



GYAN SHALA 2012-13
Education Support Organizations



MISSION

1. To evolve a total system solution-model for school education that deliver quality education on a large scale.
2. To find such schooling policies and solutions that would allow children from poor families to attend the school regularly without fear or apprehension.
3. To find such schooling policies that would allow first generation learners from poor families to match the learning levels of children from higher socio-economic categories.
4. To minimize and try to eliminate gender based inequalities in school attendance and learning attainments.
5. To develop organizational capacity to implement the program at a substantial scale, in many geographies, so as to directly impact the education of large number of children, and to establish that the new solutions are not merely a one-off demonstration units but a policy option to be considered by adoption by the Government and others, on a large scale.
6. To generate credible evidence of the program impact through commissioning of independent assessment of program performance.
7. To join the process of informing the overall policy-program formulation by the Government in the area of school education.

Gyan Shala 2012-13

Highlights

Gyan Shala was started with two goals in mind. The first was to design and establish an effective school model that would provide assured quality school education on a large scale, while addressing the specific issues faced by poor urban and rural children. The second was to set up an organizational capacity to implement this model and educate ever increasing number of poor children, each year. Starting its classes in 2000, Gyan Shala has travelled considerable distance in attaining its twin goals, and the year 2012-13 was particularly significant in producing the evidence of this, indicating that Gyan Shala has emerged as the premier program in India for poor children's school education. The year also provided credible evidence that Gyan Shala model is not only functionally sustainable over time, but is also replicable without deterioration-dilution of quality.

Gyan Shala had started its elementary program, covering grades 1-3, in Ahmedabad and its initial expansion, both geographical and vertically up to grade 10, took place in Gujarat. Starting with the study by Poverty Action Lab in 2004, and later annual assessments by the Educational Initiative (EI), over 2008-2013, and program rating by CfBT in 2010, a considerable body of evidence has been accumulated to indicate that Gyan Shala has been successful in ensuring good performance of its children. This level of performance has been achieved by Gyan Shala children in spite of absence of parental support for studies which is common in middle and upper income families, fewer years of their formal education due to absence of pre-schooling, and other socio-economic handicaps that poor children face, including lower program cost.

With the support of a donor, Gyan Shala had started replication of its program in Bihar in 2007-08, which later attracted support from the Government of Bihar, through Sarva Shiksha Abhiyan, and DFID. This support enabled expansion of the program to a size even bigger than the one at Ahmedabad, which was much older.

In the assessment of Bihar program by the Educational Initiative (EI), in April 2013, Gyan Shala grade 3 children performed a little ahead of the average of children in elite CBSE schools of India, and also ahead of older program of Gyan Shala at Ahmedabad.

Overwhelming majority of Gyan Shala children belonged to weaker economic sections, including minorities and migrants to cities, and proportion of girls exceeded 50%. The success of Bihar program indicated that Gyan Shala model could be replicated without any dilution of quality. The year 2011-12 saw the conclusion of DFID support, due to the end of agreement between DFID and the Government of India for DFID's support for elementary education, but Gyan Shala could receive acceptance from Qatar Foundation of the Government of Qatar to continue its program.

Gyan Shala is thus poised to continue its progress in meeting its two goals, with planned expansion of the program in three cities of UP, and sustenance of program activities in three states of Gujarat, Bihar and West Bengal.

Summary of Program Profile 2012-13

Gyan Shala educated around 26800 children in 1010 classes in six cities in three states under its elementary program, covering grades 1-3. The middle school (grades 4-7) and high school (grades 8-10) pilot programs, both at Ahmedabad, covered around 1600 and 200 children's respectively. A pilot program to educate school drop-outs, adolescent girls, also at

Ahmedabad, had an enrolment of 500. The classes were held in the neighborhood close to children's home, which eliminated any financial or time cost of commute and made it easier for a girl child to study.

Gyan Shala gets its students tested by the Educational Initiative (EI) through ASSET test, which is taken by more than 20000 children in each grade by the leading CBSE schools in India. This test is translated by EI in local language, but keeping the difficulty level identical. The performance in this test is a reliable indicator of how children are doing in comparison to the average of children in India's best schools. In the ASSET test in 2013, grade 3 children in Gyan Shala scored close to the average of India's leading CBSE schools, a little better in Bihar and less so in Gujarat. The performance of grade seven children was, likewise close to the average of elite schools, though a little less than this average for grade 5 children. Gyan Shala also gets its school program rated periodically by CfBT, which allows benchmarking against the average of UK public schools and international schools in Dubai, which are rated by CfBT. Such a rating in 2010 gave Gyan Shala an overall rating similar to 35% UK schools and 50% International Schools of Dubai. The result of school rating by CfBT in 2013 is still awaited.

Average total annual cost of elementary program per child was in a range of Rs. 2500 - 3000 at different places. Middle school cost was Rs. 4500/- per child, and adolescent girl's program too costed @ Rs. 4500/- per student. These cost were all inclusive, covering teaching, classroom rental, learning material and management- administration.

The Programs

1. Elementary Program (Grades 1-3)

Gyan Shala starts this program in such slums where it finds

lots of children loitering in streets during regular school timing, which is taken as a more effective evidence of children dropping out of school system compared to any formal survey which might or might not show universal enrolment. Gyan Shala program is run like any formal school, except that various grade classes are not held in a same building, and are instead held in nearby rooms hired within the community where children live. This ensures that the parents have no hesitation in sending even a girl child to the school, and there is no cost of commute to school, either of time or transport cost.

Classrooms have furniture suitable for children and functional lighting and ventilation. The State-national curriculum is fully implemented so children can transfer to any other regular government or private school into the next grade class on completion of any grade education in Gyan Shala. Class duration is kept 3.5 hrs., without any break, and classes are held for a minimum of 220 days in an academic year. Our reviews have shown that the number of hours of class-time devoted to the core subjects of language, math and pre-science/ maths / EVS was comparable to full day schools, as there are no breaks or intermission in 3.5 hrs. of class. On completion of three years elementary module, most children are mainstreamed in regular schools in grade 4, except for a small group in Ahmedabad who continues in grade 4 Gyan Shala classes, who are mainstreamed in higher grade classes later in recognized schools, according to the preference of children-parents, using the provisions under the Right to Education (RTE) act.

The children get a free education, including free supply of books, stationary and learning material. An attempt is made to secure part financial support of the Government through Sarva Shiksha Abhiyan (SSA), which also enables the supply of mid-day meal. More than 70% of program cost is mobilized through private donations.

The educational support to the children is delivered by a 4 tier academic team. The class teachers are recruited from the community so they are comfortable in working in poor community setting. The class teachers for grade 1-3 are required to have passed higher secondary, though many young graduates too take up the job. One senior teacher is engaged to supervise every 8-10 classes, who must have a graduate education. The teachers-teams are supported by a two tier team of curriculum designers and teacher trainers for various subject streams. A group of senior supervisors takes care of administrative aspects in the field and insulated educational processes from other disturbances.

In 2012-13, the number of classes and children at various locations were as under.

| S. N. | Location | Centers | Children | Boys | Girls |
|-------|--------------|---------|----------|-------|-------|
| 1 | Ahmedbad | 418 | 10346 | 4993 | 5353 |
| 2 | Surat | 72 | 1642 | 817 | 825 |
| 3 | Patna | 387 | 10640 | 4851 | 5789 |
| 4 | Muzaffarpur | 26 | 1046 | 482 | 564 |
| 5 | Bihar Sharif | 76 | 2233 | 1031 | 1202 |
| 6 | Kolkata | 31 | 898 | 400 | 498 |
| | Total | 1010 | 26805 | 12574 | 14231 |

The program team conducts two written and two oral assessments in each grade to assess children's progress and plan remedial-corrective steps. These records are kept along with monthly attendance of all children. In addition, Educational Initiative (EI) administers local language translation of its ASSET test papers that is normally undertaken by large number of Elite English medium CBSE schools. In 2012-13, this test was administered to Ahmedabad, Patna and Bihar Sharif children with grade 2 yet to start at three other places. The summary results of EI reports are as under for Ahmedabad and Bihar.

Gyan Shala Bihar Students perform higher than the ASSET average in all 3 subjects

| Subject | Gyan Shala Score (%) | Standard Deviation | Av. ASSET Score (%) | Standard Deviation |
|----------|----------------------|--------------------|---------------------|--------------------|
| Maths | 70.1 | 19.6 | 51.6 | 21.2 |
| Language | 63.6 | 16.6 | 52.8 | 19.7 |
| EVS | 76.0 | 17.2 | 56.1 | 19.2 |

Lower standard deviation of scores in Gyan Shala shows that relatively more children are close to class average.

For Ahmedabad :

Test For Student Learning For Gyan Shala Programme

BIRD'S EYE VIEW YOUR STUDENTS VERSUS ASSET STUDENTS

Medium : Gujarati Group: Gyan Shala Schools Test : April 2013 Language

| Class | Number of Questions | Your Students | | | ASSET Students | | | Difference from ASSET (AVG SCALED S) |
|-------|---------------------|---------------|------|--------------|----------------|------|--------------|--------------------------------------|
| | | AVG Scores | SD | AVG Scores S | AVG Scores | SD | AVG Scores S | |
| 1 | | NT | | | | | | |
| 2 | | NT | | | | | | |
| 3 | | NT | | | | | | |
| 4 | | NT | | | | | | |
| 5 | 18 | 38.0 | 13.4 | 450.0 | 47.3 | 13.5 | 510.0 | Close |
| 6 | | NT | | | | | | |
| 7 | 19 | 44.6 | 15.8 | 480.0 | 47.0 | 14.1 | 500.0 | Very Close |
| 8 | | NT | | | | | | |
| 9 | | NT | | | | | | |
| 10 | | NT | | | | | | |

Test For Student Learning For Gyan Shala Programme

BIRD'S EYE VIEW YOUR STUDENTS VERSUS ASSET STUDENTS

Medium : Gujarati Group: Gyan Shala Schools Test : April 2013 Maths

| Class | Number of Questions | Your Students | | | ASSET Students | | | Difference from ASSET (AVG SCALED S) |
|-------|---------------------|---------------|------|--------------|----------------|------|--------------|--------------------------------------|
| | | AVG Scores | SD | AVG Scores S | AVG Scores | SD | AVG Scores S | |
| 1 | | NT | | | | | | |
| 2 | | NT | | | | | | |
| 3 | 30 | 37.1 | 14.1 | 440.0 | 51.6 | 21.2 | 500.0 | Close |
| 4 | | NT | | | | | | |
| 5 | 40 | 28.5 | 11.7 | 390.0 | 48.9 | 18.7 | 500.0 | Far |
| 6 | | NT | | | | | | |
| 7 | 40 | 38.0 | 13.4 | 430.0 | 50.2 | 17.6 | 500.0 | Close |
| 8 | | NT | | | | | | |
| 9 | | NT | | | | | | |
| 10 | | NT | | | | | | |

Test For Student Learning For Gyan Shala Programme

BIRD'S EYE VIEW YOUR STUDENTS VERSUS ASSET STUDENTS

Medium : Gujarati Group: Gyan Shala Schools Test : April 2013 EVS

| Class | Number of Questions | Your Students | | | ASSET Students | | | Difference from ASSET (AVG SCALED S) |
|-------|---------------------|---------------|------|--------------|----------------|------|--------------|--------------------------------------|
| | | AVG Scores | SD | AVG Scores S | AVG Scores | SD | AVG Scores S | |
| 1 | | NT | | | | | | |
| 2 | | NT | | | | | | |
| 3 | 29 | 44.2 | 14.2 | 460.0 | 56.1 | 19.2 | 500.0 | Very Close |
| 4 | | NT | | | | | | |
| 5 | 34 | 33.5 | 14.6 | 390.0 | 56.4 | 17.8 | 500.0 | Far |
| 6 | | NT | | | | | | |
| 7 | 45 | 36.0 | 12.1 | 430.0 | 47.7 | 15.8 | 500.0 | Close |
| 8 | | NT | | | | | | |
| 9 | | NT | | | | | | |
| 10 | | NT | | | | | | |

2. Middle School Program

After stabilizing the elementary program by 2005, Gyan Shala initiated Middle School program for grades 4-7 in the year 2006, with a major change in program design, by introducing subject teacher for each subject. Another major change was elimination of the cadre of supervisor between the teachers and curriculum design and teacher training team. The frequency of teacher training, too, was doubled in middle school compared to elementary.

Most children joining middle school program come from Gyan Shala elementary classes, though occasionally a child might join from some other school too. Gyan Shala holds that the State and national curriculum for science and math needs to be somewhat speeded up in early middle school classes, so the transition from middle school to high school stage is less abrupt, so Gyan Shala children could cope with this without additional tutorial support, which a majority of children from economically higher income group avail of. Gyan Shala also holds that middle school is the critical stage to institute conceptual and theoretical clarity which shall shape the good performance in secondary and higher secondary stages. But, unfortunately, the household responsibility of most children does not permit them to devote any more than 4.5 hrs. of class time to their studies, with other time spent on supporting their household's economy.

As yet, Gyan Shala has not discovered an effective mix of large scale financing of the middle school program. There is no Govt. scheme under which this program could be supported even by sympathetic officers. We charge Rs. 100/- per month from the parents, which is close to the top of the paying capacity of poor parents that Gyan Shala serves, but it amounts to only 25% of program cost. No children, however, is denied education in case of inability to pay. The donor support is deterred by the perception that this program might be violating RTE provisions which it does not. This has kept program expansion under check.

In 2012-13, the middle school program had classes covering 1600 children, as per details in the following table 2.

| Grades | Centers | Children | Boys | Girls |
|--------|---------|----------|------|-------|
| 4 | 20 | 670 | 331 | 339 |
| 5 | 20 | 529 | 251 | 278 |
| 6 | 12 | 261 | 137 | 124 |
| 7 | 8 | 191 | 91 | 100 |
| Total | 60 | 1651 | 810 | 841 |

The summary of ASSET test results for grades 5 and 7 are indicated in the tables in the earlier section on elementary program.

3. High School Program

Gyan Shala noticed that most parents in the slums are extremely reluctant to send teen-aged and adolescent girls to distant schools at high school stage. Further, household demands to contribute to family's economy makes it difficult for the adolescent boys also to find time for a full day high school. Gyan Shala has, therefore, launched its High School program in 2011-12, under the provision of Open Schooling, which enables a flexible duration study program close to the residence of children. The educational goals of high school program, however, have not been diluted and we are targeting that this program too would generate children's performance on par with India's leading schools, thus opening the possibilities of professional education and future life trajectory for Gyan Shala children coming from poor families. The first batch is to take high school test in 2014, which will provide critical feedback for changes and improvements in program design, and we expect the program design to stabilize over the next 4-5 years. Being a pilot scale program in its development phase, per child cost of this program is high, but it should stabilize at around Rs. 5500/- per child per year when it reaches the scale of existing middle school program. In 2012-13, this program had 3 classes each in grades 8 and 9, covering a total of 180 children.

The cost per child of various programs in Gyan Shala comes to less than $\frac{1}{3}^{\text{rd}}$ of per child cost in Govt. schools, and even lower compared to private schools, whose quality Gyan Shala matches.

4. Adolescent Girls Program

India has succeeded in ensuring close to universal school enrolment but the rate of drop out before school completion remains very high, particularly among girls. This was more so in the past so in all states, a majority of adolescent girls, particularly in backward states are as if un-schooled. Since women/ mothers' education is a key determinant of family's welfare and children's future, the education of adolescent girls to a state close to school completion is an important national priority. India has had many programs of 'training' of adolescent girls, in skills related to reproductive health or employment, but not many have tried to compensate for the absence of school education. With support from Packard foundation, Gyan Shala launched a 3 year program of the education of adolescent girls living in slums of Ahmedabad in 2009. The aim was to develop and implement such a module that would bring the girls to a level close to grade 7 level education.

The design and implementation of this program has posed complex challenges, the biggest of which related to very large diversity of capability-interest among the target group of girls, and the competitive demands of normal life, which made it very tough for the girls to attend the classes located in their community regularly even for 3 hrs. duration, and continue the process for 3 years. After detailed review of first 3 year's experience, this program has been re-casted as a two year program with less academic orientation, but which shall still aim to inculcate educational mind-set of a grade 7 student. This new design has been launched in 2013, whose impact will be determined by tests conducted by Vidya Bhawan Society, through comparison

of base-line and end-line tests administered by external expert agency. Should Gyan Shala succeed in developing a cost-effective and functionally sustainable model, this could emerge a strategically important program and growth area. In 2013-14, a total of 800 girls would study in this program in two batches in 41 centres.

Financials and Donors

The key financials for the last three years are indicated below. The trust income has risen up by 25% over a period of 3 years, in spite of onset of RTE, which had put severe constraints on the growth of Gyan Shala model.

| Items | 2012-2013 | 2011-2012 | 2010-2011 |
|-------------------|-----------|-----------|-----------|
| Total Earnings | 87674564 | 56964561 | 43134445 |
| Total Expenditure | 86495281 | 54648666 | 42231539 |
| Surplus | 1179283 | 2315895 | 902906 |
| Total Assets | 14048651 | 14143985 | 6604711 |

The Program cost per child's education in different programs was as follows.

| Program | 2012-2013 | 2011-2012 | 2010-2011 |
|----------------------|-----------|-----------|-----------|
| Elementary - Gujarat | 2749 | 2473 | 2215 |
| Elementary - Bihar | 2369 | 1550 | 2100 |
| Middle School | 4214 | 5578 | 4960 |
| High School | 12497 | 9429 | NA |
| Adolescent Girls | 4573 | | 2739 |

A relatively high cost of elementary program in Gujarat compared to Bihar is due to its age, with most employees having much longer experience, and hence higher salary. High School program is of very small size and is in development phase, but its long-term cost will be only a little higher than that of the middle school program.

Major donors in the last 3 years were as under. Gyan Shala was the only NGO education program in India that attracted bi-lateral aid from UK-DFID, over 2011-13, but with the closure of UK's agreement with the Govt. of India, this aid will come to an end in 2013. Luckily, Gyan Shala has found an effective alternative source in the Education Above All Foundation of the Government of Qatar, which should provide a similar level of support over 2013-2016.

| Donor | 2012-2013 | 2011-2012 | 2010-2011 |
|----------------------------|-----------|-----------|-----------|
| DFID | 43818495 | 12432534 | NA |
| SSA - Government | 6273158 | 15100947 | 3100000 |
| MSDF | 18097374 | 11422298 | 18280067 |
| Individual Philanthropists | 2685969 | 7457233 | 5779013 |
| Packard Foundation | 3396406 | 4435897 | 5018661 |

Staff and Professional Development

Gyan Shala arranged expert workshops for our staff at Ahmedabad by Prof. Shailesh Shirali and Prof. Padampriya Shirali for Math, Prof. Ramakant Agnihotri for Language learning, and by Prof. K P Mohanan on science learning.

One staff member, Ms. Khyati Bhatt joined back after completing her one year program as Hubert Humphrey Fellow under Fulbright program and started implementing some of her learnings in improving the Gyan Shala middle school science module. Ms. Hiral Adhyaru started her one year similar program at Vanderbilt, and continued to share her new ideas through email communication. Three senior members were sent to an international school in Hong Kong for a two weeks professional development program. In addition, 12 staff members were enabled to register for and complete their B.Ed. program.

Staff Composition:

| | |
|--|--------------------|
| Central Team | Vijay Bhitoria |
| Pankaj S. Jain - CEO | Sumaiya Pathan |
| Hiral Adhyaru - State Coordinator, Gujarat | Firdaus Zulaya |
| Rambhai Makwana - Leader | Pinal Patel |
| Neha Shah - Accounts Office | Supervisors |
| Heena Sampat - Account Asst. I | Mahendra Patel |
| Hema Pandya Account Ass. II | Renuka Pandya |
| Tejas Nayak - Stores Asst. | Kishori Patel |
| Gujarat Team | Hasmukh Makwana |
| Elementary Team - Ahmedabad | Neeru Makwana |
| Office Team | Pinki Parmar |
| Sonal Mody - Leader | Sharmistha Parmar |
| Purvi Dabhi | Suketa Shah |
| Leena Sachadev | Rekha Chavda |
| Nisha Goswami | Purvi Solanki |
| Hetal Raval | Sonal Kadia |
| Paresha Goswami | Nirmala Parmar |
| Niharika Parmar | Hasumati Solanki |
| Tariqbhai Vhora | Nasrinanjum Pathan |
| Amees Mistry | Sumitra Parmar |
| Chandrika Shrimali | Ramesh Solanki |
| Akanksha Parmar | Pragna Parmar |
| Pragna Chavda | Jigna Trivedi |
| Hargovan Desai | Sangita Solanki |
| Yogini Parekh | Kajal Chavda |
| Field Staff | Hemlata Makwana |
| Senior Supervisors | Sejal Shah |
| Shashi Rawal | Bhagvati Meghval |
| Rita Thaker | Nayna Parmar |

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|--------------------|-----------------------|
| Geeta Makwana | Middle School |
| Premila Makwana | Office Team |
| Falguni Chavda | Khyati Bhatt - Leader |
| Taslim Patel | Payal S. Patel |
| Tabbsum Shaikh | Urmy Makwana |
| Jigisha Parmar | Payal R. Patel |
| Reshma Shaikh | Hemali Shah |
| Samim Ajmeri | Bhavyata Panchal |
| Urmila Chauhan | Dharmishtha Chauhan |
| Sonal Mochi | Hetal Koringa |
| Hetal Parmar | Mittle Kapadiya |
| Parul Nagar | Hasibaanjum Hadvaid |
| Sajeda Patel | Rupal Raval |
| Pragna Shete | Dipti Pandya |
| Ila Parmar | Supervisors |
| Nanda Parmar | Hemlata Rathod |
| Rizwan Mapara | Smita Solanki |
| Deena Makwana | Geeta Pasi |
| Pratiksha Parmar | Kalavati Koshti |
| Punita Shrimali | Pragna Parmar |
| Urmila Mahera | High School |
| Bhavna Prajapati | Office Team |
| Vandana Jadav | Jyoti Shah - Leader |
| Vikashkumar Borkar | Nipam Pandya |
| Shabanabanu Saiyad | Prachi Shah |
| Nilofer Julaya | Kausha Zalavadia |
| Urmy Solanki | Varsha Sachdev |
| Heena Mody | Tallin Buch |
| Kaushik Mahant | Mohan Makwana |

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|------------------------------------|---|
| Yogita Sharma | Bihar Team |
| Kavyashri Dave | Elementary Team - Patna |
| Supervisor | Office Team |
| Bhavna Bhatt | Shweta Shrivastava - Deputy Team Leader |
| Adolescence Girls Program | Pooja Kumari |
| Office Team | S. M. Sharique |
| Maitree Joshi - Deputy Team Leader | Pankaj Kumar |
| Vaishali Shah | Varsha Kumari |
| Nikita Panchal | Chandan Kumar Pandey |
| Supervisors | Prushottam Sharma |
| Trupti Shah | Hemant Kumar Sinha |
| Meena Solanki | Pankaj Kumar Singh |
| Mangla Thosar | Mani Bhushan Vidyarthi |
| Falguni Parmar | Parul Priya |
| Elementary Team - Surat | Rabindra Kumar |
| Office Team | Kanchan Kumari |
| Pravina Chaudhari | Field Staff |
| Saroj Ahir | Senior Supervisors |
| Field Staff | Rinku Kumar |
| Senior Supervisor | Sarita Kumari |
| Vasant Parmar | Pushpanjali Kumari |
| Supervisors | Hemlata Kumari |
| Vaishali Patel | Sagar Kumar |
| Bhavin Chaudhari | Supervisors |
| Rasik Chaudhari | Ajay Kumar |
| Neha Parmar | Ruma Kumari |
| Rukshana Shekh | Parbind Kumar Singh |
| Anjuman Khalifa | Kumod Kumar |
| Kanisha Patel | Neha Kumari |