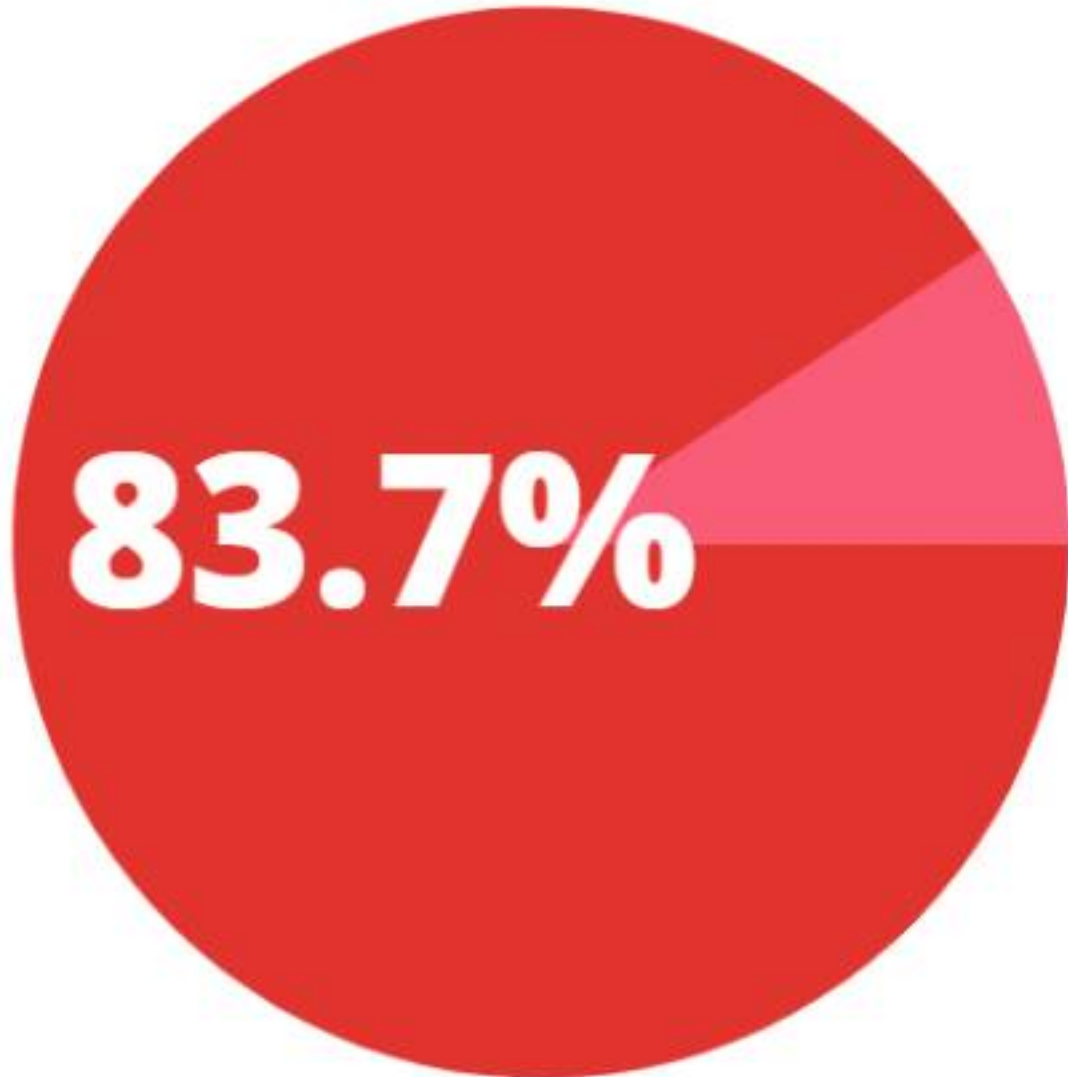
SCHOOLS

Enforced city-wide lock-downs required all Mukhtangan schools, like our counterparts across the world, to close early this year, forcing our academic term to come to a premature abrupt end on March, 16th.

3,749 students were enrolled at our schools this year. Despite the lock-down we were able to stay connected to 86% of our total student body through phone and Whats App. In the academic year 2019- 20, 259 of our students appeared for their SSC examinations, 23 of whom were students with Special Needs.

STUDENT PERFORMANCE

We secured a 99.6% pass rate at the SSC exam 2020. Our top scorer was also one of two students to secure the highest score across MCGM schools.



Total Students scoring a 1st Class.

9.3% of these students were CWSNs

The highest score achieved by a Special Needs Student was 78%.

SCHOOL UPDATES



Our students from Grade 8 participated in the City - wide CaL research project this year. Under the theme, 'environment' our students spent 4 months studying public infrastructure maintenance around their school . Though unable to formally present their findings at the culmination event; the students shared their research design with trainees from the 'I am a Teacher' Institute in February.

1,500 Muktangan students collaborated with the 'Dream On India' project to curate the first 'Book of Dreams' ; a practical Vision Diary by children to policy makers for a better India. Artwork from 10,000+ entrants across the nation was screened by an international panel of artists, scientists and academicians. We are proud to announce that one of our students, Vivek Pathak's work was included in the final publication of the book.



Art is an integral part of holistic development at Muktangan. This year we endeavoured to support our students with a structured, customized curriculum, pruned to develop artistic skill. To do this, we partnered with 'Art 1st' , an organization that supported our children with a well - rounded curriculum, preschool to secondary, including engaging content material exploring critical appreciation to introducing diverse creative styles.

SCHOOL UPDATES



PE has always been aimed at building life skills such as resilience, cooperation and critical thinking among our students. This year our kids received the opportunity to showcase their athletic ability by bagging first place at an MCGM organized football tournament and then through securing two silver and a bronze at the Divisional Boxing Finals. 16 of our students were also selected by the MCGM for a national athletic training camp.

With India's Space Program (ISP) now incorporated into the SSC school syllabus we augmented our collaboration with 'Space Geeks India' through student workshops conducted by two eminent space scientists; Dr. Chaytanya Giri (Rosetta Mission) and Dr. Jaydeep Mukherjee (NASA-FSGC). We are also working towards building a more sustainable events' calendar with the club.



As part of our ongoing school health camps, this year, our community engagement team collaborated with the 'Vision Foundation India' on a visual healthcare initiative. As part of this program all our students and educators, across schools, received free professional consultations for eye examinations with referrals for eye ware and surgery, as required, at a subsidized cost.

SCHOOL UPDATES



Socio-emotional and mental health are important aspects of holistic development and are supported through regular Circle Time sessions within classrooms . In collaboration with the 'Mariwala Health Initiative' this year, our team invited Therapist and Trainer Ms. Anchal Narang to conduct multiple workshops on self - care for students from Grades 9 and 10 and their teachers.

Enforced premature school closures due to the city-wide lock-down forced us to abruptly end all school operations, including many of our annual end of year events. Our teachers and faculty however continued to work from home and co-ordinate with the parents and guardians of our students, supporting them with home study assignments to keep them engaged, active and ensure the completion of the school syllabus for the academic year.



“

We see our children taking the assignments you have sent us seriously and be completely focused as they try to complete them... Thank you for taking this initiative!

”

- Mr. Vinod Singh,
A Muktangnan Parent



ALUMNI ENGAGEMENT

We have been proud to help shape the lives of our now 919 alumni and counting.

Alumni engagement activities have always been a part of our education program as we work to ensure that all our graduates receive the required need-based support as they move to engage with the outer world.

Aware of the Mental, Vocational, Financial and Social stressors currently affecting our alumni we collaborated with 'Project Mumbai's' 'Smiles' program and hosted a series of guided webinar group discussions to facilitate peer group support and provide practical coping strategies aimed at helping these youngsters effectively adapt to the trying times to come.

“During the session we shared concerns regarding the socio - economic issues we are facing during COVID-19 and the lock-down. It felt good because I absolutely needed to hear something positive from someone I trusted during this crisis. Practical solutions, like pursuing meditation and filtering news were shared.”

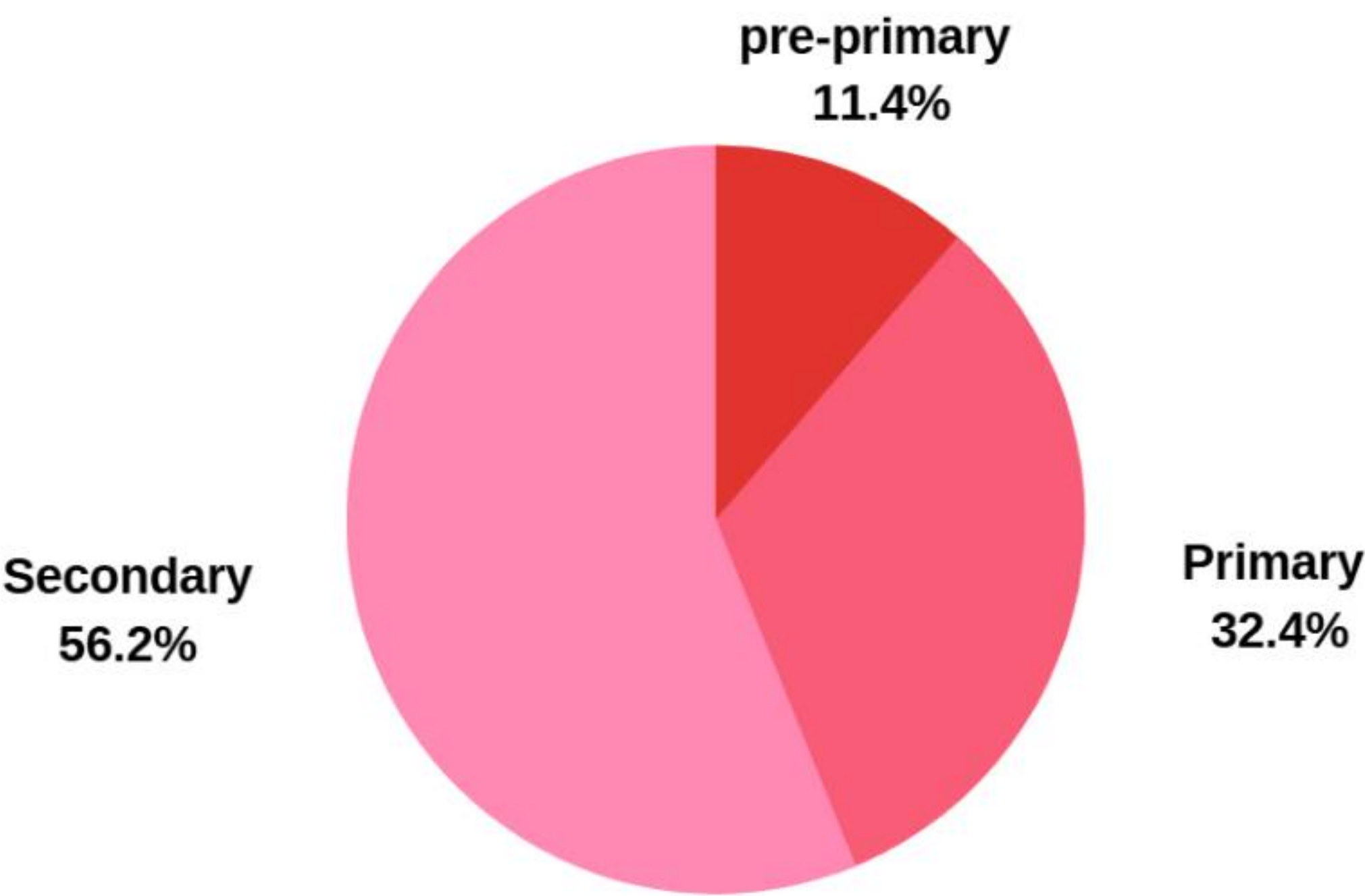
- Jatin Parmar
A Muktangan Alumnus

TEACHER EDUCATION

Our Educator Development program continues to flourish as we take in members from under-served communities and groom them into quality school educators. This impact has now only been enhanced through our continued partnership with the Tata Institute of Social Sciences - School of Vocational Education (TISS - SVE).

IN-SERVICE

This year Mukktangan schools employed **509 community educators**.



Mukktangan teachers section based distribution across schools.

In the year 2019 - 2020; **4 teachers were upgraded to the designation of subject faculty** (teacher educators), 2 for Math and two for Languages raising our number of community teacher educators **to 53 this year**.





PROFESSIONAL DEVELOPMENT

Educator professional development continued as community subject faculty received weekly orientations on pedagogy from our subject matter experts (Lead Faculty).

These learnings were then cascaded through Subject Faculty to teachers for incorporation into lesson plans, developed post weekly Curriculum Understanding Design and Development (CUDDs) meetings.

CUDD's for Grades 9 and 10 are still directly conducted by Lead Faculty.

In March, April and May CUDD meetings continued digitally, focused on developing engaging, digitally shareable learning assignments for students confined at home during the lock-down.

Two series of workshops on skill building were conducted for our teachers in June and October 2019 on various topics including TLM, Formative Assessment and class management. We welcomed employee volunteers from 'DSP' and 'Thirdware Solutions Pvt. Ltd.' who conducted sessions with our teachers on 'Personal Development' and 'Personal Financial Planning'.



PRE- SERVICE

This year **44 teachers** completed the course material for our in - house Teacher Development Program and digitally completed their end of year assessments in April, **raising our total number of pre-service teachers developed to 903.**

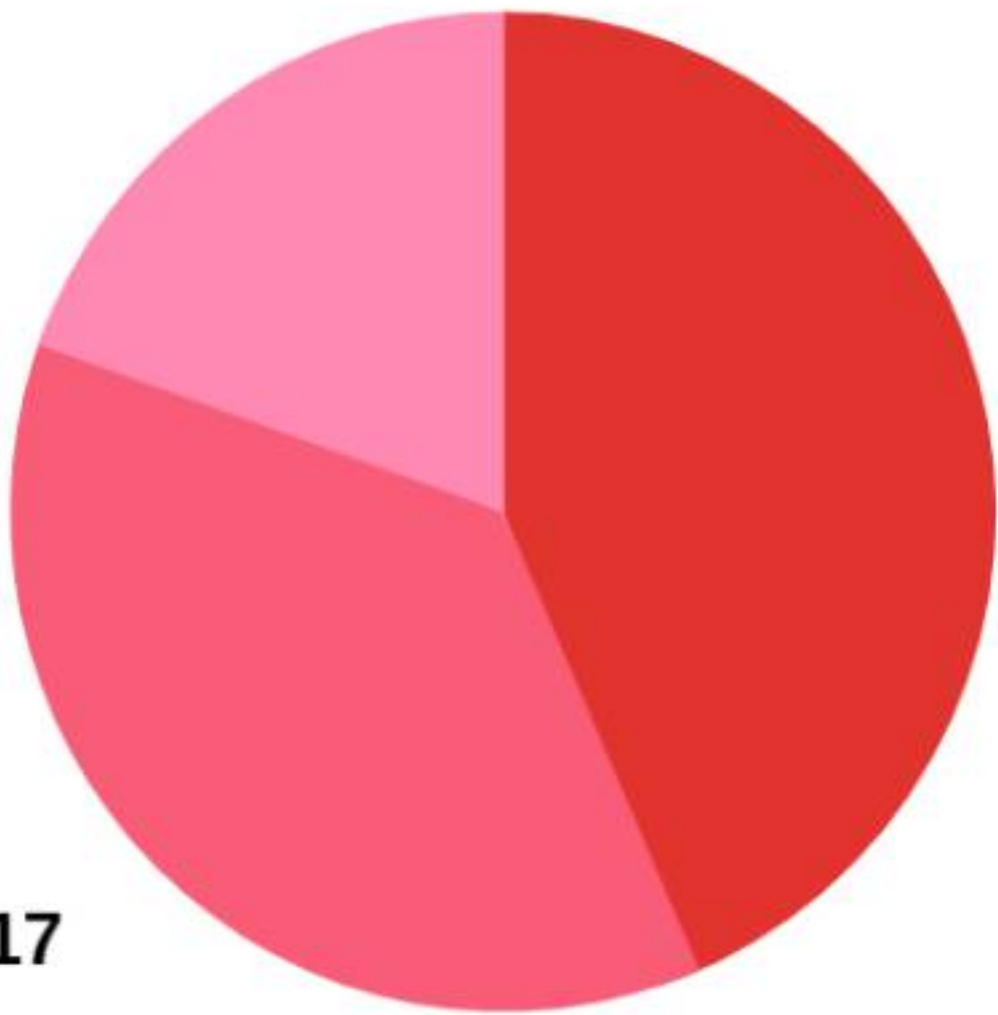
24 of this year's graduates completed the **Foundation for Primary School Course.**

20 graduates have completed the **Level One: Diploma in Early Child Development (ECD)** of the TISS - SVE B.Voc. through the Muktanghan Hub center.

Level Three: 09
19.6%

Level Two: 17
37%

Level One: 20
43.5%



Count and Distribution of 46 teachers who have completed each of the three progressive levels of the TISS-SVE ECD B.Voc. program

*Teachers graduating from the ECE pre-service programme receive a joint B.Voc. (Year 1) ECE certification from Muktanghan and TISS-SVE .

TEACHER EDUCATION UPDATES



Muktangan's subject faculty for Mathematics Ms. Rekha Padala and Ms. Lata Bitlunga collaborated on a white paper titled '**Innovative Practices Adopted in Mathematics by Muktangan to Achieve 21st Century Skills**'. The paper which documented our unique approach to pragmatic education was presented before a panel of their peers and pedagogic experts during a symposium hosted by the St. Teresa's Institute of Education and was granted the '**Institution with Distinctive Status Award 2019**'.

Dr. Puja Shrivastav of the Muktangan Research Department presented another co-authored paper with colleagues Mr. Royston Anil Lobo and Mr. Valentine Borges at the **DIKSHA International Conference** hosted at **St. Xavier's College (Autonomous), Mumbai**. The paper titled '**An Investigation into the Awareness of Differential Learning Needs of Students among Pre-Service Teacher Trainees**' drew parallels between conventional teacher development and the school integrated programs at Muktangan. It stressed how these practices impact trainee perspectives on inclusion within the classroom.





OUTREACH

This year in keeping with our aim to support children across the nation with a formal education that prepares them with life-skills for adaptability and success in the 21st Century, we ensured that our unique teaching learning processes reach a maximum beneficiary pool. This was done through leveraging both; new digital platforms and revitalizing partnerships with public and private entities in the context of formal education and Vocational Development.

EARLY CHILDHOOD DEVELOPMENT TOOLKITS

Aimed at sustainably scaling our tried and tested preschool best practices; we launched our Early Childhood Education Tool Kits this December. The Kits aimed at supporting preschool educators and parents alike, with an easy to implement daily routine that equips children, aged 3 to 6 with the pre-concepts and social skills required for entering primary school.

The Tool Kits were first physically launched with 40 Sevikas through our project partners the 'Learning Space Foundation' and 'Govardhan Eco Village', as a supportive educational resource to our ELDP project in rural Palghar. This was followed by a digital launch via our internally developed extension website:

[*https://toolkits@muktanganedu.org](https://toolkits@muktanganedu.org).

*The website also hosts a myriad of digital educational resources for parents and teachers to support student learning at home during the COVID-19 lock-down.

CURRICULUM RE-DESIGN AND NATIONAL IMPACT

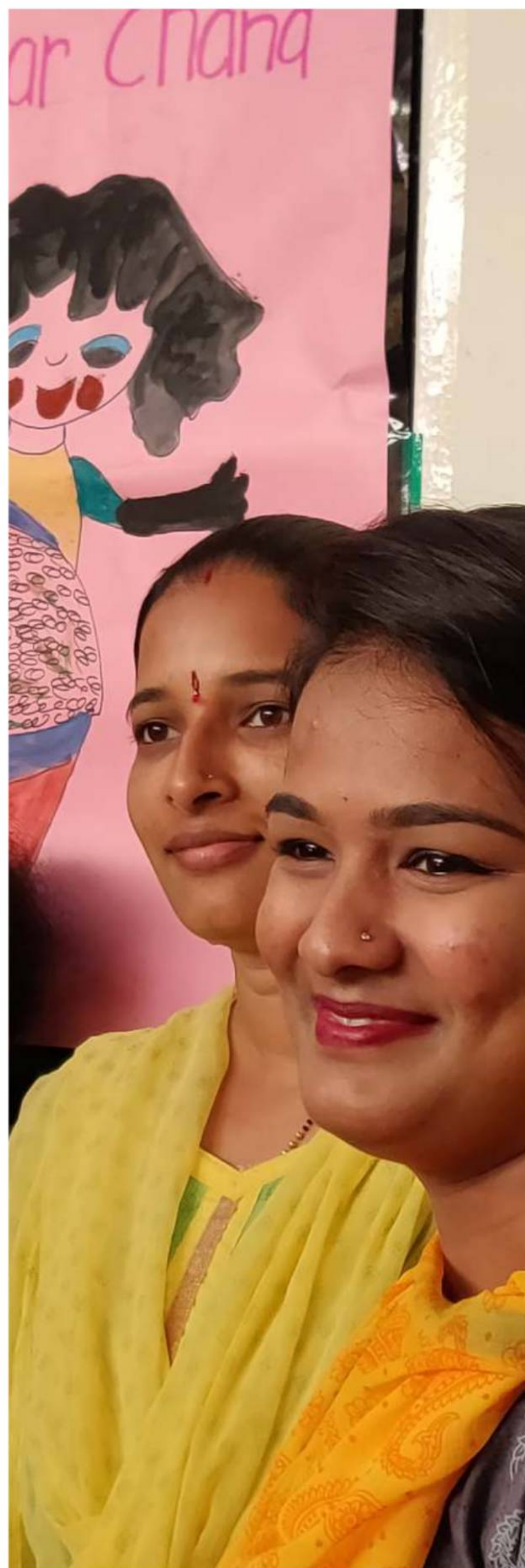
During this last academic year as a knowledge partner, we have completed re-designing the entire course content for all three progressive, work integrated levels of the Tata Institute for Social Sciences Bachelor's Degree in Vocational (B.Voc.) Education (TISS-SVE) for Early Child Development (ECD).

Level One: Diploma in Early Child Development equips applicants with the skills to secure a position of a pre-school teaching assistant.

Level Two: Advanced Diploma in Early Child Development equips applicants with pedagogic and administrative skills required to secure a position as a preschool head teacher.

Level Three: The B.Voc. Degree in Early Child Development provides applicants with the pedagogic expertise and management skills required to set-up and run their own preschool practice.

Our re-designed ECD curriculum is now being implemented in **15 TISS HUB centers across five states PAN India with a total of 396 applicants enrolled to the course**, excluding those completing the program through the Mukhtangan Teacher Education Center.



IMPACT ON RURAL EDUCATION

The Muktangan **Early Learners Development Program (ELDP)** was concluded this year. The community based model of capacity building for Anganwadi workers aimed at bringing about a sustainable change in the way preschool education is delivered in rural Maharashtra.

We developed 22 facilitators provided by our on-field partners the Learning Space Foundation (LSF) into Master Trainers who cascaded our model down to 501 ICDS Anganwadi workers.

During its course, the program has provided **6,764 children** in rural Palghar with developmentally appropriate education and the model's sustainable nature will ensure it impacts many more in the future.

Under the **English Language Development program for Vernacular Primary Schools (ELD-VPS)**, we supported facilitators from 18 clusters in the district of Bhiwandi with pedagogic skills for English language teaching and learning.

These **facilitators then conducted ongoing training workshops and provided in-classroom support to 138 primary grade teachers from 128 Zilla Parishad schools over a three year period.** They also boosted community interest in school education by organizing **education fairs attended by more than 1,000 locals.**

The program will immediately **benefit 6,136 rural school children and their successors enrolled at these schools.**





Many of the ZP schools LSF were connected with were supported by the 'Govardhan Eco Village' (GEV). Noting our impact within the primary schools that were part of the ELD-VPS program; this year, GEV initiated an independent educator capacity building project with us.

The **Zilla Parishad Primary Schools project** aimed at improving learning outcomes and consequently raising attendance at 4 of the GEV supported primary schools. Through the year, 7 facilitators from GEV attended subject specific Curriculum Understanding Design and Development sessions at Mukhtangan once every week.

The facilitators were supported on building child-friendly teaching models, skill specific lesson planning and formative assessment. They subsequently cascaded these modules to 13 teachers from these schools.

The teachers were later assessed for proficiency on four teaching parameters and a **baseline and end-line comparative analysis was conducted** with the participants. **The results indicated a significant improvement in avg. performance *(d=3.41) of the group.**

*The difference of the intervention effect in Standard Deviation between the averages of base and endline test scores.



MCGM EDUCATOR DEVELOPMENT

This year, under Phase One of the Darjounnati School Improvement Project we adopted a more targeted approach to educator development within the context of MCGM schools.

The goal was to create a sustainable model of in-service educator professional development within public sector schools specifically located in the vicinity of Mumbai's most under-served communities.

Through the academic year our faculty shared their subject matter expertise and developed pedagogic

process skills among 127 educators; 87 from primary and 40 from preschool sections of the 25 selected schools.

These educators were empowered with innovative constructivist pedagogy and techniques for lesson design and development, building budget teaching aids, child observation and other formative assessment techniques.

Our team continued mentor-ship support remotely through the end of the academic term in compliance with COVID-19 safety protocols.



INTERNATIONAL COLLABORATIONS

Our partnership with the Singapore International Foundation (SIF) is now entering its 3rd year as a collaborative platform for veterans in ECE to connect and share best practices and design a high quality, scale-able ECE curriculum inclusive of ...

- Professional Development Tools
- Educator Appraisal Systems
- Effective Monitoring-Feedback Systems

Participants from 10 ECE focused organizations have, to-date,

consistently attended six engaging series of workshops hosted by Muktangan and facilitated by ECE expert volunteers from across the globe through SIF.

All participants have successfully been able to cascade what they have learnt within the context of their own preschools with positive results.

The final outcome of this collaboration; an enhanced Muktangan ECE - Primary bridge curriculum, bench-marked to international standards will be released in 2021.

RECOGNITION & ADVOCACY



In June 2019 our Founder Elizabeth Mehta and Leader Outreach Department Ms. Jumana Rampurawala participated in the Round Table 'Collaborative Action for Recommendations' on the National Education Policy 2019 hosted by Sol's ARC.



Muktangan was invited to participate in the First Ever State Panel on Early Years Education (EYE). The panel included district level representatives from the WCD, ICDS, RAA, MAA and DIECPD of Mumbai, Panvel and Raigad. Ms. Jumana Rampurawala and Ms. Gauravi Jadhav represented the organization on this panel.



As one of the major social organizations involved in quality public sector education Muktangan's outreach & ECE teams were invited to share our education model with public and private sector organizations during a joint symposium hosted by the MSCERT and UNICEF.



In July 2019 Mukhtangan was felicitated for 'Quality Teacher Development' by The Reliance Foundation and the Center for Teacher Accreditation (CENTA) at the launch of CENTA's 5th Annual Teaching Professionals Olympiad.



Mukhtangan was invited by the MCGM to showcase our PPP schooling model and its positive impact on student learning before a panel of officials and headmasters. This was followed by a subsequent visit to our schools by MCGM Jt. Municipal Commissioner Mr. Ashutosh Salil and MCGM Education Officer Mr. Mahesh Palkar in September.



In October some of our school faculty and co-ordinators were invited by the MCGM to conduct a centralized orientation training on constructivist pedagogy and our whole school model with 600+ Headmasters from civic schools across Mumbai.



Hosted by Art1st, Avid Learning and the Federation of Indian Chambers of Commerce & Industry (FICCI), faculty from Mukhtangan's Holistic Department were invited to share our integrated approach to art education at AER19 the first Round Table event on 'Systematizing art education as a core subject in schools'.



Mukhtangan's socio-emotional program was featured in the October edition of The Swaddle; a Health, Gender, Culture and Science magazine. The article contextualized our schools' inclusive approach to sex education in the context of its relevance to mental health and adaptive social interaction.



The Regional Academic Authority, Mumbai, organized a consultative meet in October, of all social organizations invested in quality schooling to review and share recommendations on the new proposal for ECE education and curriculum guidelines released by the NCERT. Mukhtangan was one of the invitee presenters at this forum.



Doctoral Candidates Ms. Saloni Atal and Ms. Seema Nath conducted two independent qualitative research studies related to two crucial aspects of the Mukhtangan program; inclusion and economic empowerment. Ms. Atal formally presented her findings at Cambridge University, India Society - CUIS in March 2020.



Mukhtangan: Adapting to the Challenges of a Global Pandemic



Mukhtangan was featured twice on the Nexus of Good; a digital platform founded by Mr. Anil Swarup, Retd. Secretary, School Education and Literacy, MHRD which aims to curate and share social impact at the grassroots to facilitate collaboration for scale.



Presents...

MUKHTANGAN
EDUCATION FOR LIFE

**LIVE ON
CNBC TV18**

Feature Telecast
Date: 18th January 2020
Time: IST 4.30pm

Repeat Telecast
Date: 19th January 2020
Time: IST 6.00pm



In January 2020 a documentary feature on the Mukhtangan program was broadcast on National Television network CNBC TV18. The feature was exclusively aired as part of The Changemakers; Season 1; a series dedicated to highlight, high impact social and CSR initiatives.

ADDITIONAL DISCLOSURES

Accountability and Transparency

The Muktangan Education Trust is registered under the Bombay Public Trusts Act 1950 (**Reg. No.: E-3305 (BOM)**) dated 09/09/1966. Trust deed available on website.

Trust Registrations:

12AA

Registration: CIT(Exemptions),
MUMBAI/12AA/2
019-20/A/10296
Dated: 25/09/2019

80G

Registration: CIT(Exemptions),
MUMBAI/80G/2
019-20/A/10096
Dated: 20/02/2020

FCRA

Registration: 083781089
Dated: 19-07-2019

Visitors are welcome, subject to prior appointment, to the addresses given under the **“contact us”** section on our website **www.muktanganedu.org**

Name and address of main bankers:

Axis Bank Ltd., Ground floor,
Bengal Chemical Premises,
502, S. V. Savarkar Marg,
Near Century Bazar,
Prabhadevi Mumbai 400025.

Name and address of auditors:

M/s M.S. Parikh and Co.,
A-5, Tamrind House,
Building No.36,
Muddanna P Shetty Marg,
Fort, Mumbai 400023, India.

STAFF DATA

Total Staff Breakup

Particulars	Male	Female	Total
Full Time Staff	20	507	527
Part Time Staff		47	47
Consultants	5	5	10

Managing Trustees Remuneration INR 0.00 (NIL).

Remuneration of the highest paid staff member INR 15,60,000/- per annum.

Remuneration of the lowest paid staff member INR 73,600/- per annum.

Employee Salary Strands

Gross Salary per Month	Male	Female	Total
5000 - 10000	2	94	96
10001 - 25000	11	356	367
25001 - 50000	5	92	97
50001 - 100000	2	10	12
Greater than 100000	0	2	2

All our Trustees and Volunteers give their time pro-bono hence, their details are not included here.

GOVERNANCE

Muktangan has a duly approved new Trust Deed known as 'The Scheme for Management and Administration of the Muktangan Education Trust'. This new Deed helps us strengthen our governance structures and include board members with diverse skills that can be harnessed during this phase of evolution.

The advisory group has been actively engaged in partnering with the leadership team for strategy development. We are also excited to share that our Senior Leadership team is currently engaged in an intense exercise with the Centre for Advancement of Philanthropy (CAP) to adopt the best practices of the Sector.

The Trustees of the Muktangan Education Trust met three times during the financial year 2019-20 on 13/08/2019, 22/10/2019, 13/01/2020. Minutes for all meetings were documented and circulated. The Trustees approved the program budgets, annual report and audited financial statements.

The Board ensures the organization's compliance with statutory laws and regulations.

No remuneration, sitting fees or any other fees or compensation other than reimbursement of travel has been paid to any of the Trustees of the Muktangan Education Trust.

Muktangan Education Trust : Trustee Profile						
Name	Age	Sex	Position on Board	Occupation	Area of Competency	Meetings Attended
Sunil Mehta	77	M	Managing Trustee	Business	Management & Operations	3/3
Elizabeth Mehta	76	F	Founder Trustee	Educationist	Education	3/3
Ashok N Shah	66	M	Trustee	Chartered Accountant	Law & Regulation	3/3
Vijaya Chauhan	75	F	Trustee	Educationist	Education	2/3
Farida D Bhathena	55	F	Trustee	Service	Finance	3/3
Mr. Anil Swarup	61	M	Trustee	Retd. Secretary, School Education and Literacy, MHRD	Public Sector Education	3/3



SUPPORT US!

Muktangan provides a quality, full-school education program to 3700+ students annually through our Mumbai based municipal schools, with 1000s more impacted through our Rural and Urban education outreach programs.

Supporting a Muktangan School can help us continue our work and ensure that each of our beneficiaries receives a developmentally appropriate education. Thus, enabling them with the essential life-skills required to adapt to today's dynamic socio-economic environment.

Support a Muktangan School Program/Child for a year (INR - Unit: Lac./USD - Unit: K)

School Programs	Per Program Cost	USD \$	Per Child Cost	USD \$
Pre school	15.46	20.9	0.20	0.270
Primary (1-4)	62.46	84.4	0.37	0.500
Middle (5-8)	86.66	117.2	0.50	0.676
Secondary (9-10)	35.65	48.2	0.45	0.608

**OR Sponsor an entire Muktangan school program, budget 2.00 Cr for one year.
For more information kindly visit: <https://www.muktanganedu.org/support-us/>*