



# Annual Report 2017-18



# A note from our CEO

Akanksha has always been on a continuous path of learning about the purpose of education in a rapidly changing world. The year 2017-2018 was a year of 'Looking Ahead' for all of us.

Building on Akanksha's 27 years of experience during the previous two phases, 1991-2007 when Akanksha ran the after-school centres and 2007-2017 when we transitioned into running 20 schools, we wanted to define what the next decade in Akanksha's journey would look like. We asked ourselves two fundamental questions:

- 1. What would define excellent education in the coming ten years and hence, what would an Akanksha graduate look like?**
- 2. How do we further our vision of serving all children?**

While exploring answers to the above questions, we reached out to all our stakeholders - from the children in our classrooms to the board members of Akanksha. After a year-long process, we emerged with a revised mission of Akanksha- to build one of the largest networks of innovative schools that empowers children to maximise their potential and that influences systemic reform. As we continue to strengthen our schools and deepen our impact, we have taken a critical look at how we can develop 21st century knowledge, skills, and values in our children. This helped us to craft a Student Vision framework that envisions all Akanksha

students to graduate with a sense of Mastery, Autonomy, and Purpose, empowered with essential knowledge and skills like critical thinking, creativity, collaboration and communication with a deep focus on our core values.

Today, while we are proud of how far our network of schools have reached, we also acknowledge how far we have to go. We believe the learning taking place in each classroom can be more rigorous and fun for each child and needs to be better differentiated to address the diverse needs of all the students in our classrooms.

The School Development Review (SDR) plays a monumental role in achieving this by providing consistent support to our school teams and equipping them with the skills and resources they need, to work with each child and improve their practices. This year we incorporated the Akanksha pillars to the School Development Review for a deeper understanding of each school goals. This has surfaced Akanksha's best practises and brought attention to very specific focus areas, which we would not have realised otherwise.

As we embark on this new phase in Akanksha's journey our aim will be to build a stronger organisation culture during this time of change that is inclusive, transparent and empowering. We believe that our values will form the foundation for us to work towards the ambitious goals we have in front of us, enjoy the process, learn from our mistakes, take pride in our achievements and innovate for the future.




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**Saurabh Taneja**

CEO, The Akanksha Foundation

# About Us

The Akanksha Foundation is a non-profit organisation with a mission to provide children from low-income communities with a high-quality education, enabling them to maximize their potential and transform their lives.

We are currently a network of:

**2500**

Alumni

**20**

Schools

**7400**

Children

**2**

Cities

For over 25 years, Akanksha has educated children from low-income communities across Mumbai and Pune – first, through our after-school centers, and since 2007, through the Akanksha Schools. Today, we are one of the largest urban networks of public-private partnership schools of its kind in India. Looking ahead, we seek to expand our network of schools, share our effective practices and advocate for quality school reform for children across India.



### Stories for 8 Year Olds

Read about a school for animals  
a girl who works in the wild  
the boy trapped inside Bart's  
computer screen

This marvellous selection of human  
entertaining stories will provide  
hours of reading fun for delight  
every 8 year old

Illustrated by Alan Bennett



### Stories for 8

### Year Olds

Entertaining Stories





THE WORLD OF DISCOVERY

Asop's stories  
The King's Prayers  
and other stories

ANNE SHARP

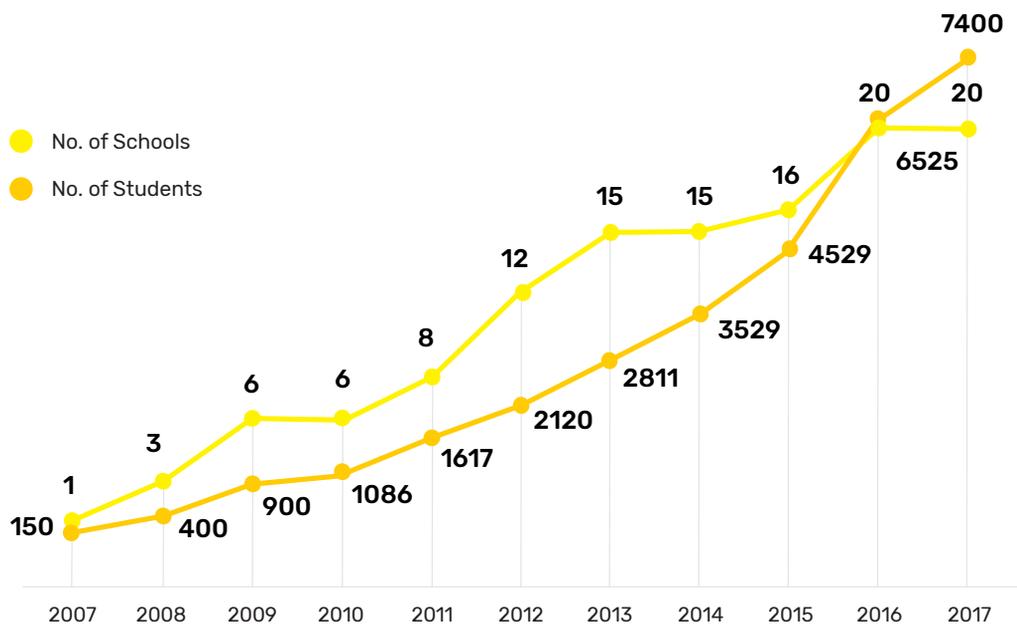
NICK DENCHFIELD

# The Akanksha School Project Turns 10!

In 2007, Akanksha aimed to create a model for high performing schools through The School Project, in collaboration with the Pune Municipal Corporation. We started the School Project with the opening of our first school, KC Thackeray Vidya Niketan School. Starting with just a single classroom to becoming a model school, the school has come a long way.

Over the past 10 years, we have grown to 20 schools across Mumbai and Pune serving over 7400 children, in partnership with the PMC, PCMC, and the MCGM.

3 of our schools are at full capacity (up to Grade 10) and 2 of our schools are secondary schools having Grades 8th to 10th. The School Project is poised to become bigger as we aim to deepen our work and create high performing schools. Under the agreement with municipal corporations, Akanksha takes complete ownership of teacher and staff recruitment, learning, and development needs of students. The materials and infrastructure, building and maintenance are provided by municipal corporations.



**The school project directly addresses formal education with two clear aims:**

1. To demonstrate that it is possible for children from low-income communities to achieve high levels given an excellent education.
2. To create a scalable school model within the government system that drives wider systemic reform in education.



## Aaliya Mulla

Student from Abhyudaya Nagar School, Mumbai

*"I had 10 amazing years with the school. My school has been like a second home to me. I always loved going to school as my teachers were such amazing individuals. My school helped me transform myself from a shy to a confident girl. Being a part of the first batch to move out of Abhyudaya School was not just a moment of pride but also a responsibility. I was very lucky to be a part of the school where not only academics but also extracurricular activities were given importance. Everything that I have achieved is only because of my teachers and my school. Today I am studying at United World College Singapore."*



## Anu Aga

Ex-Chairperson Thermax

*"At the Akanksha Board, we found that our children who came to the Centres in Mumbai and Pune for two and a half hours gained a lot of self-confidence but we could not improve their academic results. Hence we decided to start a school where we could have the children for a much longer time. The first school, KC Thackeray was started 10 years ago under the PPP arrangement & since then we have opened 20 schools between Mumbai and Pune. Some of our schools since then have come upto SSC and have shown excellent results plus the kids have excelled in debates, elocution, sports and community involvement. Nine of our students have got into the prestigious United World Colleges and are placed all over the world. I see a great future for the Akanksha schools and wish them all the best."*

# School Development Review

Our biggest priority through the year was ensuring that our schools are making continuous progress in their classrooms as well as providing high-quality experience and support to every student and family we serve.

This year, each school concluded its second year of the School Development Review (SDR). The SDR is a strong tool for our schools to evaluate their progress and base their strategies for student success, address socio-emotional issues and engage with the parents in effective and meaningful ways.

The School Development Review is conducted through school walk-throughs. Each walkthrough is completed by a neutral, trained team comprising of members from the Network Support Team, School Leaders and Central Leadership Team to collect evidence that our school goals are moving forward.

## Five key parameters to evaluate our schools

1. Maximising Resources
2. Progressive Pedagogy
3. Parents as Partners
4. Accountability to Learning
5. Excellent Educators



### Maximising Resources

Each school maximises their use of time, money & materials - creatively leveraging government infrastructure, volunteers and a disciplined approach to managing the cost per child annually of our School.

### Graph Key

● **Forming**

Nascent stage of development

● **Norming**

Meeting the standard

● **Performing**

Doing well and succeeding

*Our goal is to move our schools from forming to performing metrics every year. This year our Network Support Team revamped our SDR rubric for a more robust evaluation of our school goals. This has ensured consistency in evaluation across our schools.*



## Progressive Pedagogy

The Akanksha curriculum and Network Support Team empowers teachers and school leaders with best practices in pedagogy, using a skills-based approach and rigorous standards for Student Learning.

### Current Impact

Sep'17 – Year Beginning



Mar'18 – Year End



## Parents as Partners

Parents actively engage in the process of their child's development through programs such as the School Management Committee, parent literacy classes, and parent volunteering.

### Current Impact

Sep'17 – Year Beginning



Mar'18 – Year End



## Excellent Educators

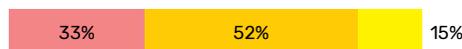
Each Akanksha school builds and develops a team of teachers, a School Leader, admin, and a social worker collaborating to run the school.

### Current Impact

Sep'17 – Year Beginning



Mar'18 – Year End



## Accountability to Learning

All schools undergo a School Development Review & biannual performance review to assess progress & plan next steps for school development. This encompasses reaching all children through our youth development initiatives nurturing the passion and talent of every child.

### Current Impact

Sep'17 – Year Beginning



Mar'18 – Year End



# Teacher Engagement Survey

We conduct School Culture Survey to draw insights on three key domains - relationship with leadership, mutual trust and respect, and teacher well being. The survey helps support the School Leaders to continuously strive towards maintaining a healthy school culture in alignment with our organisation's values.

Nearly 300 teachers participated in the survey. 40% of the teachers were with the Akanksha Foundation between 1-3 years, and 34% were with the Foundation for more than 3 years. The survey measured leadership, respect and trust, teacher well being, and engagement.

## This year's results showed:

**84%**

positive responses on the relationship with the school's leadership indicating faith in our school leaders.

**82%**

positive responses on the culture of mutual trust and respect

**63%**

positive responses on teacher well being





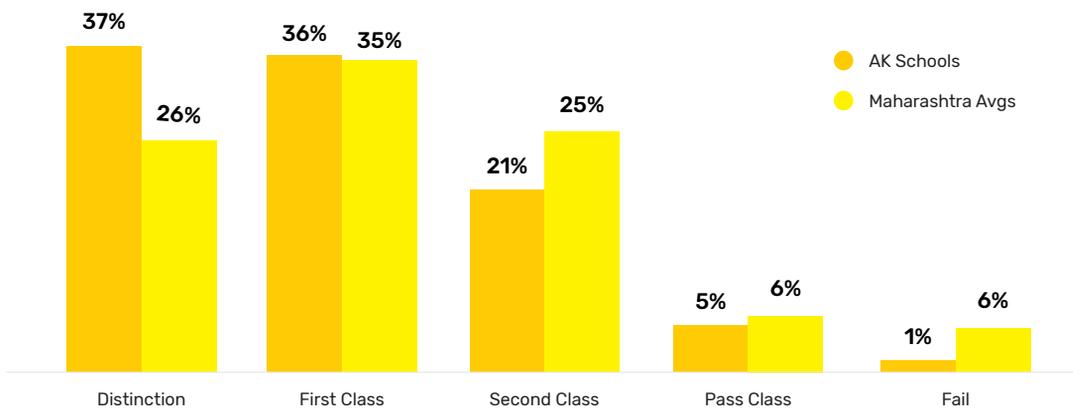
# Akanksha's 3 Focus Areas

At Akanksha, we are continuously striving to strengthen our schools. We focus on three specific aspects that we believe would lead to the strengthening and development of our schools - Academic Achievement, Youth Development, and Community Engagement.

# 1. Academic Achievement

The Academic Achievement focus is on skill development for every child, and on balancing traditional and progressive teaching methods to enhance learning opportunities. To support this focus, we ensure that the teaching staff and School Leaders are provided with regular training and are supported by Akanksha's central Network Support Team. Teaching and Leadership Staff are provided support in creating structured lesson and learning plans.

## SSC Results: Akanksha Vs. Maharashtra



## Key Academic Achievement 2017-18

**98%**

Student Retention

**92%**

Teacher Attendance

**90%**

Student Attendance

**77%**

Parent Attendance

## Stories of Achievement



### Chinmaya

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School Leader, Acharya Vinoba Bhave School

*“The Academic Achievement goal at AVBS is to build real-life application through all lessons. To be able to achieve this, all teachers focus on Strong Openings, Effective Questioning, and Checks for Understanding, in their respective lessons. Peer observations are carried out with the help of an observation tool, which allows teachers to provide feedback to each other as well as spot best practices. Helping hands, a Student Council initiative has been a huge contributing factor to help those students who learn better with their peers.”*



### MD Mustaque Alam

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Teacher, DN Nagar school

*“I use the Nalanda tablets in my Math class. The use of technology increases student engagement and student work-time. It allows me to dedicate more time to students. It has also enhanced teamwork and collaboration avenues during class and has enabled students to foster a problem-solving attitude. The use of tablets has definitely made Math classes interesting and fun.”*

## 2. Youth Development

The Youth Development focus aims to provide age-appropriate character building and socio-emotional skill development. Teachers, counsellors and social workers collaborate to make the youth development goals come alive in the school.

80% of our schools have consistent round the year programs to develop socio-emotional skills in children.

**Students at Akanksha schools were involved in a range of extracurricular activities this past year, including building award-winning robots, creating an online news service, winning trophies in football, sharing stories through dance, and participating in a science exhibition.**

Practices like circle time encourage children and adults to discuss openly about the issues and challenges that affect learning and the well-being of children.

Bullying, alcohol abuse, and domestic violence that children from impoverished backgrounds are most vulnerable to being addressed through effective listening and collaborative problem-solving. Additionally, every child is encouraged to sign up and participate in clubs and extracurricular activities ranging from sports to art and dance.



## Code Breakers

A team of grade 7 students, from our KCTVN school, won the Pune Regional Lego League Competition. The KCTVN Team, 'Code Breakers' floored the judges with their idea of solving the problem of overflowing of water tanks. They developed a unique solution to address this problem by using an ultrasonic sensor and created a water level detector. Code breakers also won an award for the best-researched project and participated in the National Lego League Competition. We are super proud of our young Robotic Champs.



## Scrappy News Partnership

When children become news anchors they also become change makers. ScrappyNewsService launched a nationwide initiative to take on everyday issues that millions of people face not just in India but across the globe. ScrappyNewsService is ready to launch 14 episodes of Children's Scrappy news Service in which 2 of Akanksha's students Prachi & Salauddin from Abhyudaya Nagar School become reporters on ground and talk to people who face challenges ranging from hygiene, honking, littering on the streets to how dogs have jobs when they help people with disabilities.



## Girls From Mahalaxmi School Winning Murli Deora Trophy

In the past year, our girl students kicked up a storm in the field of football, breaking boundaries and stereotypes of every kind. Our grade 4 girls, from Mahalaxmi School in Mumbai, won the 2nd place in the Milind Deora South Mumbai Soccer tournament. It was a tournament for all schools in South Mumbai. The girls showed incredible resilience playing the semi-final and final match on the same day that won the praise from even the coach of the other team. More recently Nirjala was one among the 4 students chosen to train with the Queens Park Rangers Football team in London.



## Dance And Movement With The American School Of Bombay (ASB)

Staging Changes program was a partnership between the American School of Bombay and the Akanksha Foundation, developed to create an integrated and authentic learning pathway combining Drama and CSR in a real-world, task-driven collaborative environment. As a part of this program, students from Akanksha and ASB put up a verbatim performance called Culture and Identity. The performance investigated personal narratives and explorations of identity and had been devised through a process of building a collaborative 'company of theatre-makers'.

# Art in Akanksha schools within the curriculum

We have always believed that learning happens everywhere and in many innovative ways. We believe that the fewer the boundaries of subjects and content, the greater the learning. It is in that spirit that we put together a module of 35 lessons which brings together two very different subjects – Math and Art. It was designed for our Art and Math teachers to have fun with, explore, and go deeper for themselves and their students. From the many ideas available online, we curated and converted them into lesson plans that we could use in our classrooms. These modules demonstrated that Math can be studied in different ways and that a triangle is not just a shape, but it also has infinite possibilities that can be discovered in the most creative ways.

*“We used a brush in a compass to create Art! I never thought we could combine Math and Art. It made Math so much more fun.”*

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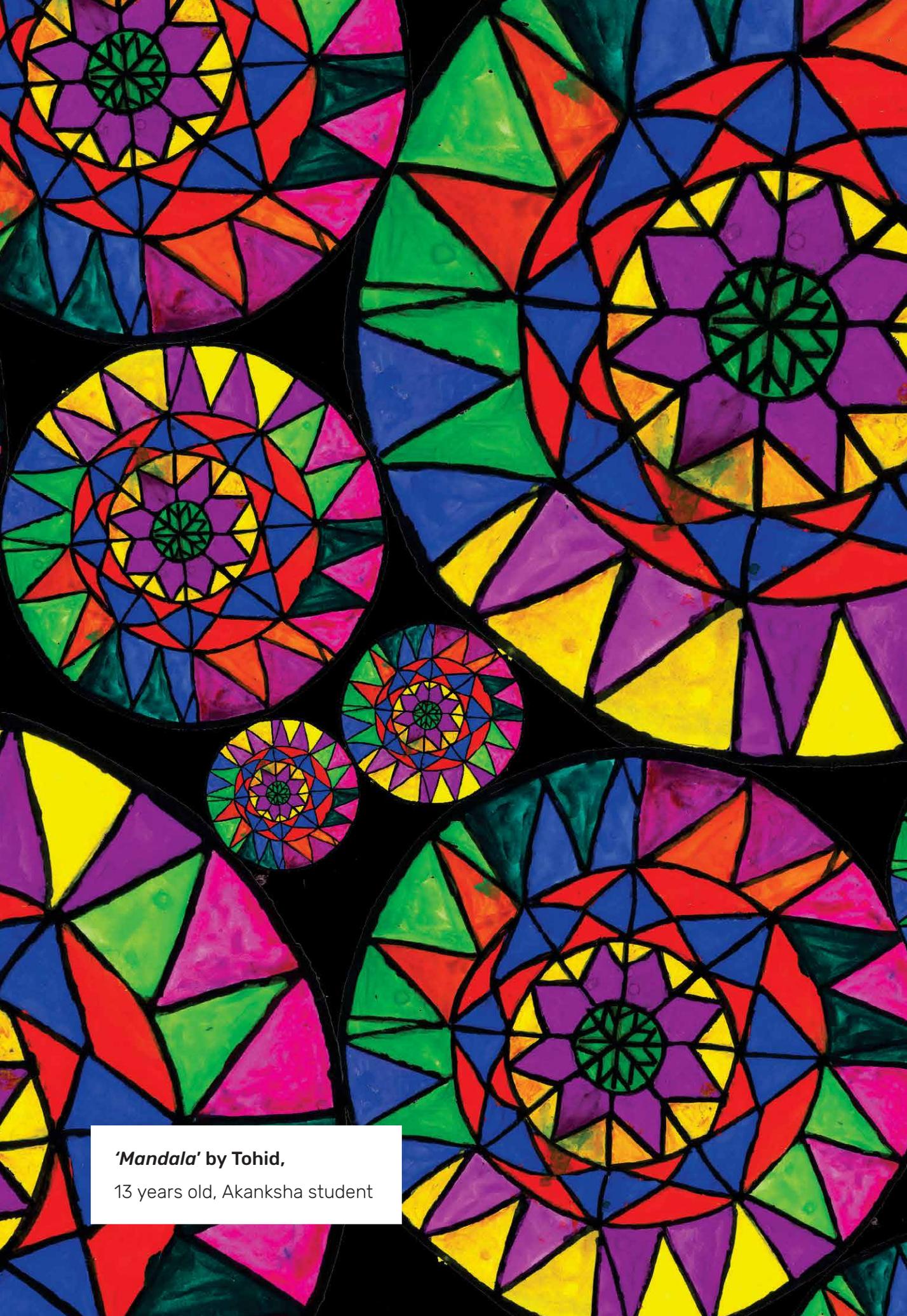
**Samiksha, 13 years old**

## Art for Akanksha

The impact of Art for Akanksha goes beyond sales to building awareness about Akanksha schools and our children. This has resulted in deeper engagement with our stakeholders for funding, teaching, volunteering and several other partnerships.

In 2017, the Art for Akanksha team set up 20 bazaars in homes across Mumbai and Pune, reaching over 1340 families and generating sales of approx Rs.16 lakhs. We also created multiple murals in and around the Akanksha schools, conducted art sessions for children and adults, created customised hand painted products for special orders and pushed ourselves and our alumni to do things not done before.

Our partners this year included FSG consultants, AZB & Partners, Aditya Birla Group, Bank of America, Novartis, Thermax Ltd, IFMR, Baro, Fractal Analytics, YPO, United Way, H Ajoomal, Amazon, Stat Media Pvt Ltd, Piramal Foundation & Tata Capital amongst many others.



***'Mandala'*** by Tohid,

13 years old, Akanksha student

# 3. Community Engagement

Through the Community Engagement focus, our aim is to strengthen parent-teacher engagement to aid student learning outcomes. We focus on developing strategies to work with communities at large to work in a transformational manner. We believe in parent education in order to promote family support and engagement with their child's education.

**100%**

of Akanksha schools have fully functioning SMCs trained on a regular basis versus 66% across the country

**70%**

of Akanksha schools have consistent parent development initiatives offered through the year

Social workers lead a team of parents and help equip them with knowledge and skills they can use to drive positive change within the school by developing life skills ranging from health, hygiene and nutritional awareness along with spoken English classes. The social workers visit every family to drive parental and family support and promote engagement with their child's education. This endeavour improves student attendance rates and students' performance.

As an example of how this has been rolled out is in Mahatma Jyotiba Phule Mumbai Public School (MJPMPs). The school runs a School Management Committee comprised of parents, teachers, and school leaders to ensure parent involvement in students' education and accountability for school management.



We empower and bring effective change in the communities through our School Management Committees (SMCs). Each school has an SMC, made up of 10-12 parents, that meets monthly with two central SMCs, in Mumbai and Pune. This is led by an Akanksha School Social Worker.

## Stories of Change



### 1. Nutrition and Health Care

Starting in 2016, Akanksha's SMCs launched an intensive nutrition and health care initiative across nine schools. They registered 750 Akanksha families to receive free check-ups and any prescribed medications. The SMCs also implemented an in-school nutrition program to prevent malnutrition. School social workers use tools such as growth charts and dietary plans, monitor tiffin contents for lunch and snack breaks and host workshops to educate parents about nutrition. Currently, all Akanksha schools in Mumbai have an ongoing nutrition program.



### 2. Building Bridges

Many parents struggle to connect with their children amid busy lives due to their long work hours. Parents at Akanksha's D.N. Nagar School raised this issue in their SMC. They developed a simple but powerful exercise, called Building Bridges, where a parent and child sit across from each other and answer, "What do I love and respect most about you?" And, "What is the one thing I will do for you this year?" These commitments are put up on a painted tree at the entrance to the school. Each day when students and parents arrive they are greeted by their commitments to one another as a reminder of this important bond.



### 3. Empowering Parents

Our parents and SMCs are also impacting government-run schools. A member of Akanksha's Bopodi SMC also had a child at a local government-run school. She was shocked to find that despite having many issues, including a dilapidated structure and malnourished students, the school's SMC was not active. With the help of other Akanksha parents, she went door-to-door and spoke to parents in the community about how they could make a difference at their children's school. As a result, the government school now has an active SMC that has created a nutrition program and is working on other issues.



### 4. Support Groups for Women

In 2015-16 Akanksha formed its first Women's Support Groups, focused on building self-confidence, leadership and workforce skills and economic independence. As part of the program, partnering colleges and organizations—such as Majlis Legal Center, Animedh Charitable Trust and Sophia College—offer educational workshops and workforce training in a variety of fields. In one group, responding to popular demand, women participants learned how to drive. Currently, six Akanksha schools operate support groups, serving 150 women.



### 5. Ending Abuse

Several SMCs identified physical abuse at home as a major issue facing their communities. Akanksha's Laxmi Nagar School conducted a survey that revealed 87% of students were physically abused at home. The parents in the SMC worked to educate other parents about the impact of physical abuse on children. They surveyed parents on what motivates abuse, and 90% revealed they did not know how to deal with the pressures they face in their own lives.

The school created a plan to identify and support parents in need of help, working with them to develop positive disciplining systems. This year, the rate of abuse was reduced by 40%, and the school's effort continues.

At Akanksha's Sitaram Mill School, the SMC worked with a local NGO to run a campaign on child sexual abuse awareness and prevention. The campaign engaged children and parents in their community of 56,000 people through posters, stands, plays and dialogue. The SMC used community cricket games to engage parents, and specifically fathers, in the sexual abuse awareness campaign. More Akanksha SMCs are continuing to start their own campaigns around this issue.



# Akanksha's Alumni

We have over 2500 School and Centre Alumni who have carved a strong path for themselves with their career and further studies.

# Our Support and Engagement Program

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## **We focus on 5 key areas**

- 1. Employment Support**
- 2. Financial Support**
- 3. Life Skills**
- 4. Parental Engagement**
- 5. College & Career Awareness**

In 2017, Akanksha initiated their Alumni Support and Engagement program to create an ecosystem of support for all alumni to fulfill their life goals.

The program aims to address the growing needs of the organization as it continues to evolve. To ensure that we support our alumni in the best possible manner, we conducted a round of research to understand the needs of our alumni.

Through surveys, town halls and personal interviews, we arrived at the five key areas that needed to be addressed.

# Alumni Impact

As we continue to support our growing alumni database, we are proud to share a few highlights of how our alumni are doing.

**97%**

of our students  
passing the SSC enroll  
in Junior College

**91%**

of our alumni have  
cleared Grade 12

**2500**

School and Center  
Alumni

**82%**

of our Alumni enroll in  
degree college to  
continue education



## Supriya Dandnaik

Supriya joined K.C. Thackeray Vidya Niketan in grade 5. She is an animal lover and started to advocate for animals since grade 7. During her final year in college, Supriya lost her father. The loss of a loved one and the only earning member in the family led to a dire situation at home. Supriya decided the only way to support her family and to ensure that her siblings continued with their education was to get a job. She started working in a publishing house run by the Sadhu Vaswani Mission. Within a year her strong work ethic led to her being given more responsibility and currently, she manages two bookstores and a mobile store. She also volunteers at an NGO that rescues and shelters animals and writes short stories. Once she completes her masters, Supriya plans to make a career as a social activist, empowering people to fight for their rights and starting an NGO for animals.



## Nizamuddin Shaikh

He enrolled in an Akanksha center at the age of seven and then continued to be a part of the Service Learning Program (SLP) in grade 11. During this program, Nizamuddin formed a close bond with Rohit bhaiya, an SLP teacher, who made him aware about various social causes, gave him a sense of purpose and made him feel comfortable enough to share important things about in his life. Inspired by Rohit bhaiya's passion and dedication, Nizamuddin decided to work hard, get good grades and make the most of his life. Today, he is a confident and talented young adult, working as a Software Associate with Capgemini.



## I Dream Like You – Book Launch

A book featuring 25 of Akanksha's alumni stories

This year we launched a book that highlights and celebrates 25 Akanksha stories. Each of the stories is a representation of the stories of the millions of young people in our country and the barriers that stand before them to reach their dreams. Their dreams are really simple – to be financially independent, to care for their families, to be able to do what they love and to become all that they are capable of being.

The book is about grit, resilience, passion, drive, hope, joy but mostly about love and belief. We all need one person in our lives who believes in us and stands by us through thick and thin. The book is about parents and teachers and the school as a community that has the power to change lives. The book is edited by Saker Mistri.



I DREAM LIKE YOU  
STORIES WE WALK PAST

Edited by Saker Mistri

# India School Leadership Program

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Established in 2013, India School leadership Institute (ISLI) is a project of Akanksha Foundation and among the first organisations in India dedicated to developing skills of School Leaders.

## ISLI current reach:

**1400**

Schools

**5.3**

Lakh students

**5**

Cities

School Leaders include principals, headmasters/headmistresses and owners of Government, budget-private or low-income schools. ISLI aims to create a pipeline of leaders equipped to lead high performing schools for children of underserved communities and establish the benchmark for school leadership training in India. School Leaders enroll into the ISLI City Fellowship Programme, which is specially designed to develop and improve their skills in order to provide a great education in their schools.





Akanksha 3.0

# Prove, Multiply, Advocate

Akanksha 3.0 is based on three principles – Prove, Multiply, and Advocate. Going into the future, Akanksha will create multiple ‘proof points’ through its schools, students, and alumni who demonstrate the power of our vision. This network of our people and our schools will act as ‘multipliers’ and ‘advocates’ influencing school system reform through advocacy and partnerships.

The mission of Akanksha 3.0 is focused on influencing systemic education reform. Our mission for our future is to build one of the largest networks of innovative schools that empowers children to maximise their potential and influence systemic reform.

**We are currently a network of 20 schools, across 2 cities, serving 7400 children, with an alumni population of 2,500.**

**Our vision for Akanksha 3.0 is to build a network of 100 schools across 10 cities, serving 100,000 children, and with an alumni population of 10,000. Overall, we want the Akanksha network to impact one million children.**

## Five strategic focus areas to move forward in the next 3 years (2018-21)



**Strengthening proof points  
through schools, students  
and alumni**



**Participate in policy advocacy  
through research & partnerships**



**Enable setting up 65 Akanksha  
inspired schools through a School  
Leadership Academy**



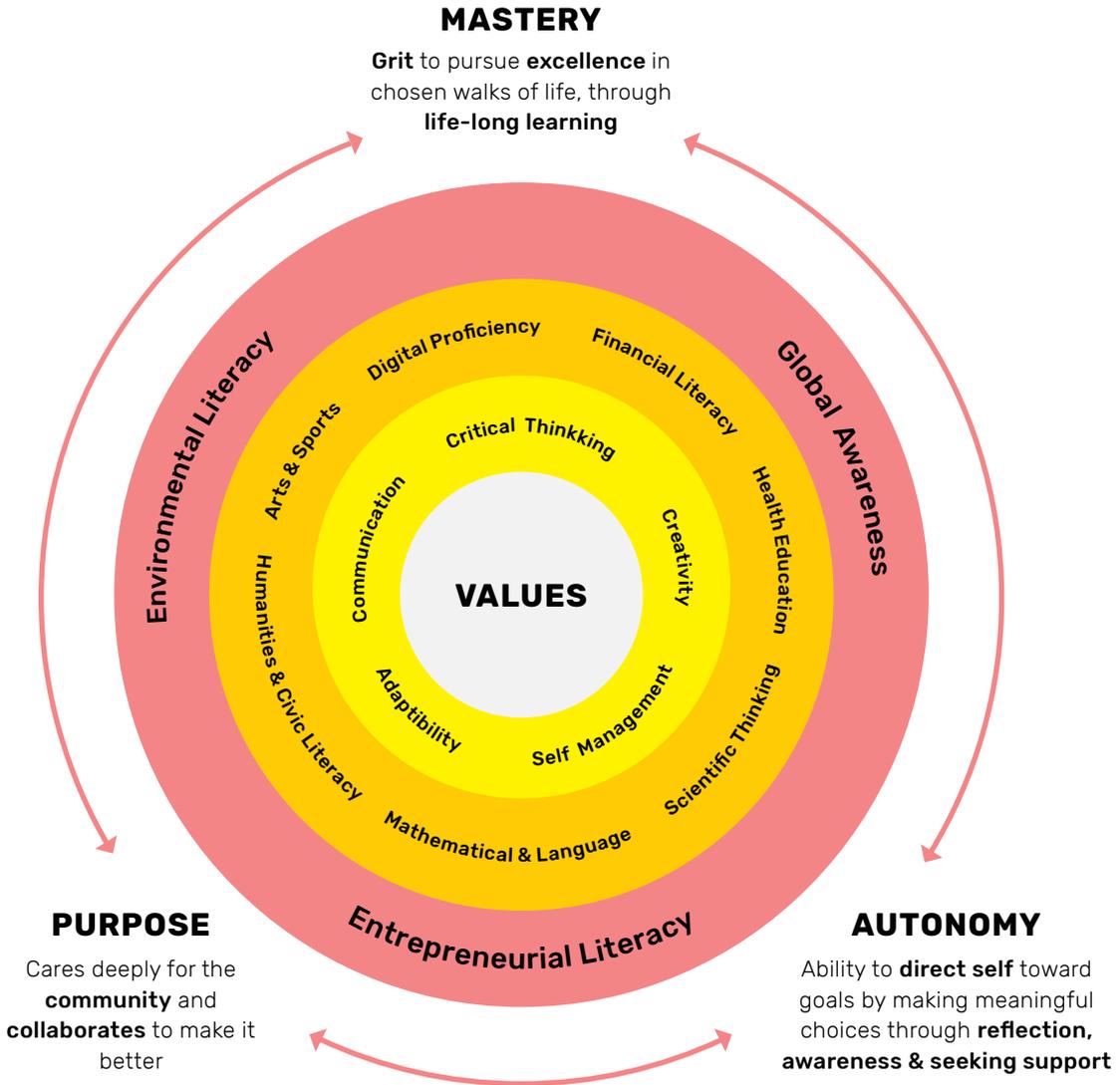
**Developing 15 more 'proof points'  
in new cities, or through  
innovative schools**



**Unleash the power of voice of  
our students, educators, parents  
to influence neighbourhood  
schools & the wider community**

# Akanksha Student Vision Framework

We envision all students graduate from our school empowered with a sense of **Mastery, Autonomy & Purpose** for success in the 21st Century



## Values

Shapes the beliefs, actions, and attitude of a person. They must be underpinned by knowledge and skills and therefore form the core of the student vision framework

## Skills

Manage and recognise own emotions, develop and care and concern for others, nurture positive relationships, learn to solve problems and make responsible decisions

## Key Knowledge domains

To be mastered by each Akanksha graduate to be successful in the 21st century, the global environment

## New Competencies

These competencies are necessary for a globalised, digital interconnected world. We are hoping to develop this in our schools, going forward.

# Akanksha Values: Be The Change

Being the change at Akanksha is living and leading by our values. It empowers us to transform our teams, our schools, and our organisation into all that it can be.

Be The CHANGE articulates the spirit of our 6 core values.

## C

### **COLLABORATE**

We come together to reach our vision. We reach out to support each other in achieving our goals and we derive joy in other's success.

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## H

### **HAVE BELIEF**

We are here because we believe. We believe in our vision, mission and in our ability to achieve ambitious goals. We believe in each other's potential to go beyond expectations.

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## A

### **ACT WITH INTEGRITY**

We do what we say we will do. We take ownership of our actions. We hold ourselves and others accountable to the goals we set and our commitments

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## N

### **NEVER GIVE UP**

We do whatever it takes! We are resilient and learn from our mistakes. We are persistent in our passion for long-term goals.

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## G

### **GIVE RESPECT**

We embrace our diversity. We care deeply about each other and treat everyone with dignity.

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## E

### **EXCEL & ENJOY**

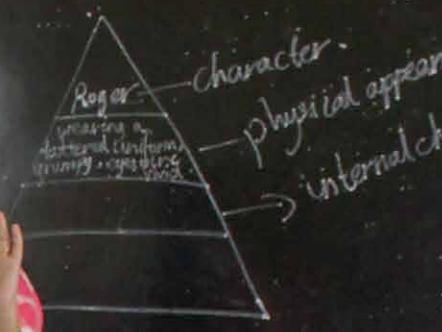
We raise the bar and go beyond expectations. We strive to learn continuously and push ourselves to get better every day in the role we play. We derive enjoyment in working together, in each others success and in everything that we do.

Handwritten text on yellow posters on the wall.



Subst write in brief about the character traits of Bob, Joan and Roger.

# ENGLISH



# Akanksha School Leadership Academy

For Akanksha, our School Leaders are our strongest pillars. They empower, nurture and inspire all of us at many different levels, they are our enablers. The Akanksha School Leadership Academy aims to create transformational leaders who will overcome the challenges of educational inequity by designing schools that are progressive, rigorous and joyful for children.

Through the Akanksha School Leadership Academy, we aim to create visionary leaders who keep children at the centre as they drive a learning environment that ensures success through academic achievement, social & emotional support, and a strong relationship with the community.

**This program is built on 4 distinctive leadership competencies:**

- 1. Designing a Vision**
- 2. Strategic Thinking**
- 3. Instructional Leadership**
- 4. Developing People & Culture**

Our approach is grounded in immersing aspiring school leaders in all aspects of school leadership through experiential learning and consistent focus on the leadership competencies.

These competencies form the foundation of our program and aim to equip our aspiring school leaders with the skills and attitudes necessary to inspire and motivate a team of excellent educators, working together to provide children with a love for learning and life.

This year, we had 9 aspiring leaders who took on this year-long journey to transform and hone their skills and competencies for school leadership.



*"The School Leadership Academy gave me a platform to learn from and interact with excellent educators from different schools in Mumbai and Pune. One of my biggest takeaways was the observation debrief cycle and the session on difficult conversations. Both these help me a lot in my current role of supporting teachers from grades 3 to 5. I have a lot of clarity when I actually plan before having a debrief with the teacher and feel confident to initiate a conversation about difficult situations when needed."*

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**Jesal Doshi,**

Assistant School Leader at Natwar Nagar school



*"Being part of the School Leadership Academy last year has taught me many valuable skills. It has helped me realize the importance of having a clear vision in order to be able to achieve your dreams. It has helped me understand the real challenges faced in a leadership role and various ways to approach them."*

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**Ritu Pasricha,**

School Leader at Kalewadi School

# Board of Directors

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## **Ramesh Srinivasan**

Senior Partner, McKinsey & Company, Inc. United States

## **Nandita Dugar**

Ex-Consultant, Boston Consulting Group

## **Vandana Goyal**

Ex-CEO, The Akanksha Foundation

## **Anu Aga**

Director and Ex-Chairperson, Thermax

## **Meher Pudumjee**

Chairperson, Thermax Ltd.

## **Anuj Malhotra**

Ex-Partner, Point State

## **Neel Shahani**

Ex-Banker (Barclays, JP Morgan)

## **Saurabh Taneja**

CEO, The Akanksha Foundation

## **Shaheen Mistri**

Founder of Akanksha; CEO, Teach to Lead

## **Srila Chatterjee**

COO and Executive Producer, Highlight Films



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Fractal Analytics

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Tabassum Inamdar

TATA Power

The Akanksha US Fund

The Thermax Foundation

TMF

UTI Asset Management Company

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Vijay Santhanam

Viteos



## Schedule VIII [Vide Rule 17(1)]

The Maharashtra Public Trust Act  
The Public Trust:- The Akanksha Foundation  
**Balance Sheet as on March 31, 2018**

Amount (₹) 2016 - 17	Funds & Liabilities	Amount (₹) 2017 - 18	Amount (₹) 2017 - 18
63,848,625	Trust Funds or Corpus		
8,884,782	Balance as per last Balance Sheet	69,859,125	
	Local	8,941,081	
	FC		
72,733,407	Total	78,800,206	
	Additions during the year (give details)		
6,010,500	Local		
56,299	FC		
6,066,799	Total		78,800,206
	Liabilities		
25,546,133	For Expenses	32,056,873	
33,962,054	For Advance Donations/Grants	68,335,235	
	For Advance Received from Customer	51,375	100,443,483
	Income and Expenditure Account		
58,278,520	Balance as per last Balance Sheet	52,041,723	
108,807,653	Local	99,855,882	
	FC		
167,086,173	Total	151,897,605	
	Less Appropriation, if any		
	Add: Surplus (as per Income and Expenditure Account)		
	Less: (Deficit)		
(6,296,250)	Local	(7,509,660)	
(8,892,318)	FC	52,077,403	
(15,188,568)	Total	44,567,743	196,465,347
<b>290,205,998</b>	<b>Total</b>		<b>375,709,036</b>

As per our report of even date  
For Haribhakti & Co LLP  
Chartered Accountants  
ICAI Firm Registration No.103523W/W100048

Bhavik L. Shah, Partner  
Membership No. 122071  
Place: Mumbai  
Date: 25th September 2018

Registration no: F-14568 dated April 15, 1991

Amount (₹) 2016 - 17	Properties & Assets	Amount (₹) 2017 - 18	Amount (₹) 2017 - 18
129,300,059	Investments		138,798,521
	Fixed Assets		
25,061,298	Balance as per last Balance Sheet	30,322,315	
9,928,349	Additions during the year	13,532,730	
34,989,647	Total	43,855,045	
4,667,333	Less: Deduction during the year	1,625,400	
20,347,712	Depreciation up to date	24,024,514	
25,015,045	Total	25,649,914	18,205,131
	Loans (Unsecured)		
-	Loans Scholarships	-	
178,998	Other Loans	-	
	Advances:		
-	To Contractors	394,809	
7,034,864	To Others	7,116,594	7,511,403
	Income Outstanding		
7,193,875	Interest	5,055,274	5,055,274
	Other Income and Asset Receivable		
2,312	Other Receivable	1,346	
311,436	Sundry Debtors	400	
656	Excess TDS (F.Y. 2015-16)	-	
12,082,209	Grant receivable	20,240,767	20,242,513
	Cash and Bank Balances		
69,444,593	a) In Saving Account	130,363,580	
54,197,813	In Fixed Deposit Account	54,798,352	
-	b) With the Trustee	-	
-	c) With the Manager	-	
148,599	d) Cash	205,448	
-	e) Cheques on Hand	-	185,367,380
335,981	Inventory of Art project		528,814
290,205,998	TOTAL		375,709,036

## Schedule IX [Vide Rule 17(1)]

The Maharashtra Public Trust Act

The Public Trust:- The Akanksha Foundation

**Income & Expenditure Account for the year ended March 31, 2018**

Amount (₹) 2016 - 17	Expenditure	Amount (₹) 2017 - 18	Amount (₹) 2017 - 18
35,209,140	To Establishment Expenses		33,990,119
2,555,178	To Remunerations to Trustees		2,466,761
1,287	To Amount Written Off:- Bad debts		2,880
1,310	Irrecoverable		6,177
7,617,468	To Other expenses - Depreciation on Fixed Assets		5,122,127
224,901,409	To Expenditure under Objects of the Trust:- Educational		269,461,005
(15,188,568)	To Balance carried over to Balance Sheet		44,567,743
<b>255,097,223</b>	<b>Total</b>		<b>355,616,812</b>

As per our report of even date  
For Haribhakti & Co LLP  
Chartered Accountants  
ICAI Firm Registration No.103523W/W100048

Bhavik L. Shah, Partner  
Membership No. 122071  
Place: Mumbai  
Date: 25th September 2018

Registration no: F-14568 dated April 15, 1991

Amount (₹) 2016 - 17	Income	Amount (₹) 2017 - 18	Amount (₹) 2017 - 18
6,863,572	By Interest		
1,745,236	On Securities		
	Bonds	5,141,400	
	Deposits	3,325,699	8,467,099
763,752	On Loans	472,448	
3,113,582	On Bank Deposits	2,749,866	3,222,314
3,595,868	On Savings Account		3,765,569
24,522,698	By Donation in Cash or Kind		26,522,219
208,780,650	By Grants		309,781,034
103,738	By Income from Other Sources		
5,608,127	Other income		136,701
	Sale of Art Product		3,721,876
<b>255,097,223</b>	<b>Total</b>		<b>355,616,812</b>



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**[www.akanksha.org](http://www.akanksha.org)**