



**Gyan Shala**

**GYAN SHALA 2016-17**

**Education Support Organization**



# Gyan Shala

## Vision

- Enable children from poor urban and rural families attain learning levels of school education similar to that of children in elite schools.
- To become one of India's most effective NGO program to address the schooling quality gaps and help India improve its ranking in social development indicators.

## Mission

- Evolve a total system solution model for quality school education, on a nationwide scale, without discrimination based on any factor.
- Develop organizational capacity to implement the program at a substantial scale.
- Implement large scale program for improving quality in government schools by adopting Gyan Shala template of curriculum practices and teacher training.
- Policy lobbying for cost-effective and measurable quality school education.

## Sharing of CEO views on some important issues:

### Why Gyan Shala exists?

1. To develop a model for high quality schooling on a large scale for first generation learners, using available quality of teacher and financial resources.
2. To implement the model for groups of 10-15000 children in 3-5 states, thus setting up state level demonstration and improvement centers in the area of school education to evolve effective state level curriculum and teaching solutions.
3. Work with State Government school system to introduce new model curriculum design and material to help improve learning outcomes.

### What are your priorities in your role as CEO?

1. Strengthen the Curriculum design and implementation team, as one of its members.
2. Maintaining relationship with the Government, Academia and Donors.
3. Evolve and implement sustainable strategies for the organization.
4. Administrative and financial oversight of trust's activities.

### Which are the current major challenges?

1. Retain and improve the moral of employees to face tough challenges.
2. Effective advocacy of our innovative schooling model with Government, Academia and Donors, which is necessary for growth and sustenance.
3. Renewal of organization and model, at its age of 17 years, to address emerging problems-opportunities.

### Which are the steps you have planned to face challenges?

1. Set up effective marketing and advocacy team.
2. Strengthening top management team.
3. Greater strategic tieup of donors with state specific program strategy.
4. Greater engagement of top management in solving operational problems.

### Whom do you want to acknowledge for the success of Gyan Shala?

1. Board members and trustees for sharing their credibility and confidence with program team.
2. Staff members for their commitment.
3. Many officers among Donors and Government, who have gone out of their way to help our work.

### Priorities-goals for the year ahead:

1. Stabilize the State wide program strategy and profile.
2. Enhancement in overall program size and budget by 10-15%.

## **Highlights (2016-2017)**

Gyan Shala grew to become one of largest non-Government school education program for poor children in India in 2016-17, covering grades 1 to 10.

Key program highlights were:

- (i) Ensured high learning outcomes for over 32000 urban slum children in its school-classes, across 7 cities in 4 states (Gujarat, Bihar, Uttar Pradesh, and West Bengal).
- (ii) Only NGO program mentioned in Government of India's New Education Policy, 2016 as an exemplary program.

Gyan Shala provided complete integrated solution and not just supplementary inputs, which are currently provided by many NGOs working with government schools, as the evidence of supplementary programs' impact on sustainable improvements in children's learning levels is yet to be

established. Gyan Shala program for quality improvement in government schools aimed at introducing workbooks for each child for each subject for each day's work, group learning activities, transforming class time-table, and comprehensive teacher training. The curricular plan and schedules reflected worldwide best practices, while meeting state-national curricular norms.

*The success of Gyan Shala is based on its innovative schooling model whose key design features are:*

- (i) Focus relatively more on children's capability to learn than only on enhancing teachers' capacity to teach.
- (ii) Re-engineer class teacher role into a team effort of a 6 tier team, thus bringing high quality curriculum designing close to the classroom, on a large scale.
- (iii) Take an overall system-organization perspective to design a school program, instead of looking at only teaching-learning-curriculum processes.
- (iv) With the focus on outcomes, Gyan Shala continued the past trend of obtaining independent assessment of its children's performance by reputed external agencies. Gyan Shala children performed at a level that matched the average level of India's best schools. This performance was achieved at a per child cost that was a small fraction of elite or Government schools' cost. Gyan Shala also consolidated its record of being effective on a large scale, while addressing the specific issues faced by poor urban and rural children.

### **Program Evolution**

Gyan Shala started its elementary program covering grades 1-3 in Ahmedabad in 2000. Gyan Shala program's initial expansion, both geographical and vertical 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 2008-2017, and through program rating by CfBT in 2010 & 2013, a considerable body of evidence has been established to indicate that Gyan Shala children perform on par with India's and UK's good schools, though extra-curricular aspects are inadequate. This level of performance has been achieved at a lower program cost and in spite of the absence of parental support for studies which is common in middle and upper income families, absence of pre-schooling, and other socio-economic handicaps that poor children face.

Gyan Shala initiated replication of its program in Bihar in 2007-08, which later attracted support from 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.

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 received acceptance from Qatar Foundation of the Government of Qatar to continue and further expand its program. Starting 2012, Gyan Shala expanded the coverage to three cities in UP, while a small size demonstration unit started in Kolkata in 2009.

Gyan Shala had initiated its middle school program in 2006-07, and high school program in 2011-12. The aim of Gyan Shala is to establish and demonstrate a new approach to school education, that ensures quality on a large scale, is cost-efficient, and addresses the specific needs of urban poor.

### **Program Profile in 2016-17**

Gyan Shala educated around 32376 children in 1325 classes in seven cities in four states under its elementary program, covering grades 1-3. The middle school (grades 4-7) covered around 2167 children in 97 classes in two cities (Ahmedabad & Farrukhabad) and the high school (grades 8-10) pilot program covered around 561 children in 24 classes in Ahmedabad.

As earlier, Gyan Shala children took ASSET test of Educational Initiative (EI), which enables comparison of the performance of Gyan Shala children with those in leading CBSE schools. This test is translated by EI in local language. The performance of Gyan Shala children in the ASSET test in 2016-17 has been shared in this report in detail, which confirms that Gyan Shala is able to achieve comparable or better results in Elementary program (Grade 3 evaluation) as well as the Middle school program (Grade 5 and Grade 7 evaluation) even though the cost involved for imparting education is quite less.

Periodically, Gyan Shala also gets its school program rated by CfBT, which allows bench-marking against the average of UK public schools and international schools in Dubai that are rated by CfBT. Such a rating in 2013 gave Gyan Shala an overall rating similar to 35% UK schools and 50% International Schools of Dubai. The rating of teaching-learning processes was even better. The summary of ASSET results and CfBT ratings are given in 'External Assessments' section later in this report.

For the Elementary program, average annual cost per child was in the range of Rs.2100-4300 at different places with average cost per child around Rs.3000. For the middle school program, average annual cost per child was Rs.5800. For the high school program, average annual cost per child was Rs.14800. These costs were all inclusive, covering teaching, class

room rental, learning material and management- administration. Except high school, the cost per child of various programs in Gyan Shala were less than 1/3rd of per child cost in government schools, and even lower compared to private schools, whose quality Gyan Shala matches.

## **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 the 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 hours, without any break (here, children are allowed to have individual break for either drinking water or attending natural requirement on an individual basis as per their needs, so as to avoid academic time loss of the group.) 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/ math/ EVS is comparable to full day schools, as there are no breaks or interruptions in 3.5 hours 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 Quality education, through free supply of books, stationary and learning materials.

The educational support to the children is delivered by a 6 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 grades 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 2 tier team of curriculum designers and teacher trainers for various subject streams. A group of senior supervisors take care of administrative aspects in the field and insulate educational processes from other disturbances. As the program has been expanded in different states, national team of subject experts has been involved to support team leaders and designers across different states by sharing and reviewing learning materials and teaching approaches. Advice of outside experts/ consultants are sought to overcome the challenges faced by children as well as teachers, and also to equip the team with upcoming educational research and pedagogical practices.

In 2016-17, the number of Elementary grade classes and children at various locations were as under.

Location	Centers	Children	Boys	Girls	Cost per Child (INR)
Ahmedabad	288	6183	3044	3139	3901
Surat	84	1752	877	875	3832
Patna	390	10580	4714	5866	2471
Kolkata	90	2149	1067	1082	4370
Lucknow	138	3168	1482	1686	3042
Kanpur	150	3321	1481	1840	3469
Farrukhabad	185	5223	2588	2635	2081
<b>Total</b>	<b>1325</b>	<b>32376</b>	<b>15253</b>	<b>17123</b>	<b>3019</b> <b>(Average cost/child)</b>

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 the monthly attendance of all children.

#### **Sharing by Ms. Maitri Joshi, Leader Gyan Shala of Elementary Program:**

"I had thought of joining in education field from the very beginning. I joined Gyan Shala during its expansion phase. The team work I had experienced that time, gave me more satisfaction and ultimately I developed ownership in the tasks of my organization. While working here, I got to learn lot more about dealing with different people. As a team leader of elementary program, I find it challenging how to prevent monotonous thinking of my colleagues with longer duration and how to get more engaged team work from my colleagues at various levels and roles."

## 2. Middle School Program (Grades 4-7)

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. In order to support smooth transition from middle school to high school stage, Gyan Shala somewhat speeds up the delivery of state and national curriculums for science and math in early middle school classes. This process allows Gyan Shala children to cope up with the high school learning without additional tutorial support, which a majority of children from economically higher income groups avail. Gyan Shala also holds that middle school is the critical stage to institute conceptual and theoretical clarity that will 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 hours of class time to their studies, with other time spent on supporting their household's earnings.

Over 2016-17, Gyan Shala established relationship with SBI Foundation in addition to GRUH Finance Limited to support cost of the middle school program under their CSR initiative. Part of the cost is also covered through parental contribution in which Gyan Shala charges Rs. 100-150 /- per month from the parents, which is close to top of the paying capacity of poor parents that we serve. No child, however, is denied education in case of inability to pay.

In 2016-17, the middle school program had 2167 children in 97 classes with average annual cost per child to be Rs.5800, as per details in the following table:

Grades	Centers	Children	Boys	Girls	Average Cost per Child (INR)
4	32	774	368	406	5784
5	23	506	245	261	
6	23	533	238	295	
7	19	354	168	186	
<b>Total</b>	<b>97</b>	<b>2167</b>	<b>1019</b>	<b>1148</b>	

The summary of ASSET test results for grades 3, 5 and 7 are indicated in the 'External Assessments' section later in this report.

### **Sharing by Ms. Payal Patel, Leader Gyan Shala Middle School program:**

"Being a science post graduate, I was less interested in education field; more precisely if to be said, as a curriculum designer, at the initial stage of joining this project. But gradually I got interested and started enjoying my work. In the whole process there was an ongoing learning of dealing with all kind of people. I started to realize that teaching children marked as a social responsibility and of course it became a kind of moral duty to impart proper skills and knowledge to the less privileged ones. As a team leader of middle school program, my job is to coordinate programs, identify problems and bring out the solutions. Dealing with government body turns out to be tough job at times. But I personally feel that improvement is an ongoing process and we look ahead for a better future in the coming years that are lined up."

### **3. High School Program (Grades 8-10)**

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 make it difficult for the adolescent boys to find time for a full day high school. Gyan Shala, 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.

In the year 2016-17, the fourth batch of the students took the Board Exams for Grade 10. The total of 61 students appeared for the exam and out of them 36 passed the exam. **Anita Vikrambhai Dantani** and **Nitesh Merubhai Vanzara** (photos on the inside back page) stood first amongst the grade 10 Gyan Shala students securing 75% (93.50 percentile). Anita is pursuing further studies in Diploma Engineering while Nitesh is pursuing further study in commerce field. Total three Gyan Shala students secured distinction, three students secured first class, twenty five secured second class, and five secured pass class.

The percentage of the students passed was 59 percent, which had been found lower compared to previous years. The team has started rectifying actions to improve the same through extra academic support as per the needs of the students. While analyzing the results, it was found that the students were not able to attend classes for extra support regularly as needed. So, counseling had been done with students as well as with their parents for ensuring class attendance as well as supporting tuitions. In the coming years, more efforts are being planned, so as to secure an improved results.

In 2015-16, this program was expanded into 4 new areas, having two areas with majority of minority children, specially needing such schools in their communities and we are consistently trying to expand it further (2017-18). The program had 15 classes of grade 8, 7 classes of grade 9 and 2 classes of grade 10, covering a total of 561 children, as mentioned in the following table. The program cost is higher than Gyan Shala norm, because it is a pilot of small size in development phase. As the program grows and children per class rise to a level of middle school program, we expect the per child cost to come to a level of around Rs. 8000/- child.

Stabilizing high school program has required us to rework our middle school and elementary programs too, since the design of those programs was not oriented to meet the requirement of standard board examination of high school. We also need to evolve strategies for children joining with very poor foundation over grades 1-8.

Grades	Centers	Children	Boys	Girls	Average Cost per Child (INR)
8	15	342	161	181	14793
9	7	153	77	76	
10	2	66	43	23	
<b>Total</b>	<b>23</b>	<b>561</b>	<b>281</b>	<b>280</b>	

**Sharing by Ms. Sonal Modi, Leader Gyan Shala High School Program:**

"Presently my focus is to have a cluster of higher classes under one roof (like a school in a same building), to make efficient use of teacher capability. We have recently started a deal where classes will be held in same premises in Vasna area of Ahmedabad. Our students and teachers are very happy for that.

Apart from these I also dream that Gyanshala launches many more schools covering all the areas of the city in a similar way. Our biggest challenge is to make the majority of our students realize the importance of passing grade 10 with good understanding as well as marks. I and my team are looking forward to attain good Grade 10 result for all our students."

**4. Government Schools Program**

Due to excellent learning levels in our slum classes, Gyan Shala was invited to introduce similar model practices in selected Government schools.

A pilot program was first taken up in 37 municipal schools in Ahmedabad over 2008-2011, which showed improvements in children's learning levels by 25-65%, across subjects and grades. During the period of 2012-2016, Gyan Shala was invited for similar partnership in 7300 government schools in four districts of Bihar. The worksheets designed for the program have been adopted as textbooks-workbooks for all the students of Grades 1 and 2 in the entire state of Bihar. So, the program has started impacting around 0.6 million children every year from 2013, & 6 million from 2015 onwards.

Gyan Shala was invited for partnership with 4 Government Schools of Delhi, for academic management. Education Alliance, Delhi had organized for the Gyan Shala partnership in '**School Quality Enhancement Program**' (SQEP) in SDMC school with low enrollment numbers. The schools are Ber Sarai, Mundhela Kalan, Rawta and Dariyapur Khurd. The latter three schools are in Najafgarh zone near to Haryana border of Delhi. We introduced daily worksheets for each subject, teacher guides and activity materials have been prepared and distributed in alignment with NCERT text books used by SDMC schools for Grades 1-3. As Gyan Shala believes in Grade specific support to the group of children, additional teachers have been recruited and deployed. The initial core training and monthly teacher training have been organized for the existing Government teachers as well as Gyan Shala teachers, during the year.

Schools have been provided with computer projectors so as to support learning through computers. Attendance records of children and teachers are being recorded, as well as parents' meetings have been organized every month. For the year 2017-18, it has been planned to cover all the grades of the school means from Nursery to Grade 5.

### **Gyan Shala as an Accreditation Agency under National Institute of Open Schooling (NIOS) :**

In the year 2015-16, Gyan Shala started application for the accreditation under National Institute of Open Schooling (NIOS) for certification for Open Basic Education (OBE) Program. It took almost a year, to become the Accreditation Agency under NIOS. The organization has become now Accreditation Agency under NIOS with a letter dated September 9, 2016.

For the year 2016-17 Gyan Shala students gave level C examination, equivalent to Grade 8 from the Navrachna school of Baroda. For the new batch of students in Grade 8, the level C Examination of OBE has been planned by Gyan Shala.

Accreditation with NIOS will help Gyan Shala to overcome a strategic disadvantage of being perceived by the parents and education department of the Government as a unrecognized school program, and improve program acceptance.

## Jamnabai Gyan Shala School :

Jamnabai Education Trust supported by Mafatlal group has been running Bai Jamnabai School, at Kadva Pol, Dariyapur, since many years. Wanting to revamp the school's pedagogy approach so as to provide decent quality education to lower middle income group parents, Jamnabai trust has entered into an MOU with Gyan Shala, for running their trust's school. Gyan Shala has taken up this task to understand the mechanism of running school for lower middle income group parents, who can afford to pay the fees, and want decent quality primary education.

Gyan Shala started to work under this school since 2014-15. The first year, enrollment was high, but the other school in the area lowered fees quite substantive and it was difficult to operate at that level. So, the school again restarted in 2015-16 with taking some 20 students having their fees sponsored by one of our well wisher. In 2016-17, Gyan Shala could establish its name in the area, and covered 78 students in Grades 1 to 4 classes. The school management team also understood the need of running pre school class. From the December 2016 onwards Gyan Shala prepared preschool learning materials in Gujarati for Jamnabai school. At this juncture, Gyan Shala team is confident in understanding the needs of such students. Gyan Shala team is also learning new processes such as how to fulfill Government certification requirements including applying for Unique ID under DISE (District Information of Student Enrollment) system of the state, applying for scholarships, etc. In the year 2016-17, admissions under RTE Act also happened, where their fees have been paid by Education department of Ahmedabad.

### **External Assessments**

Student Performance Assessment by Education Initiatives (EI) (Location: Ahmedabad): Education Initiatives conducted ASSET assessments of Gyan Shala students in Grades 3, 5 and 7. ASSET tests are considered a good benchmark as they are taken by students of good CBSE schools coming from elite class. In Gujarat classes, learning in Maths and EVS (Science) subjects was tested in Grade 3, while three major subjects - Language, Maths and EVS were tested in Grades 5 and 7. In Kolkata, Patna & UP classes, students were tested in three subjects - Language, Maths and Science. Snap shots of the results are shared herewith.

Progress in all key subjects of Language, Science and Maths in both primary and middle schools was seen as satisfactory in the context of our goal to match children's performance in India's elite school, represented by ASSET average score. The following tables and graphs give the average score of Gyan Shala children alongwith ASSET average. CfBT is no more doing school ratings in India, otherwise we would have obtained next round of rating of our school program too in 2017, to complement 2010 & 2013 ratings.

## Overall scores for Gujarat students across grades in main subjects

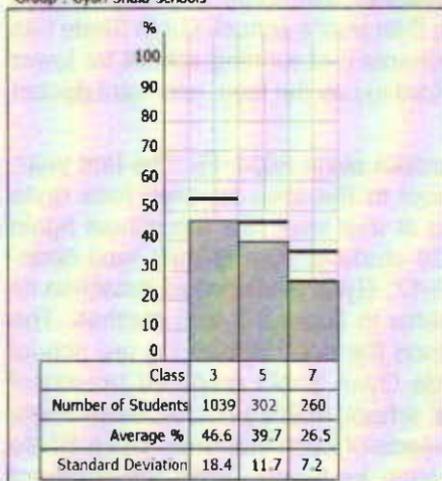
### a) Science (EVS)

Medium: Gujarati

Test : March 2017

EVS

Group : Gyan Shala Schools



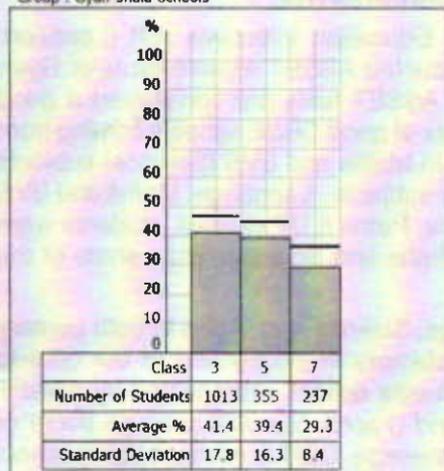
### b) Maths

Medium: Gujarati

Test : March 2017

Maths

Group : Gyan Shala Schools



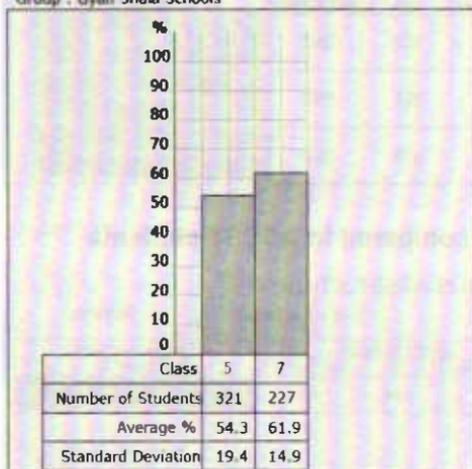
## C) Language

Medium: Gujarati

Test : March 2017

Language

Group : Gyan Shala Schools



\* The Average Performance is calculated from the number of correct responses given by students to the questions in the paper.

\* The Standard Deviation (SD) represents the variation in the performance on a the test expressed as a percentage.

\* A low SD implies that differences between the students is not very high.

\* NT - Class Not Tested

\* All Programme schools are schools tested from your Programme.

\* Control Schools are government schools / govt aided schools/ or schools which are similar to Programme schools. These schools are not under the Programme.

— ASSET Average %

## Overall scores for Gujarat students compared to ASSET students

### Test For Student Learning For Gyan Shala Programme

#### BIRD'S EYE VIEW

#### YOUR STUDENTS VERSUS ASSET STUDENTS

Medium: Gujarati

Group: Gyan Shala Schools

Test : March 2017

Maths

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	41.4	17.8	475.0	46.5	14.7	500.0	Class is ASSET
5	40	39.4	16.3	472.0	44.6	15.9	500.0	Class is ASSET
7	40	29.3	8.4	452.0	36.2	11.8	500.0	Class is ASSET

Medium: Gujarati

Group: Gyan Shala Schools

Test : March 2017

Language

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
5	8	36.3	18.8	427.0	55.3	6.9	500.0	Class is ASSET
7	11	46.3	19.8	491.0	48.2	14.1	500.0	Class is ASSET

Medium: Gujarati

Group: Gyan Shala Schools

Test : March 2017

EVS

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	46.6	18.4	464.0	54.0	15.5	500.0	Close to ASSET
5	35	39.7	11.7	456.0	45.9	20.6	500.0	Close to ASSET
7	45	26.5	7.2	425.0	36.1	12.0	500.0	Far from ASSET

## Overall scores for Kolkata students compared to ASSET students

### YOUR STUDENTS VERSUS ASSET STUDENTS

Medium: Hindi

Group: Gyan Shala Schools

Test : November 2016

Maths

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	38.6	17.9	460.0	46.5	14.7	500.0	Close to ASSET

Medium: Hindi

Group: Gyan Shala Schools

Test : November 2016

Language

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	35	44.5	16.9	456.0	55.3	14.6	510.0	Far from ASSET

Medium: Hindi

Group: Gyan Shala Schools

Test : November 2016

EVS

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	45.8	14.2	458.0	53.9	15.5	500.0	Close to ASSET

\* The Average Performance (AVG) is expressed as a percentage of correct responses given by students to the ASSET questions in the paper.

\* The Standard Deviation (SD) represents the variation in the performance on the ASSET questions expressed as a percentage.

\* The AVG Scaled Scores (AVG Scaled S in the above table) is the average of norm-referenced scores that measure your students and ASSET students performance on the same statistical scale.

\* ASSET is a diagnostic achievement test taken by English Medium Private Schools in India.

\* 'Difference from ASSET' is a band of descriptors that check how different is the performance of your students compared to that of ASSET students.

\* The cells are color coded to indicate how to interpret the values shown - as 'Better than ASSET', 'Slightly Better than ASSET', 'Close to ASSET', 'Far' and 'very far' from ASSET performance.

-150 & lesser	-150 to -50	50 to 50	50 to 150	150 & Above
Very Far from ASSET	Far from ASSET	Close to ASSET	Slightly Better than ASSET	Better than ASSET

## Overall scores for UP Gyan Shala students compared to ASSET students

Medium: Hindi

Group: Gyan Shala Schools

Test : March 2017

Maths

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	61.4	20.0	572.0	46.5	14.7	500.0	Slightly Better than ASSET

Medium: Hindi

Group: Gyan Shala Schools

Test : March 2017

Language

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	35	69.5	17.4	540.0	55.3	14.6	470.0	Slightly Better than ASSET

Medium: Hindi

Group: Gyan Shala Schools

Test : March 2017

EVS

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	69.5	17.1	576.0	53.9	15.5	500.0	Slightly Better than ASSET

## Overall scores for Patna students compared to ASSET students

### YOUR STUDENTS VERSUS ASSET STUDENTS

Medium: Hindi

Group: Gyan Shala Schools

Test : February 2017

Maths

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	41.9	17.6	477.0	46.5	14.7	500.0	Close to ASSET

Medium: Hindi

Group: Gyan Shala Schools

Test : February 2017

Language

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	35	50.1	18.2	485.0	55.3	14.6	510.0	Close to ASSET

Medium: Hindi

Group: Gyan Shala Schools

Test : February 2017

EVS

Class	Number of Questions	Your Students			ASSET Students			Difference from ASSET (AVG Scaled S)
		AVG Scores	SD	AVG Scaled S	AVG Scores	SD	AVG Scaled S	
3	30	50.8	14.8	484.0	53.9	15.5	500.0	Close to ASSET

\* The Average Performance (AVG) is expressed as a percentage of correct responses given by students to the ASSET questions in the paper.

\* The Standard Deviation (SD) represents the variation in the performance on the ASSET questions expressed as a percentage.

\* The AVG Scaled Scores (AVG Scaled S in the above table) is the average of norm-referenced scores that measure your students and ASSET students performance on the same statistical scale.

\* ASSET is a diagnostic achievement test taken by English Medium Private Schools in India.

\* 'Difference from ASSET' is a band of descriptors that check how different is the performance of your students compared to that of ASSET students.

\* The cells are color coded to indicate how to interpret the values shown - as 'Better than ASSET', 'Slightly Better than ASSET', 'Close to ASSET', 'Far' and 'Very far' from ASSET performance.

150 & lesser	150 to -50	50 to 50	50 to 150	150 & Above
Very Far from ASSET	Far from ASSET	Close to ASSET	Slightly Better than ASSET	Better than ASSET

## Sharing from the present and passed out students :

We have many children who do not have father or father is in prison, or mother who have been separated and manage life without regular financial support. The children who have both parents also have many challenges because of their socio-economic backgrounds. Still, our students have positive things to share with us. Some of such positive stories are mentioned below:

- **Vaibhavi Sakraji Thakor** (age 18), daughter of Sakraji, who is an auto rickshaw driver, is residing in Vasna slum area in Ahmedabad. She is one of the students of Gyan Shala. She has studied up to grade 10, achieving distinction marks, with support of Gyan Shala teachers, and has completed grade 12 in Arts stream. Currently she is employed as a teacher in elementary program of Gyan Shala, earning 4000 INR/month and supports her family in every way possible. She shares, "Due to financial constraints, I never thought of going to school and having access to formal education like other children. But because of Gyan Shala's presence in my community, I along with my brother (Navrang, currently studying grade 10) and sister (Aarti, currently studying grade 9) are able to undergo formal education with minimal financial obstacles. With continuous support from my family, especially my mother, I strive to support my siblings so that they can achieve higher formal education even better than mine. Leaving home to work daily on my own wouldn't have been possible in absence of the confidence that has been achieved through basic good quality education."
- **Roshan Jitubhai Dhumda** (age 16) is another example of Gyan Shala student, who also studied up to Grade 10 in Gyan Shala and has started working as a part time teacher in Gyan Shala elementary program. Roshan's father does not want her to study further because of social issues, but she wants to continue her studies by studying as external student.

The following picture shows Roshan in the front and Vaibhavi in the back.





**Riddhi Arvindbhai Purabiya** (age 19), is another rising student of Gyan Shala. Arvindbhai, her father is a sweeper. She has studied up to Grade 10 under Gyan Shala's guidance and went on to complete Grade 12 (Science stream) achieving distinction. She aims to be a dentist and adds, " Education is like a boon for children residing in our communities. I, along with my siblings (three siblings, two of them currently study in Gyan Shala), want to work for communities in future so that other needy children don't face obstacles in undergoing basic education. Gyan Shala's continuous support has been the silver lining for my family and this has given me reasons to believe in myself more than ever."



**Sargara Dipak Dineshbhai** (age18), son of a cloth vendor, has studied up to grade 10 in Gyan Shala. Then he went on to pursue Grade 12 (Commerce stream). Currently he is in the first year of B.Com and is a prime example of self-reliance of students with quality education. He shares, " With Gyan Shala's support in providing education, I have achieved a good level of self-confidence. Although being from a low-income family & a community where education is a distant dream, I have achieved what one can only dream of."

One of the turning points was when I got injured while in Grade 10 and was on bed-rest for 4 months, but with Gyan Shala's support and motivation, I passed with flying colors. After that incident, I have never looked back. I have been working part-time on Computer Accounting for the past three years (earning around 10,000 INR/month) and I am bearing my education expenses fees since Grade 11. I want to pursue Advanced Accounting in near future. Gyan Shala is home to me and I dream of supporting education for children in such communities."



**Mahesh Vanzara** - He is a student of grade 6, son of Mehrubhai Vanzara, a truck driver by profession. Among his siblings, Kavita is the youngest studying in grade 4 in Gyanshala, Nikita is in grade 7 at present and Nitesh the eldest of all has already cleared his 10th and is now studying in college. Mahesh is good at math. He says, "After completing 10th from Gyan Shala I will join college and select commerce as my subject and later on I will start my own business."



**Neha Prajapati** - She is a bright student of grade 7. Her father, Chandrashekhar Prajapati is engaged in ice business. His job is to deliver ice on his cart as per the demand of his customers. Neha's brother Deep is also a student of Gyanshala. He is in grade 6. Neha says, "I like Gyanshala because the teaching is good here. My parents also do feel safe for me as the school is nearby, in community. I like science subject and I aim to become a doctor in the future."



**Shubham Vaghela** - He joined Gyanshala in grade 1 and at present he is studying in grade 8. His father Chandubhai Vaghela died six years back. Since then his mother Kailash ben Vaghela is bearing the expenses of the whole family. The mother works as a domestic help and earns around Rs. 5000/- only per month. She manages her other two children, Karan presently studying in grade 10 in Gyanshala and Priya, her elder sister, passed Grade 10 from Gyanshala, at present in 11th commerce at Prashant School. Shubham says, "I like Social Science and Maths. They are my favorite subjects. After 10th, I will complete my graduation with commerce as my main subject."



**Ravi raj Patel** - He is another student of Gyanshala, at present studying in 9th grade. His father, Kalubhai Patel died recently. His mother Amrita ben Patel has taken over the charge of the whole family. She works as domestic help and earns about 2000/- per month. Of course Umang, the elder brother of Raviraj, helps his mother in the expenses. He works as a plumber. His sister, Kajal now studying in college is an ex-student of Gyanshala. She is a bright student and used to score more than 70%. Raviraj says, "I like Social Science and I will like to study commerce later on. I wish to become a policeman when I grow up."



**Dinesh Vanzara** - He is the son of Gangaben and Devabhai Vanzara. He is at present in grade 10 in Gyanshala. Devabhai works as a construction material supplier. Siblings of Dinesh namely, Neeraj and Hetal are students of grades 4 and 7 in Gyanshala respectively. His cousin, Nitesh, an ex student of Gyanshala is at present studying commerce in G. B. Shah college. Dinesh says, "My favorite subjects are science and math. I want to study commerce."

**Sharing from the team : Ms. Zalak Desai Director - operations :**

"Gyanshala has provided me an opportunity to relate with many families in India who are less privileged in our society. As a staff of Gyanshala program, I feel sense of pride as well as responsibility for contributing in efforts for improving quality of education. As director - operations, my role is implementation of Gyan shala programs across cities throughout the country as well as to strengthen relationship with all internal as well as outer stake holders such as parents, other NGOs, government bodies and donors. In my role, the challenge is to retain individuals for different roles in the organization and maintain environment of the organization which will engage all staff members in their roles in a constructive manner. Engaged staff, as a result, will grow in their personal and professional capabilities, while our society will be having better schools - learning centers."

**Financials & 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 (Rs.)	2014-2015	2015-2016	2016-2017
Total Earnings	141847963	150714790	124626777
Total Expenditure	140313299	148756580	124354348
Surplus	1534664	1958210	272429
Total Assets	84829635	42676310	56081951

## Major donors in the last 3 years were as under:

Donor	2014-15	2015-16	2016-17
SSA-Government	13720312	10991 608	0
EAC-Doha	70875408	94500240	70524411
MSDF	23835628	27421866	21646953
Nalanda Foundation	5000072	10000000	10000000
Packard Foundation	4329895	2581414	0
E& H Foundation	3746165	3504598	8821704
GRUH Finance	-	2717648	2911606
Macarthur Foundation	-	5419305	8089954
Delhi Project IC	-	-	5885035
Pushpawati Kantilal Trust	-	1550000	1550000
Navin Fluorine CSR	-	2000000	1500000
Parents	-	2717648	6261855

## Governing Board

Prof. Aamirullah Khan	ISB/ Gates Foundation
Mr. Arvind Sharma	Ex. Chairman - Leo Burnett, India
Mr. Bharat M. Vyas	Ex. Managing Director, GCMMF
Prof. Pankaj Jain-CEO	Ex. Faculty IRMA, IIM Ahmedabad
Prof. Tushaar Shah- Chairman	Principal Scientist International Water Management Institute, Colombo
Mr. Pulak Prasad	Founder & CEO: Nalanda Pte. Ltd. Singapore
Prof. KP Mohanan	Indian Institute of Science education & Research (IISER), Pune
Prof. Veena Mistry	Retired Professor & Dean, MS University Baroda
Mr. Sudhir Mankad	
Permanent Invitee	Retired Chief Secretary, Government of Gujarat

<b>Trustees</b>	
Pankaj Jain Settler of the Trust	Earlierat IRMA
Prof. Subhash Bhatnagar	IIM Ahmedabad
Prof. Ajay Pande	IIM Ahmedabad
Prof. Ashok Korwar	Earlierat IIM Ahmedabad
Prof. Pankaj Chandra	Earlierat IIM A'bad,now Ahmedabad University

## **National Team**

Pankaj Jain	Chief Executive
Zalak Kavi Desai	Director, Operations
Neha Shah	Accounts Officer
Nisha Goswami	Finance Officer
Heena Sampat	Senior Supervisor
Yogini Parekh	MIS Officer
Tabassum Shaikh	MIS Assistant

## **Ahmedabad Teams**

### **Elementry Program Team**

Maitree Joshi	Team Leader
Purvi Dabhi	Deputy Team Leader
Hetal Raval	Design Team Member
Amees Mistry	Design Team Member
Niharika Parmar	Design Team Member
Neha Desai	Design Team Member
Amisha Parmar	Design Team Member
Harsh Parikh	Design Team Member
Mittal Patel	Design Team Member
Hetal Modi	Design Team Member
Pragna Chavda	Field Operations Officer

Shashi Rawal	Sr. Supervisor Field Operations
Rita Thaker	Sr. Supervisor Field Operations
Vijaya Bhitara	Sr. Supervisor Field Operations
Sumaiyaanjum Pathan	Sr. Supervisor Field Operations
Firadoshjahan Zulaya	Sr. Supervisor Field Operations

### **Pre School Team**

Kiran Vishwakarma	Design Team member
Rina Patel	Design Team member

### **Middle School Program Team**

Payal S. patel	Team Leader
Hemali Shah	Design Team Member
Prachi Shah	Design Team Member
Kausha Zalavadia	Design Team Member
Hetal Gor	Design Team Member
Meghna Bhatt	Design Team Member
Dipti Pandya	Design Team Member
Falguni Shukla	Design Team Member
Rajvi Anandjiwala	Design Team Member
Hiral Solanki	Design Team Member
Pushpa Chavada	Design Team Member
Priyanka Thakar	Design Team Member
Hargovan Desai	Field Operations Officer

### **High School Program Team**

Sonal Mody	Team Leader
Vaishali Shah	Design Team Member
Tallin Buch	Design Team Member
Sejal parikh	Design Team Member
Mohan Makwana	Design Team Member

Jayanti A Parmar	Design Team Member
Nairutvi Mistry	Design Team Member
Jalpa Sonpal	Design Team Member
Tejal Jadav	Design Team Member

### **Surat Team**

Vasantlal Parmar	Sr. Supervisor Field Operations
Pravina Chaudhari	Design Team Member

### **Patna Team**

Shweta Srivastava	Team Leader
Anuj Kumar	Team Leader (Out Station Programs)
Hemant Kumar	Design Team Member
Pooja Kumari	Design Team Member
Ruma Kumari	Design Team Member
Sarita Kumari	Design Team Member
Kumar Mayank	Design Team Member
Pushpika	Design Team Member
S. M. Sharique	Accounts Assistant
Khursheed Jahan	Sr.Supervisor Field Operations
Raj Kumar Gupta	Sr.Supervisor Field Operations
Pushpa Kumari	MIS Assistant
Aditya Anand	Design Team Member

### **Kolkata Team**

Sutapa Saha	Program Coordinator
Rakhi Sinha	Design Team Member
Sharmi Ghosh	Design Team Member
Shreya Bhattacharya	Design Team Member
Bandana Dirghangi	Sr.Supervisor Field Operations

## **Kanpur Team**

Ankita Shukla	Coordinator
Richa Mishra	Design Team Member
Shikha Mishra	Design Team Member
Supriya Pathak	Design Team Member
Abhishek Tiwari	Field Operations Officer
Shishir Yadav	Design Team Member

## **Lucknow Team**

Pradeep Kumar	Field Operations Officer
Shweta Bajpai	Design Team Member
Vivek Gautam	Design Team Member
Aparna Dwivedi	Design Team Member
Shivani Verma	Design Team Member

## **Farukabad Team**

Ankit Pathak	Coordinator
Shradha Mishra	Design Team Member
Vivek Yadav	Design Team Member
Abhishek Shukla	Design Team Member
Asib Khan	Field Operations Officer
Abhishek Singh	Design Team Member
Lalu Yadav	Design Team Member

## **Delhi Team**

Sumit Pandey	Coordinator
Ranjeet Kumar	Field Coordinator





**Education Support Organization**



**Gyan Shala**

# **GYAN SHALA Project**

**42, Tapovan Society, 2nd Floor, Above Bank of Baroda,  
Opp. Manekbagh BRTS, Ambawadi, Ahmedabad-380015.**

**Tel : (91)-79-26604840, 26604940**

**E-Mail : [info@gyanshala.org](mailto:info@gyanshala.org), Web : [www.gyanshala.org](http://www.gyanshala.org)**