
UGAM EDUCATION FOUNDATION
ANNUAL REPORT
2018-19



उगम



CONTENTS

| | |
|------------------------------|----|
| Overview | 04 |
| A Year in Reflection | 06 |
| Programs | 08 |
| New District - New Beginning | 12 |
| Events At Ugam | 14 |
| Impact | 18 |
| The Way Forward | 19 |
| Financials | 20 |





Every day is a 'new beginning'. We welcome a new day, meet new people, come across new opportunities, initiate new ventures, experience new scenarios...

And with every day, there are as many 'endings'. Life goes on. And with the passing of weeks, months and even years, most of us do just fine, because we know that there are always new beginnings waiting for us.



OVERVIEW

At Ugam, this year, we had a similar journey. We saw many new beginnings even as we had to make way for some endings.

We started off the year with our District level training of Master Trainers and teachers. We closed our remedial centers. We launched our program in a new district - Dhenkanal in Odisha. We despaired when the para teachers' strike in Jharkhand crippled schools and classrooms for more than a month.

Through all these events what

stayed steadfast and steady was our belief in the power of education to change lives.

We believe that education systems make the outcome and experience of education meaningful for all. That is our unwavering vision.

As you read this report, fields are being tilled in Hazaribagh and Dhenkanal to make way for planting. The ground is warm and ready for sprouts of future hope to break through. There are new beginnings everywhere.



A YEAR IN REFLECTION

संजय झा

पिछले शैक्षणिक साल की शुरुआत से ही उगम की उपस्थिति हज़ारीबाग जिले में बखूबी दर्ज हो चुकी थी। विद्यार्थी, शिक्षक, पदाधिकारी से लेकर जिले के वरिष्ठ अधिकारियों तक उगम के लिए, स्वागत की स्वीकार्यता बन चुकी थी। हमने फील्ड का मानक और सटीक अध्ययन किया। शिक्षा की सभी महत्वपूर्ण गतिविधियों और विभिन्न स्तरों की बारीकियों का विश्लेषण किया। नित नए प्रयोगों को अमल में लाए, खूब गहरे समझ और सम्बन्धों का निर्माण किया। साथ ही हमने डेंकनाल जिला में, ओड़िशा का पहला और उगम का दूसरा लोकेशन प्रारम्भ किया।

साल के शुरुआत से शुरू करके तो जिले की अग्रणी संस्था के रूप में वक्त आ चुका था। पुरे हज़ारीबाग जिले के शैक्षणिक परिदृश्य की चिंता करने का, शिक्षा विभाग के साथ कदम मिलाकर चलने का, साथ-साथ स्वप्न देखने और स्वप्न पूरा करने का। सिस्टम के माध्यम से हमारी पहुँच जिले भर के सभी बच्चों तक हो चुकी थी। अब संस्था के लिए बड़े स्तर की जिम्मेदारियाँ थीं तो बड़े स्तर की चुनौतियाँ भी थीं। हमारे अबतक के अनुभव

से हमने जाना था कि शैक्षणिक स्तर का अस्त व्यस्त होना सबसे बड़ी चुनौती है, बच्चे का अधिगम स्तर कक्षावार नहीं है, साधारण भाषा-गणित के ज्ञान का अभाव है। और यह समान स्थिति कमोबेश पुरे प्रदेश की ही है। यही समय था जब निति आयोग और प्रदेश सरकार ने अधिगम संवर्धन कार्यक्रम ज्ञानसेतु की शुरुआत की। जिले में संयुक्त रूप से हमने ज्ञानसेतु कार्यक्रम को गति देने में अपनी महत्ती भूमिका निभाई।

उगम ने जिला शिक्षा विभाग के साथ मिलकर 16 ब्लॉक से चयनित 220 मास्टर ट्रेनर को 5 दिवसीय प्रशिक्षण में प्रशिक्षित किया, और यही ट्रेनर्स द्वारा सभी 16 ब्लॉक में जाकर, जिले भर के लगभग 5,900 शिक्षकों को प्रशिक्षित किया गया। उगम ने सभी ब्लॉक में चल रहे प्रशिक्षण में शिरकत कर आवश्यक सहयोग भी उपलब्ध करवाया। प्रशिक्षण में प्रशिक्षक एवं प्रतिभागियों का रोमांच और ऊर्जा अभूतपूर्व रहा। फिर यह प्रशिक्षण पहुँचा विद्यालय और अलग-अलग रचनात्मक तरीकों से कारगर सिद्ध होने लगा। हमने अलग-अलग स्तरों पर समीक्षा बैठक, मासिक योजना और सहयोग को

व्यवस्थित कर ज्ञानसेतु कार्यक्रम को अधिकाधिक प्रभावशाली बनाया।

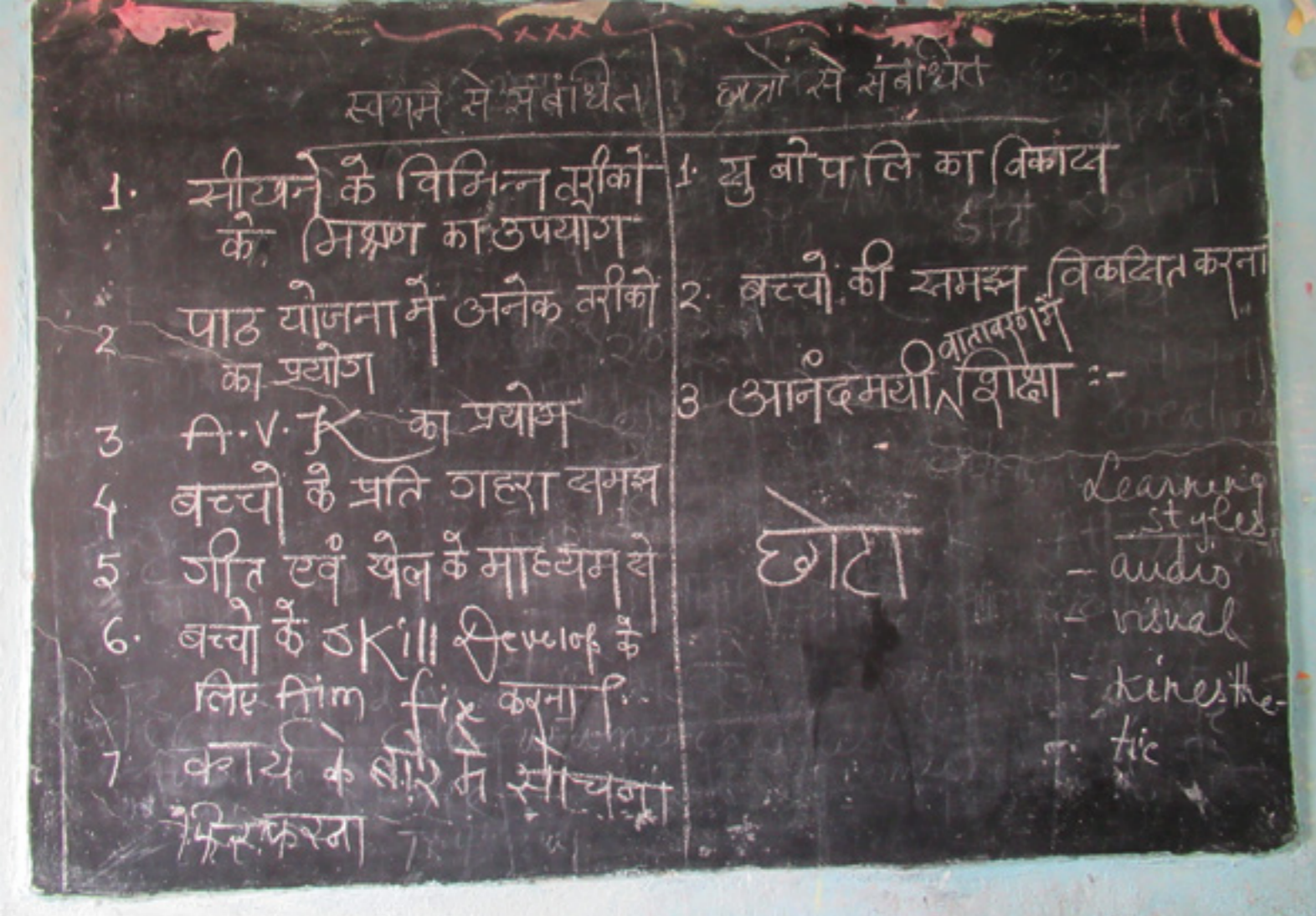
हज़ारीबाग में हमने जिला प्रशासन के साथ मिलकर शिक्षा के दूसरे ज़रूरी आयामों को भी आपस में जोड़ने का कार्य किया। मॉडल विद्यालय में ICT टूल, वीडियो रिफ्लेक्शन प्रक्रिया, डेमो क्लास, नियमित मूल्यांकन जैसी गतिविधियों से हर विचार पायलट होते रहे, डी.एल.एड, बी.एड महाविद्यालय के फेकल्टियों के साथ मिलकर नए भावी शिक्षकों के लिए निरंतर कार्यशाला का आयोजन कर एक गुणवत्तापूर्ण शिक्षण और संवाद की शुरुआत की। जिले के समस्त कस्टूटबा गाँधी बालिका विद्यालय के माध्यम से 'बालिका शिक्षा' पर बेस लाइन, प्रोफाइल, नीड एनालिसिस जैसे कार्य किये जा रहे हैं। प्रयास यह है कि पुरे जिले को बेहतर शिक्षा के लिए मॉडल जिला बनाया जा सके।

दूसरी तरफ डेंकनाल में हमने 'जिला संवर्धन कार्यक्रम' की शुरुआत की। पहले वर्ष में हमने 3 ब्लॉक सदर, ओडापाडा एवं कामख्यानगर में फोकस रहकर कार्य किया। बेस लाइन और नीड एनालिसिस की गतिविधि से हमने शैक्षणिक स्तर में बदलाव के लिए 'अभिव्यक्ति, सहभागिता और परस्पर सहयोग की भावना' जैसी मूल दक्षता को स्थापित करने का प्रयास किया। इस दिशा में विभिन्न पहल निश्चित की गयी। हमने विद्यालय के प्रार्थना सभा और क्लासरूम के

लिए अनेक गतिविधियों का निर्माण किया और क्रियान्वित भी किया। RPs, CRCCs, ABEOs एवं BEOs के साथ निरन्तर विद्यालय भर्षण, डेमोस्ट्रेशन, बैठक, प्रशिक्षण और कार्यशाला से हमने काफ़ी हद तक तीनों ब्लॉक में एक गुणवत्तापूर्ण एवं आनंददायी वातावरण तैयार कर लिया है। सिस्टम के अंदर उत्तरदायित्व और जिम्मेदारी की भावना के विकास से एक स्थायी बदलाव होता हुआ स्पष्ट अनुभव किया जा सकता है।

यह साल बड़े स्तर पर सम्पूर्ण बदलाव की दृष्टि से अत्यंत सुखद रहा। सरकारी सिस्टम के साथ कार्य करने का अनुभव बहुत कुछ करीब से सिखने-जानने और आवश्यक रूप से स्वयं की भूमिका निश्चित करने का अवसर देता रहा है। व्यक्तिगत रूप से मैं बहुत सहमत हूँ कि शिक्षाक्षेत्र में गुणवत्तापूर्ण बदलाव लाने के लिए सभी सम्भावना सिस्टम में निहित हैं। आवश्यकता केवल 21 वीं सदी के कार्य करने के तरीकों को ज्यादा से ज्यादा व्यवहार में लाने की है। साथ ही यह धारणा मजबूत होती जा रही है कि पब्लिक-प्राइवेट पार्टनरशिप नए कल के लिए नई राह बनने वाली है। उगम को मिले अवसर का अत्याधिक लाभ अंततः बच्चों को मिलता रहा है और यँ ही यह मिलसिला चलता-बढ़ता रहे।

शुभकामनाएं संग धन्यवाद



PROGRAMS

Ugam's endeavor is to create district level models of education change that are sustainable and scalable. Our inclusive approach has proved successful over the years, and involves the following:

From blaming to engaging: At Ugam we believe that our collective growth as a nation depends on each one of us taking the initiative to act and engage.

From investing in the problem to investing in the people: We know that classrooms will / can only change if we invest in

teachers; treating them not just as instruments who can deliver change but as catalysts who change themselves and their environment through reflective practice.

From creating parallel pathways to strengthening the system: All our solutions need to be system embedded and applicable within the strengths and limitations of the education system in India.

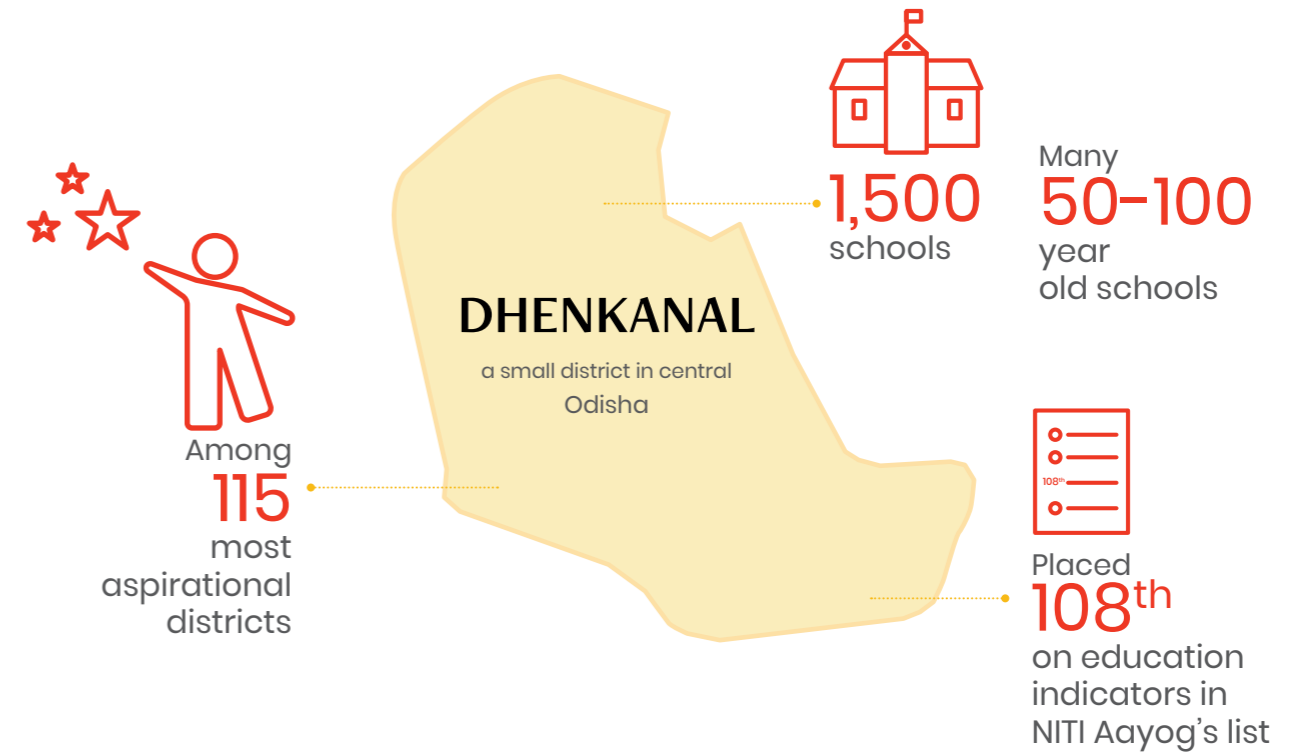
We are focusing on identifying needs at the district level and intervening with education systems.

The Jilla Shiksha Samvardhan -- District Transformation Program entails:

- Providing support to make education training meaningful.
- Building capacity of Block and Cluster Resources Coordinators (BRCs and CRCs) to create positive changes in training, meeting, planning and review processes.
- Creating, enriching and utilizing school processes to enhance student learning.

Our strategies include:

- Partnering with district administration
- Training BRCs and CRCs in the districts
- Visits and observation of classes
- Creation of support and evaluation tools for teachers and officers



NEW DISTRICT - NEW BEGINNING

Dhenkanal is a small district in central Odisha with undulating forested hills and people with genuine smiles and gentle mannerisms. The district has eight blocks with close to 1,500 schools. Many of these schools are 50-100 years old, having been established in pre-Independence times.

In its most recent list of 115 most aspirational districts, NITI Aayog places Dhenkanal 108th on education indicators.

We launched our work in Dhenkanal on 9th November 2018, with tremendous support from the district administration. District Collector, Mr. N P Kalyan, and District Education Officer, Mr. Sudhanandji provided the impetus for our first

set of workshops at Kamkhya Nagar, Sadar and Odapada blocks. Eighty eager CRCs and Master Trainers attended the workshops along with Mr. Nityanand and Mr. Ajay Kumar Patra, the two dynamic Block Officers.

It was a memorable experience. Transcending the barrier of language with open hearts and minds and authentic intentions, we listened, learnt, demonstrated, laughed, played games, sang songs and discovered how our school assemblies can be spaces to build student participation, cooperation and expression!

Our work in Dhenkanal was actively supported by MGM Minerals. Thank you!



EVENTS AT UGAM

May 2018

Team Ugam trained 900 Cluster Officers, teachers and Master Trainers in each of the 16 blocks of Hazaribagh. Braving the immense heat, the participants and trainers sang songs, played games and spent time on deep reflection. The training was followed by a review meeting in the Hazaribagh Town Hall. Led by the District Collector, Mr. Shukla, and District Superintendent of Education, Mr. Singh and attended by all 800+ participants, it was an eye opener. Our team was humbled by the positive feedback we received.

June 2018

Nishikant Das joined Ugam as an honorary Advisory Board Member.

July 2018

Gyan Setu (SATH-e project), a state wide program by NITI Aayog to improve learning indicators of students, was launched in Jharkhand. Ugam supported Master Trainers in training teachers at the district and block levels as part of the program.



August - September 2018

An attempt to revitalize Gurugoshtis (monthly meetings of school principals) in Hazaribagh to bring back academic discourse was kick-started by orienting the District team of Block Education Officers. Ugam's team attended 10 Gurugoshtis and addressed all Head Masters, and Cluster and Block Education Officers. The interactive meetings involved discussions and clarifications about Gyan Setu implementation.

October 2018

In an effort to build Block Review processes, Ugam facilitated the review meeting in each of the 16 blocks in Hazaribagh. These review meetings at block level acted as a role model for replication at cluster level and in schools by CRCs, Master Trainers and Head Masters. Huge emphasis was laid on making this a regular ritual at schools, clusters and blocks.

November 2018

On 2nd November, All India Radio (AIR) ran a state level co-ordinated radio feature on Gyan Setu, broadcast from five stations. Ugam's Sanjay Jha was part of the expert panel.

9th November
A BIG day for Ugam! We initiated work in a new district - Dhenkanal in Odisha!

December 2018

Sanjay from the Ugam team was the star facilitator at the Orientation Program for B.Ed. students. Held at Government Teacher Training College in Hazaribagh, it was attended by 120 B.Ed. students (80 First Year students and 40 Second Year students) and three faculty members. The session covered remediation in schools and included reflections about their school experiences.

January - February 2019

We shifted our focus from workshops to schools, starting with a school in a block in Dhenkanal that was established in 1890. Assembly started punctually, featuring a prayer and some newspaper reading before the quiet atmosphere was broken by the sound of students forming pairs and answering open-ended questions like 'When do you feel most happy' or 'Name three very big things you saw on your way to school'.

March 2019

Received our FCRA (Foreign Contribution Regulation Act) certificate.

Thank you, Fluid Control Pvt Ltd, for supporting our work with vulnerable adolescent girls in the Kasturba Gandhi Balika Vidyalayas (KGBVs) in Hazaribagh.

We are grateful to SNL Bearings Ltd for agreeing to support our work with KGBVs in Hazaribagh.

Systems can only change when the people inside the system and the interactions between each part of the system undergo change.



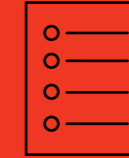
27.6%
teachers used stories, games and other interactive pedagogical methods to teach



13.8%
classes saw children engaged in presentation and role plays



75%
of the 33 clusters held monthly meetings from December 2018 - March 2019



81%
Cluster Coordinators had set an agenda and circulated it in advance



85%
teachers were present in class and almost all attended trainings and staff meetings



34%
teachers attended cluster and block level meetings



70%
meetings skillfully facilitated to ensure maximum participation



50%
of the schools saw Assembly start on time with or without a teacher

IMPACT

Systems can only change when the people inside the system and the interactions between each part of the system undergo change. We believe this is just as true for the education system. At Ugam, we are working hard to create district wide solutions that are adaptable, scalable and transformative. Our work this year has been deeply systemic and geared towards improving education processes in blocks and clusters.

These changes are difficult to track and hard to sustain. And yet, we saw small glimmers of hope, both in Hazaribagh and Dhenkanal.

Despite the disruption to classes caused by the para teachers' strike, we observed that in 27.6% of the classes from our sample schools,

teachers used stories, games and other interactive pedagogical methods.

In a majority of classes students were engaged in listening, copying from the blackboard or reciting in chorus; in 13.8% classes, children were engaged in presentations and role plays.

More than 85% of the teachers were present in class and almost all attended trainings and staff meetings. However, cluster and block level meetings were poorly attended by only 34% of the teachers.

We continue to strive to improve these numbers through block and cluster officers.

For Dhenkanal we created tools to observe and track changes in cluster and block meetings as well as school assemblies. We facilitated a process whereby cluster and block officers themselves reflected on and marked their cluster meetings. We saw an important shift as the nature of the cluster meetings changed.

From December 2018 till March 2019, monthly meetings were held in 75% of the 33 clusters we sampled; 81% of the Cluster Coordinators had set an agenda and circulated it in advance; and more than 70% of the meetings were skillfully facilitated, ensuring the participation of most members.

The Ugam team worked hard to ensure monthly cluster meetings were held, and that they followed robust processes and created opportunities for participation, expression and cooperation for all members.

We carried the same principles to school assemblies. Officers evaluating their own cluster schools indicated that in 50% of the schools the Assembly started on time with or without a teacher. Many teachers now ask open-ended questions and conduct different activities during the Assembly to improve student learning through cooperation, participation and engagement.

UGAM TEAM

Lopa Gandhi Founder

Lopa has over 15 years of experience in the field of education. She was a teacher, Principal Coach and Head of HR at the Akanksha Foundation. She has been involved as a Master Coach and a senior design team member with the Kaivalya Education Foundation in Mumbai. She led Mukhtangan as a Project Director, and has worked with many NGOs since. She is currently a Managing Committee member at Aarohi.



Niraj Lele Strategy and Operations

An alumnus of TISS and IIM, Ahmedabad, Niraj has worked in the development sector with many NGOs. His longest stint was with Kaivalya Education Foundation, where he was part of the senior leadership team and led Rajasthan Operations.

Maitreyi Doshi & Ashvina Vakil
Design & Communication
A graphic designer and community artist with more than 10 years of experience, Maitreyi is the Founder and Principal Designer of Maitri Designs.

A former journalist and magazine editor, Ashvina has been working in the field of writing and editing for close to 30 years.

Sanjay Jha Operations and Government Relations, Hazaribagh

Sanjay graduated from Delhi University and completed his Gandhi Fellowship with Kaivalya Education Foundation. He worked in the rural areas of Chattisgarh and Jharkhand before setting up his own organization. Currently he works with Ugam.

Ratna Mehta
Honorary Advisory Board Member
Ratna has over 17 years of experience across private equity investing, investment banking and consulting. She spent over 11 years investing across consumer, healthcare and financial services in India at Everstone Capital. She holds a Bachelor of Commerce degree from Mumbai University, is a rank holder Chartered Accountant, and has completed all levels of the CFA program (Charlottesville, USA).

Jayanthi Nayak & Shweta Dobhal Teacher Trainers and Content Creation

Jayanthi and Shweta have rich experience of more than a decade each with organizations such as Jan Vikas, Kaivalya Education Foundation, Mukhtangan, and Kusuma Foundation.

Nishikant Das
Honorary Advisory Board Member
Nishikant has a wealth of experience in the finance and banking sector. An alumnus of IIT Kanpur and XIM, Bhubaneswar, he worked with Standard Chartered Bank and is currently Senior Vice President with HDFC. His deep understanding of finance as well as his passion for the development sector add tremendous value to Ugam.



WAY FORWARD

Like the rest of India we were deeply dismayed to hear of the deplorable cases of abuse against adolescent girls in Muzaffarpur and elsewhere. In India, an adolescent girl sitting on the cusp of womanhood faces many challenges. Every day girls, especially those from marginalized communities and families, face barriers to education caused by poverty, cultural norms and practices, poor infrastructure, violence, and fragility. Many of them drop out of school, fearing for their safety and security, and a facing a bleak future.

India has achieved gender parity in enrollment at the primary school level. However, according to a recent report by the National

Commission for Protection of Child Rights, 39.4% girls aged 15-18 years drop out of school and college across the country. Adolescence should be a time for a young girl to question authority, test boundaries and determine her identity. Armed with the right tools and skills during this period, she can step into womanhood with self-confidence and ambition. At Ugam we believe education is one of these tools.

The Kasturba Gandhi Balika Vidyalaya (KGBV) scheme was launched by the Government of India in August 2004 to set up residential schools at upper primary level for girls belonging predominantly to the **SC, ST, OBC and minorities in difficult areas.**

The scheme is being implemented in **educationally backward blocks (EBBs)** of the country where the female rural literacy is below the national average (46.13% : Census 2001) and gender gap in literacy is above the national average (21.59% : Census 2001).

Beginning in January 2019, our team spent almost four months visiting Kasturba Gandhi Balika Vidyalayas in Hazaribagh district; 10 KGBVs in the area reach out to 4,000 adolescent girls (grades 6-12) through 122 teachers and 10 wardens.

We look forward to working with stakeholders and the KGBVs to improve facilities and empower the girls.



DONORS

We extend our deep gratitude to all the people who saw potential in our work and trusted us to carry it forward.

Mohan Shah Foundation Trust

Pravin Chhotalal Shah Charitable Trust

Sanjeevani Trust

Shamdeo Gopiram Bhotica Charity Trust

Vitrag Foundation

Shri Hari Hira Tarpan Trust

Hemang Desai

Vikram and Vrunda Sampat

Samir Hemani

Gaurang and Padmapriya Desai

Varsha Desai

Hoshang and Soonoo Netarwala

Ramesh Chandra Pani

Bijal Desai

Venkataramanan Vishwanath

Vanlata Patel

New India Co-op. Bank Limited

VM Financial Services

RV Hemani Shares & Stocks LLP

MGM Minerals Limited

A to Z Spares (India)

K B Udyog

Fluid Controls Private Limited

SNL Bearings Limited

APPEAL

*Attitude is a choice.
Happiness is a choice.
Optimism is a choice.
Kindness is a choice.
Giving is a choice.
Respect is a choice.
Whatever choice you make makes you.
Choose wisely.*

*- Roy T. Bennett,
The Light in the Heart*

Your gracious and generous choices have allowed us to learn, grow and catalyze change.

We appeal to you all to donate, connect us to friends, and help effect change in some of India's neediest districts!



उगम

ABOUT UGAM

Ugam Education Foundation (Ugam) is a Section 8 not-for-profit organization dedicated to the cause of education in rural, semi-rural, high need districts.

We believe that education systems make the outcome and experience of education meaningful for all. Ugam partners with district education systems and teachers to build knowledge, skills and attitudes such that children and schools in rural areas are engaged and energized.

Our work is currently focused in Hazaribagh, Jharkhand and Dhenkanal, Odisha.

Ugam has 12A, 80G and FCRA certification.
CIN: U80904MH2015NPL265577.

Contact:

 **Lopa Gandhi**
Founder Director
 lopa@ugamedu.org
+919867719063

Sanjay Jha
Phone +91 6203076198

 Registered Address
1001, Crescent Heights, V.N. Naik Marg, Mumbai 400036

 www.ugamedu.org