“Didi, what does it mean to be an iTeach student?”

A typical Pune monsoon morning, students filling into the assembly area. Tucking in their shirts and straightening their hair to get set for the day. The Sarva-dharma prayer begins and it’s time for the students to enter the ‘iTeach Student’ mode. A day full of learning and opportunity awaits. They walk up to the classrooms, occasionally pausing at the recent pictures from an event, say, a Zila Parishad football match where their classmates played against St. Mary’s school or a stage performance by the school Bharatnatyam club. They pass by the School Vision and take a quick glance at their progress to goals. They come across a sign-up sheet for yet another exposure opportunity, say the Pinkathon or the new Coding Club, and almost as a reflex, they start fiddling around in their bag to grab a pen and sign-up. In the classroom, their didi or bhalya awaits with a bag full of scale models and visual decks, of lesson plans and student worksheets (their magic tricks to accomplish learning today) and a broad smile. As instruction begins, students are engrossed in their groups, working with each other, debating, discussing, raising their hand, furiously writing, calmly reading...all learning.

In the breaks, you see them huddling up and getting ready for a presentation that awaits them at the end of the day. They run to their advisors with a bunch of ideas and ways that they can display their skills. Peeking into the staffroom, they see their teachers at their desk, engrossed in figuring out the best activity to take up or the best question to ask, writing feedback on notebooks, occasionally looking up at the pictures on their desks. Notes from students, pictures of their families, their own goals and an almost never-ending to-do list. In another corner, they see another teacher with her coach, poring over and sharing feedback on a performance task design. Their School Counsellor rushes in to share the sheer joy of seeing a student better control her anger and the instant applause that it gets! In comes their School Leader with a laptop dangling from the arm while she speaks to a parent to convince them not to take the student away on a break. The staffroom buzzes with energy, joy, perseverance and belief. As the day nears the end, students begin reflecting on their day. Sharing, congratulating, accepting, smiling and waving. As they wave goodbye, they sing along with the folk song being played in the corridor:

“हीच अमृती प्रार्थना अनि हीच अमृते मागणे
माणसांनी माणसासो माणसासम बागणे”

“This is our prayer and our wish that we treat each other with utmost humanity”

Being an iTeach student means to raise your hand. It means to work incredibly hard against all odds. It means to be vulnerable and accept support. It means to be brave and give support to those around you. It means to start shouldering the responsibility of a better India. Year 5 of iTeach has been an unwavering effort to keep this alive for every single child that walks through the doors of iTeach Schools. This report is a small peek into what makes this happen every day.
Our students come from Pune’s most under-resourced homes. The need for high quality, excellent education is the highest for these students because it is their one shot at a bright future.

*Out of all the government schools in Pune city, only 16% offer an English-medium primary education. Out of these, 0% provide English-medium secondary education. The RTE mandates the government to provide free education only till the age of 14 (Grade 7) so, an appallingly large number of children drop out each year due to the lack of access to secondary schools.

iTeach Schools was born to declare war on this problem. We run free, high-impact secondary schools for the most-under resourced children. Our schools function in a PPP (Public-private Partnership) model, much like the charter schools in other parts of the world.

Since 2015, we have expanded to 6 schools, are serving nearly 1100 students and 550 alumni, through a team of 130 full-time staff members.

*Source : 2016 Sarva Sikshan Abhiyan (SSA) Dataset
61% of our students come from homes with one earning member. The average salary per month ranges from Rs. 5000-15000 and the average family size is 4 members. Most parents are skilled or unskilled contractual workers which means employment, and hence salaries, are inconsistent and not the most dependable.
MISSION AND GROWTH

STUDENT VISION

- Make it to and through college
- Lead a healthy and balanced lifestyle
- Articulate their passion, ability and career options
- Own India's development

MISSION

To create a community of transformational schools, which fundamentally empower the most under-resourced children to create a destiny of their choice.

OUR GROWTH SO FAR

- 5 YRS
- 130 STAFF MEMBERS
- 6 SCHOOLS
- 1100 STUDENTS
- 550 ALUMNI

MAY 2015
- Founded iTeach Schools with two locations

MAY 2016
- Founded the third and fourth school

JUN 2017
- First batch of grade 10 students pass the SSC Board exam and start Junior College

JUL 2017
- Started the fifth school

JUN 2018
- Started the sixth school

JUL 2019
- First batch of iTeach graduates start Degree College
<table>
<thead>
<tr>
<th>Program</th>
<th>Number of Students</th>
<th>Number of Staff</th>
<th>Number of Alumni</th>
<th>Founding Year</th>
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<tr>
<td>iTeach (BJR)</td>
<td>178</td>
<td>19</td>
<td>213</td>
<td>2015</td>
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<tr>
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<td>iTeach (SGM)</td>
<td>185</td>
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<td>Student Alumni Wing</td>
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"Studying at iTeach Schools has been a life-changing experience. Most of my day is spent in the classroom, where my teachers teach us with dedication and interest. Every lesson is taught with so much care and uniqueness, that I enjoy studying. I've learnt so many life lessons from my teachers. They do their best to make us well-rounded and good human beings. The environment in class is so positive that I often learn great values from my peers too. Besides academics, I spend 40% of my time in holistic activities. I enjoy participating in Design Thinking Competitions, Udaan inter-school competitions and sports. These opportunities have helped build my ability to work in teams and communicate. I am now a very energetic, motivated and confident individual."

- Atul Gaikwad, Grade 10, iTeach (ADH)
“It's an honour to be an educator and impact young lives. This responsibility requires a lot of hard work, learning and resilience. Working at iTeach Schools has affirmed my belief that good education is beyond the classroom and books. My school’s ecosystem has always kept me on my toes to ensure that I am taking steps every day to make good citizens of the future. Besides teaching, I also coach three teachers, all of whom push my thinking. My manager is my biggest supporter who constantly creates opportunities for my growth as a great teacher, coach and manager.”

- Arwa Husain, Lead Teacher, iTeach (SGM)
Our teachers believe in putting their best efforts to bring life to our student vision. Hence to ensure that our teachers are well equipped to bring out the best of our students, we’ve had them engage in a number of development initiatives.

**Whole Staff Training Events**

### All Staff Induction Program (May 2019)

Every academic year at iTeach Schools starts with a two week All Staff Induction. It includes engaging professional development sessions, activities, zooming out to the education crisis in India and diving into NCF Position papers. We try to provide the staff with a simulation of what a typical week at iTeach Schools looks like. This year, two key things made the induction impactful. Firstly, most sessions were designed to create unique experiences for returning teachers of all years and other team members - catering to diverse development needs. Secondly, 40% of our returning staff conducted sessions for the new members, end to end. Their sessions were observed by other lead facilitators and were debriefed for rigorous reflection and learning.

### Quarterly All Staff Meetings

Our entire team comes together for an All Staff Meeting at the end of each unit (quarter). Here, we celebrate the unit’s highlights, reflect on our areas of development, learn from each other, and build togetherness as a large team over eight locations! We also have professional development sessions like The Power of Habits, The Together Teacher and Restorative Classroom Culture! When we recently evaluated our staff feedback, 95% of them said that they enjoyed it, 90% believed that it was an effective use of their time and 80% felt recharged.

### Mid Year Stepback

We truly enjoyed our Year 5 Mid Year Stepback- two engaging days of celebration, fun and learning with our teams. It gave us time to peacefully pause and zoom out from our everyday routines. This year’s Mid Year Stepback saw a diverse agenda. We had sessions on revisiting and bringing our childhood dreams to life, well-being circles, staff-led workshops on painting, embroidery, dance and more. We also had a design thinking challenge to tackle the pressing issues at schools.
Manager Training

Professional development is pivotal for our Lead Teachers to achieve excellence. Over 6 months, we have conducted learning circles and workshops on Situational Leadership, Tao of Coaching and Gallup Q12. These created collaborative learning spaces for them to learn practical skills and strategies. We recently evaluated the feedback given by our Lead Teachers. 100% of them believe that it was a great use of their time, and 85% of them could take away applicable learnings.

The Training and Development Wing

The Training and Development Wing was initiated this year to bring rigour and excellence in our coaching practice. This aims to improve teacher development and outcomes. We’ve had various workshops around effective lesson planning, the importance of data in decision making, classroom management and more.

The Circle of Wellness

Our fifth year has inspired us to take steps towards focusing on initiatives that correspond with our values. We initiated a ‘Circle of Wellness’ program consisting of various challenges for employees, guiding them to a well-rounded life. We began with a ‘No Sugar November’ challenge, followed by a reading challenge, a badminton tournament, a family day, a waste management challenge and an annual retreat.
STAFF DEVELOPMENT AT iTEACH SCHOOLS

Exposure visits and programs - learning from the best!

Science and Math teachers attend Certificate training sessions at IISER

Five of our Science and Math teachers among nearly 200 others from schools across Pune have been attending the STEP for the STEM program, jointly conducted by TATA Technologies and the Indian Institute of Science Education and Research (IISER). This program trains school teachers to use low-cost material to convey concepts and activity-based teaching tools.

The Training and Development Wing looks forward to a learning trip in Mumbai

The Training and Development Wing is taking thirty Senior teachers to Mumbai to visit two of the most renowned schools - Abhudaya Nagar English Medium School (an Akanksha Foundation school) and Jai Vakeel School (a school for children with learning disabilities). These schools are well known for their excellent academic and holistic outcomes.

Experiencing the Greatest Show on Earth

Over 50 of our team members attended the Greatest Show on Earth, a full-fledged musical produced by the Teach For India, in Mumbai and Pune. Based on the experiences of underprivileged children, it depicted the intricacies, truths and the dark underside of the Indian education system through the metaphor of a circus. Significant to this is that 14 out of 24 students who performed in the musical, were student alumni from iTeach Schools! 
Our Grade 8 students have been showing impressive outcomes since the beginning of the academic year. This is attributed to effective lesson planning and execution by teachers.

We aim to consciously leverage the outcomes of our Grade 9 students by building a culture of achievement in the classroom.

Our Grade 10 students are preparing diligently for their final exams. Their Mid Year mastery for English and Maths is strong, and they are doing well in other subjects.
The outcomes of our Grade 8 students in Hindi and Math is positive. This is credited to the revision classes administered with strong differentiation and data orientation. We aim to improve outcomes for Marathi, Science and SST through focused coaching and innovation in differentiation and data orientation in classrooms.

Our results for Grade 9 is improving with effective use of self-correcting checklists and data orientation, particularly for English and Marathi. SST teachers are using innovative strategies for students to retain and recall factual content to drive mastery.

Our Grade 10 students have performed well in the Mid Year and are diligently progressing towards achieving their end of year goals.
Our Grade 8 students have shown significant growth with more number of students passing every subject and securing distinction, especially in Hindi and Science. We attribute this to the aligned execution of unit plans and rigorous student practice.

We are feeling proud of the mastery driven for Hindi by our Grade 9 students. However, they have been facing challenges to achieve outcomes in other subjects due to difficult behaviour and lack of revision. Teachers are putting their efforts to bring a positive change in their situation.
**SCHOOLS: PROGRESS AT iTEACH (RSM)**

### Academic Progress

![Chart showing academic progress across subjects and grades: English, Hindi, Marathi, Math, Science, SST.]

- **Skills in Focus**
  - **Leadership**: Enables students to develop decision-making skills and lead teams with flexibility and empathy.
  - **Teamwork**: Enables students to work effectively in a team by teaching them the importance of managing team dynamics and team performance.
  - **Listening**: Enables students to learn Active Listening as a crucial skill to be mastered.

### Key Insights

- Although the percentage of Grade 8 students meeting their goals is still very low, the students have worked really hard on their logic subjects. There has been an average growth of 10% in these subjects compared to unit 1. This has been possible because of the rigorous weekly tests and consistent feedback given to students. The focus next unit will be to creatively coach the language teachers to ensure alignment with the goals and differentiated support for the slow learners.

- The Grade 9 students were not able to meet the ambitious goals set for them. We are focusing our efforts at building their Grade 10 readiness. Our Grade 10 students have shown consistent progress and are now diligently preparing for their final exams.
**KEY INSIGHTS**

- Our Grade 8 students have shown significant growth in all subjects due to a strong culture of achievement in their classroom and increased practice time.

- Across all grades, particularly Grade 9 and 10, the outcomes for all subjects have significantly shifted due to the increase in classroom exposure, access and skill-based learning.

- We aim to have more students in distinction, particularly our Grade 10 students. Hence, our focus will be to conduct lessons by integrating concepts across subjects, incorporating real-world scenarios, logic and literacy.
SCHOOLS: PROGRESS AT iTEACH (SVT)

Academic Progress

<table>
<thead>
<tr>
<th>Subject</th>
<th>Grade 8</th>
<th>Grade 9</th>
<th>Grade 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENGLISH</td>
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<tr>
<td>HINDI</td>
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<td></td>
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<tr>
<td>MARATHI</td>
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<td>SCIENCE</td>
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<tr>
<td>SST</td>
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</table>

Skills in Focus
- **TEAMWORK**: Enables students to work effectively in a team by teaching them the importance of managing team dynamics and team performance.
- **CREATIVITY**: Enables students to recognise and use their imagination to generate ideas and express them confidently.
- **PROBLEM SOLVING**: Enables students to identify simple and complex problems and solve them with a range of possible solutions.
- **PRESENTING**: Enables students to speak logically and confidently, with appropriate use of verbal and non-verbal communication.

**KEY INSIGHTS**
- We are feeling positive to see more than half of our students in all grades meet their language goals. This can be credited to a keen focus on strategic planning and alignment of weekly lessons and assessments for students of different orders.
- The current Grade 10 batch has shown commendable progress for two units. There is a sharp increase in the percentage of Grade 10 students passing, with nearly half of them achieving a first-class grade. In the coming units, we aim to maintain consistent growth in our language results and better our outcomes in Science, Math and SST.
STORIES THAT SUPPORT OUR STUDENT VISION

Make it to and through college
Our first batch of alumni are now in Degree colleges and are going to be the first Bachelor’s degree holders in their families! We are especially proud of three alumni, who got full scholarships to study in some of the top universities of India - Ashoka University, Azim Premji University and KREA University. One of them, Azeem Khan, is pursuing his BSc at KREA University. He enjoys the Interdisciplinary learning, exposure opportunities (he participated in a group discussion with Economist - Raghuram Rajan) and that he can continue his childhood passion for playing Football!

Lead a healthy and balanced lifestyle
iTeach (ADH) has proven to be a powerhouse of truly holistic education. Their students have a busy week of hobby clubs (dance, drama, art, and coding), sports, weekly design thinking challenges and Science exposure programs at IISER. Because of their consistent work, their students competed with students from the city’s top schools, leading the quarterfinals in the Zilla Parishad Football and Kabaddi tournaments. The whole school came together for their ‘1 Unit 1 Sport’ program - where the students and teachers participated in a Kho-Kho tournament.

Articulate their passion, ability and career options
Ajay Sharma a Grade 10 student from iTeach (RSM) is a passionate and talented painter. Khula Aasman and IISER recently organised a National Painting Competition in which he participated and won a certificate. He made an intricate water-coloured painting which has been selected to feature in various displays of Khula Aasman, Art India Foundation and India Art. Ajay is thrilled by his exposure and hopes to participate in more such opportunities. He may also consider painting as a career.

Own India’s Development
Our student alumni have started exemplifying this vision. Every Sunday, student alumni (Grade 11 and 12) come to school for a peer learning session. Usually, volunteer mentors from other organisations and professions coach the alumni in these sessions. This year, we’ve needed fewer volunteer mentors because our senior-most alumni have started dedicating their Sundays’ to coach their juniors! They’ve also been supporting their schools with dance coaching and Football training! This is a true example of “owning India’s development” - in your way, at whatever stage of life you are!
We will create an alumni driven community of support to ensure all alumni pro-actively to take steps towards employment aligned to their personal vision and rooted in respect for self and others.

**Student Alumni Academic Outcomes**

We are pleased to share that 80% of our first batch and 92% of our second batch of student alumni have passed their Grade 12 and Grade 11 final exams. The rest are re-appearing for their exams to complete their education. We believe that our student alumni are headed towards a bright future of ‘making it to and through college’.

**College Admissions Progress**

We are proud of the junior college admission results of our third batch of student alumni. 100% of alumni have taken admission into ‘best fit’ junior colleges in Pune. 26% of them have made it to the top 5 colleges in the city! This number has significantly gone up from previous years, owing to the effective utilization of reservations and strategic hands-on support through the application process.

Our first batch of student alumni has made it to senior college! Three of our student alumni are now studying in the top colleges of the country like Ashoka University, Azim Premji University and KREA University. Many of them have secured admissions in the leading colleges of Pune city. Three of our Commerce toppers are pursuing rigorous professional courses like CA along with their degree course. We are glad that 87% of our alumni are still in the education system and we are working on reintegrating the rest in the system.
Through College Advisory and Pressing Needs Support

One-on-one mentoring sessions with high-need alumni, to ensure their academic and personal growth, and monthly group meetings to create a community of advisor and peer support.

66% of high-need alumni got one-on-one advisor support. 67% alumni (2018 batch) and 38% alumni (2019 batch), got support in monthly group meetings.

Certified Peer Learning Program

Weekly group-study sessions, facilitated with the help of volunteer subject experts, mainly for alumni who can’t afford tutions.

On average, 35% of alumni across Grade 11 and 12 attend these group study sessions every week.

Alumni Leadership Council

The Alumni Leaders partner with the SAW team to facilitate group study sessions, organise reunions, drive regular alumni engagement and act as role models for their peers.

30 alumni leaders are leading projects throughout the year with unique experiences of personal growth.

Financial Readiness Project

Designed to provide long-term financial support for alumni to prepare them for college, this initiative builds awareness amongst parents and students and connects them with relevant scholarships.

46 alumni have been awarded full scholarships by Cybage Khusboo and Vidya Vikas Scholarship (through Eaton India Foundation)

Alumni Reunions And Career Mela

Intended to celebrate, learn and inspire each other, while gaining exposure and access to different career and life paths.

We will be having 2 reunions for our alumni in junior and senior college and a Career Mela for our alumni in Grade 12.

Lean In Circles

In a first of its kind pilot, Lean In circles (inspired by Sheryl Sandberg’s book Lean In) provide our female alumni safe and collaborative spaces to build a career mindset, financial independence and values around relationships and safety.

23 female alumni are actively participating in the Lean In circles this year.
Tejashree Choudhary: Paving the path to a career of her dreams

“In my community, education needs to be won through struggle and strife; especially for girls. My family is conservative. They think that a girl should be at home raising a family or hidden behind her ‘pallu’. Until I was in primary school, my elder sister and I went to school together. I knew that she was bright and ambitious to pursue higher education. However, my parents didn’t think so. Today, I feel sad when she is bound to stay at home. This scares me, but it also drives my commitment to study. My ‘one day’ is to study abroad with a scholarship and become a CA. And just like me, I want my friends to believe in theirs too. Hence, I take group study sessions at home every week, for them to study in peace. It is a step towards my parents realizing the value of encouraging us daughters also to study and have careers.”

Abhishek Patil: Making it to his dream college

“I scored 80% in my Grade 10 Board exams. I love public speaking and I always participated in elocution competitions. Last year, I was preparing for a TED talk and I was leading the student-run hobby clubs at school. I was balancing my academics and co-curricular activities, well. I aimed to study at Fergusson College. I had worked hard in school for it. However, the admission cutoff this year was high and I started doubting if I would make it. I learnt about the EWS reservation released by the government for students like me who come with limited financial resources. I applied for it but the process has been really gruelling! It’s taken me time and travel to make this happen. It was hard work getting the certificate as it has strict eligibility criteria. I am happy that my hard work paid off, and the struggle has been worth it. Now, I am a proud Science student at Fergusson.”

Shalini Gautam: Leaning into empowerment

“Participating in the Lean-in circles last year gave me immense confidence and motivation. The sessions around building a career-focused mindset and healthy relationships were my favourite, as they pushed me to work harder towards making it to the college of my choice; and strengthening my relationship with my parents. At the circles, I found a safe space to be my true, free and confident self. Also, it made me empathetic towards my friends who faced difficult issues. Today, I am a co-facilitator at the Lean In circles and I feel privileged to be able to listen to and help girls just like me.”
Government Partnership Continues to Strengthen

iTeach (RSM) gets its ‘Pratham Manyata and SSC Board Index number’: iTeach (RSM) is now recognised by the PMC, Zilla Parishad and the SSC Board! This process is long and intricate and needs exceptional record-keeping of every student and staff member in the schools. Where this usually takes 8-12 months to complete, our Government Relations and Admin team were able to get certified in just 4 months!

Nearly all iTeach students are eligible for ‘PMC Direct Benefits Transfer (DBT)’!
In 2018, the PMC made a shift to use a ‘direct benefits transfer (DBT)’ approach (transfer funds to student bank accounts rather than provide material) for all books, uniforms and shoes. However, to be eligible for this, each student’s account and identification details need to be registered and verified at multiple levels. Our Government Relations and Admin team have finished for 90% of the students in record time!

We are proudly a Great Place To Work®

In August 2019, iTeach Schools has been Great Place to Work-Certified™ for building a High-Trust and High-Performance Culture™ in the organisation! According to this methodology, staff members believe that they are part of a great organisation when they consistently:

1) Trust the people they work for
2) Have pride for what they do
3) Enjoy the people they work with

We are humbled by this recognition, and happy about the trust, pride and camaraderie that our team is experiencing!
Last year, we commenced the Bridge Year Program, an initiative that emerged from the five-week Foundation Course that we conducted in 2017 and 2018. Historically, nearly 25% of students coming to us in Grade 8, have literacy and numeracy levels, that put them almost 5 years behind their peers. The program aims to bridge the huge learning gap that students enter Grade 8 with, by developing their literacy, numeracy and resilience levels in a year. This aims to make students more confident and successful as they complete Grade 10 and beyond. This is done through:

**Academic Learning** that focuses on mastering Math, English and Hindi. It also includes the Choice Reading Program that develops reading fluency and comprehension.

**Holistic Activities** such as sports, hobby clubs, design-thinking competitions, socio-emotional learning programs and field trips.

**Teacher Development** through teacher coaching, sensitization sessions and staff meetings.

**Therapeutic Activities** like Yoga and Counselling.

The Bridge Year Program currently engages 156 students across our 6 schools, with a specially curated student experience.

**KEY INSIGHTS**

- Compared to last year, the progress across schools has been uniform in the first two units of this academic year.
- Last year we identified that the outcomes differed across all schools as a result of the unique expertise and planning skills of the teachers. To mitigate this, we have started using the implemented curriculum for the Bridge Year Program. Beginning this year, teachers and Program Leaders are co-creating the unit and lesson plans at the beginning of each unit. This allows them to focus more on execution strategies rather than planning.

*The outcomes for Math and Hindi were measured on a Grade 3 paper.*
Roshan comes from a family inspired by the importance of education. Irrespective of difficult circumstances, his parents are putting their best efforts to ensure Roshan and his siblings study well.

Roshan entered iTeach Schools Grade 8 with a Reading Comprehension level equivalent to that of a Grade 2 student. Roshan’s low Reading Comprehension level also led to under-confidence and low self-esteem, causing frequent anger outbursts and very low levels of class participation. He joined our Bridge Year Program - specially designed for students to grow quickly towards Grade 8 readiness.

His teachers were aware of his capabilities and wanted to see him shine. They figured that the presence of a teacher who could understand, guide and encourage him would help him. Since then, his teachers are at their best efforts to support him. Today, Roshan’s confidence has skyrocketed. He takes every opportunity to raise his hand high and participate in class. He loves dancing and is an active member of the Ted-ED Public Speaking club, Football club and Electronics hobby club. His Reading Comprehension has grown nearly 50%, while his Math and Hindi scores are at 72% and 81% respectively! We can’t wait to see him shining at the end of the year!
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