

Mid-Year Report

2019-20

Sahyogi Dal Project

June to November | Pune



TABLE OF CONTENTS

List of abbreviations	2
Introduction	3
Project plan of action for the year	4
Past Six months	5
Timeline	5
Highlights from the past six months	6
Key actions taken by the team	9
Looking Ahead	10

List of abbreviations

Abbreviation	Expansion
AAO	Assistant Administrative Officer
AO	Administrative Officer
DEO	Deputy Education Officer
DIET	District Institute for Education and Training
EO	Education Officer
PCC	Pune City Connect
PMC	Pune Municipal Corporation
LFE	Leadership for Equity

Introduction

The PMC Education transformative initiative has evolved with the plan to create a programme for the transformation of PMC schools. Over the course of four years, it has seen the development of a strong cadre of teacher mentors called the Sahyogi Dal which provide in-service support to the teachers of the Marathi medium PMC schools. The previous academic year saw the establishment of strong relationships between the Sahyogis and their cluster officers, strengthening of monitoring and evaluation structures and regular teacher training sessions.

The academic year 2019-20 commenced the last phase i.e. institutionalisation of the Sahyogi Dal Project in Pune Municipal Corporation (PMC). PCC and LFE team with the then Administrative Officer - Mr Shivaji Daundkar was able to co-decide the way forward in PMC. Finalising the policy recommendation document, building the buy-in from the Additional Commissioner for the institutionalisation process, capacity development of Sahyogis and strengthening investment from PMC officers were the major objectives of the first semester of the academic year.

This report documents the major highlights of the past six months and details the challenges faced, actions of the team and shifts in the project plan.

Project plan of action for the year

Keeping the goal of improving student learning outcomes and effective teacher professional development at the centre, three broad areas of work for the next two years were decided upon. These areas were: institutionalisation of Sahyogi Cadre, Sahyogi capacity building and officer investment. These areas are elaborated in the following paragraphs.

Institutionalisation

Teachers across PMC have appreciated the support provided by Sahyogis and the officers could see the impact of having Sahyogis plan and execute teacher support structures like demo lessons, classroom observation and debrief, effective content sessions during monthly Shikshan Parishads, etc. After the Delhi exposure visit of PMC Administrative officers last academic year, PCC along with PMC officers co-designed the overall vision of Sahyogi Dal Project. Taking the learning from the Delhi Government it was decided that in the next two academic years, PCC will support PMC Officials to bring about a shift in establishing a **Training and Research Institute**. Under this cell, permanent positions of Sahyogis will be created by the passing of a new policy document.

There were three milestones under this area of work for PCC and LFE team:

1. Buy-in from PMC Leadership (Commissioner, Add. Commissioner and Administrative officer) and acceptance of Policy recommendations submitted by the team.
2. PMC Education department creating a policy document and taking the approval in General Body meeting and setting up of this Institute.
3. PCC and LFE team will support PMC in all the process to be followed as mentioned in the policy document.

Sahyogi Capacity Building

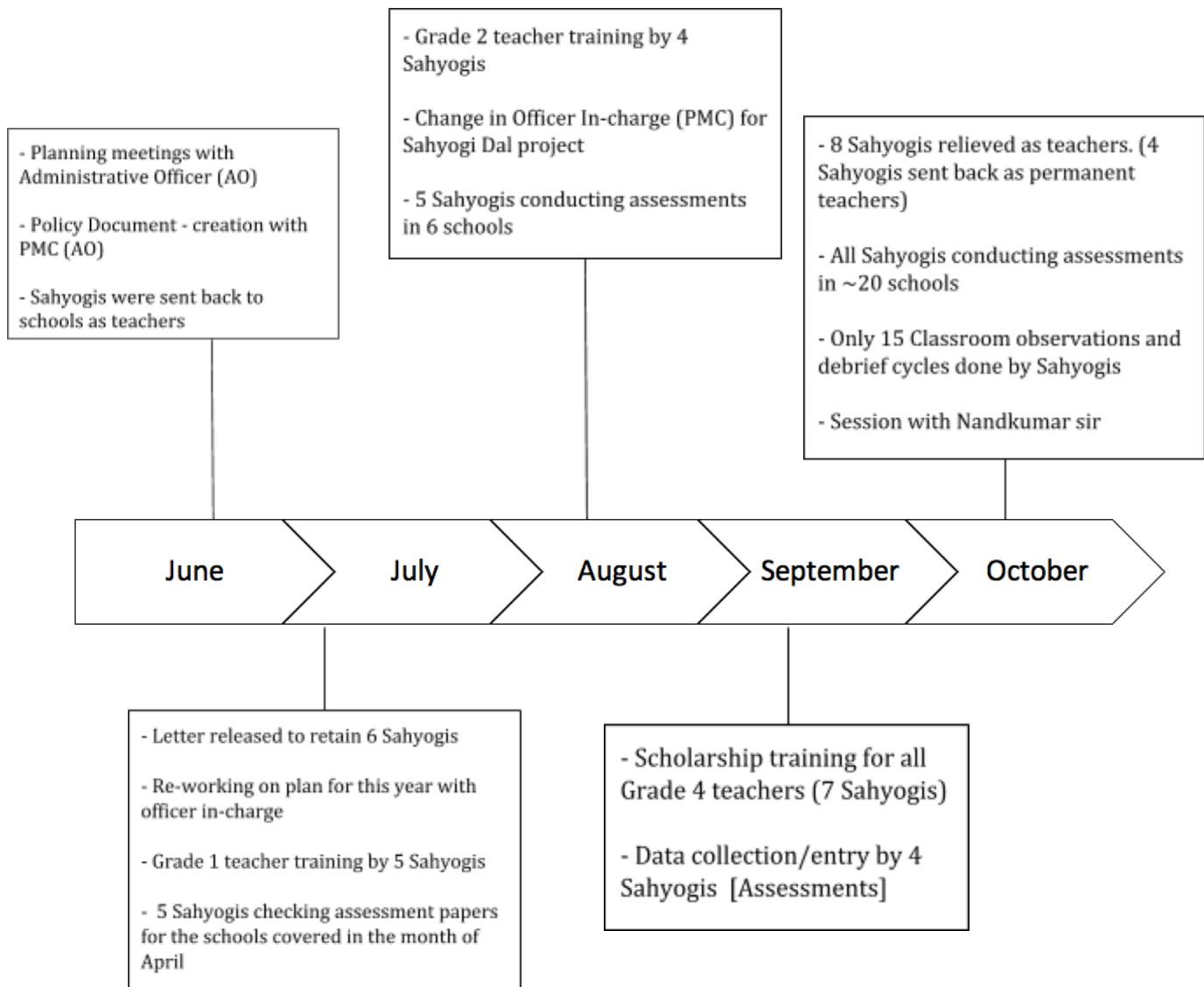
Sahyogi growth is the first level of impact which can contribute to the effectiveness of the program. Over the last 4 years, Sahyogis needed more inputs on content and pedagogy (Marathi and Mathematics), facilitation, planning & coaching and mentoring. In the current year, LFE team planned to focus on building Sahyogis capacity on **creating content** (teacher and student level) and getting the **content validated** through subject experts in MSCERT. The goal was to ensure all Sahyogis have the skills and knowledge to create effective training modules to cater to the needs of the teachers/students. This team of high performing subject experts will be placed in the institute as an academic team and lower the dependency on external organisations to build contextual content.

Officer Investment

With the long term goal of institutionalisation of a Sahyogi Dal project, all Administrative officers play a huge role in following processes and structures in the system. This goal will not be possible without the buy-in of these officers from a cluster to PMC level. Broader areas of activities were to **co-organise workshops/exposure visits** for officer development with PMC leadership team, supporting cluster officers to organise regular reviews of the academic work at cluster levels.

Past Six months

Timeline



The above graph highlights events occurred over the last six months. Most of the events are described below under the highlights section. Towards the end of the first semester, there was a rise in the investment in the Administrative Officer.

Highlights from the past six months

Conversation with Nandkumar sir helped in building the investment in the PMC officers



Pictured (L-R): Mr Deepak Mali, PMC Administrative Officer (Secondary), Mr Nandkumar (Principal Secretary, Protocol), Mrs Meenakshi Raut, PMC Administrative Officer (Primary) and Mrs Kamaladevi Awate (Pune DIET Principal)

Our team along with the PMC Education Department organised a small interactive session with **Shri Nand Kumar**, Principal Secretary and Chief Protocol Officer, Government of Maharashtra. The session was attended by 40 teachers from 3 PMC schools and several officers from the department. Nand Kumar sir discussed at length classroom best practices across Maharashtra and how teachers can support students reach their fullest potential.

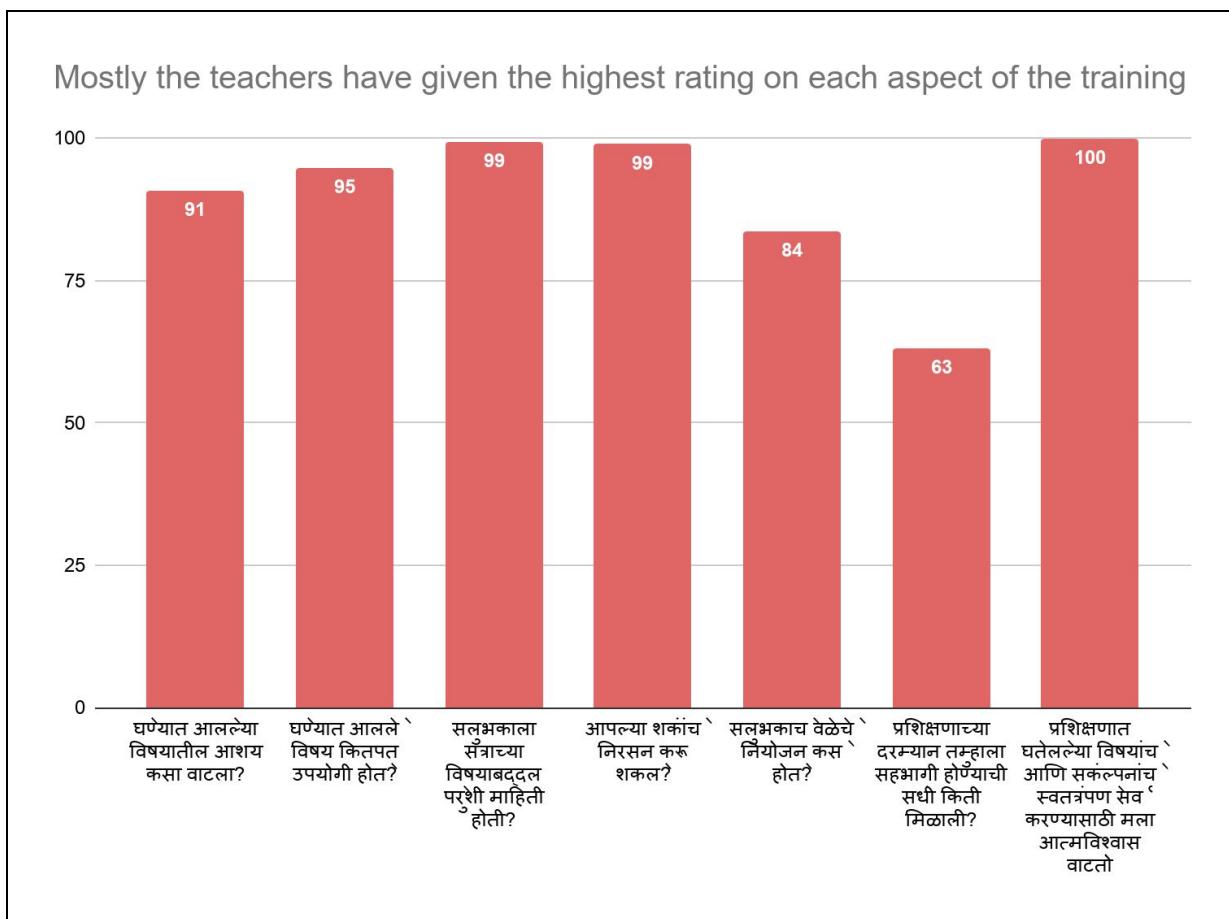
Sahyogis sent to classroom temporarily in June

At the beginning of the academic year, 14 of the 20 Sahyogis were sent to the classroom as teachers by an order from the Education Officer dated 28 June 2019. This was done to provide a temporary solution to the shortage of teachers in the PMC schools. These 14 Sahyogis were in their respective schools until 1st of October 2019 with most of them responsible for one grade. The LFE team was in constant contact with these Sahyogis to maintain their investment in the Sahyogi project and to understand their challenges.

Retained Sahyogis conduct grade 1 & 2 trainings and student assessments

In the month of July, under the guidance of the new project head DEO Shubhangi Chavan, Sahyogis Vijaya Mahadik, Savita Mahajan, Sunita Pingat and Nivedita Barnabas designed a programme for the teachers of

grades 1 & 2 for Math, Marathi and English. This programme was then delivered to the teachers in separate whole day training in the months of July and August. LFE team supported the 4 Sahyogis in planning the training of grade 2 teachers and also observed these training and provided feedback. DEO Chavan Ma'am was an active attendee in all these trainings. These trainings have received positive feedback from the teachers as seen from the graph below.



The retained Sahyogis were also assigned with the task of designing an assessment for the students of grades 2 to 7 with the intention of checking the current learning levels. These Sahyogis then conducted assessments in a total of 6 Schools and were also involved in its data entry and analysis. The assessments were conducted in the months of August and October.

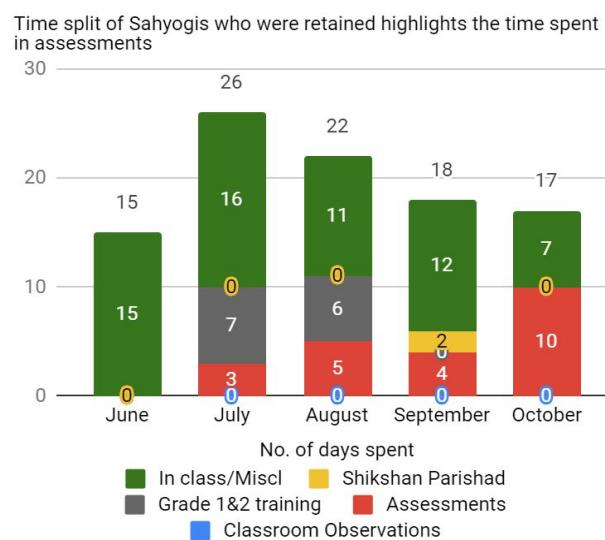
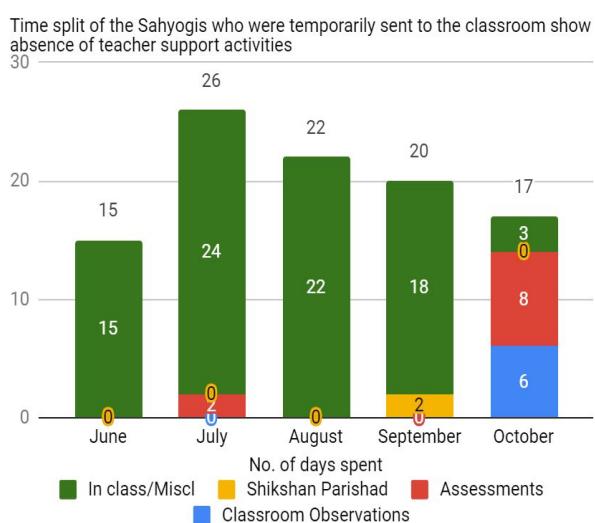
Scholarship training for grade 4 teachers

The project plan for the academic year 2019-20 aimed to select Sahyogis to support teachers prepare students for the Scholarship exam. 4 Sahyogis with expertise in scholarship training were assigned specifically to the task of developing a plan for scholarship support. With the advice of the project head and DEO Shubhangi Chavan, they developed a training program for teachers of grade 4. These Sahyogis conducted the first round of training in the month of September. LFE team observed these training and conducted group debrief sessions.

Sahyogis are reinstated in their role of teacher mentors

Following an order dated 16.09.2019 reinstated the Sahyogis in their role of teacher mentors, they were able to resume their daily activities as Sahyogis from 01.10.2019. The order was given for 8 of the Sahyogis who were sent to the classroom while 4 Sahyogis were sent back as teachers permanently. The main focus in October was to do classroom visits and observations and restart the work on the ground. The Sahyogis were also involved in a week-long 'Bharari Pathak' with AAOs, Supervisors and DIET Resource Persons where they went to select schools across the city and administered student assessments.

The graphs below show the time split of the Sahyogis from June to October.



Key actions taken by the team

The on-ground developments with regard to the Sahyogis and the resulting challenges have necessitated a few shifts in the planned objectives for this academic year. The priority of the PCC and LFE team was to maintain constant contact with the Sahyogis and hold discussion and brainstorming meetings with the PMC officers. The following paragraphs describe the actions by the team with respect to the project priorities.

Institutionalisation of Sahyogi Dal

The policy recommendation document has been prepared by the LFE team, received feedback from PCC and is now waiting for the final approval from PMC. There have been a few meetings with the EO and DEO to introduce the idea and understand their perspectives on the proposal. The meetings with the PMC officers also focused on tackling the issue of the absence of Sahyogis on the ground and its implication on the process of institutionalisation. The execution of structures and process to begin the institutionalisation has been slightly delayed given the changes on the ground.

Capacity development of Sahyogis

In the months of August-September, the team supported the four retained Sahyogis in planning for the grade 2 and scholarship training as well as developing a tool for monitoring and evaluating the grade 1 & 2 program based in international frameworks. The start of the on ground work following the return of all Sahyogis in October was hampered by school Diwali holidays, Assembly election duty and PMC school assessments administered by the Sahyogis. With the lack of days to conduct group professional development workshops, the team focused on providing individual support either remotely or through in-person meetings.

Content creation and validation of program

Content creation and developing guidelines for the same underwent some changes. The four Sahyogis who were retained developed a program and content for the support of grade 1 & 2 teachers from their own experience and training received in the past 4 years. Although the program is being implemented across the city consistently and has received the buy-in from PMC, it has not received validation and feedback from a third-party expert on its content and quality. The content creation exercise has been restricted to only the four Sahyogis. The remaining 16 Sahyogis have not received the opportunity to develop their skills in this regard.

Officer investment

LFE team has worked on building a proper plan of action with the DEO Shubhangi Chavan during these six months. Through several meetings with the DEO, the team was able to push for the creation of a calendar of Sahyogi work post their return to their role. PCC and LFE team also had meetings with the EO Meenakshi Raut to invest her in the Sahyogi Dal project.

Looking Ahead

With the Sahyogis joining their roles in the second semester, LFE team will be focused on increasing the presence on-ground through trainings, school visits, classroom observations. LFE team will continue conversations with the PMC cluster officers. To achieve the targets for the end of the year the following activities would be the broad focus areas.

1. Sahyogi Development

LFE team members will focus on providing the support to Sahyogis by organising capacity development workshops, co-observations and school visits.

2. Officer investment

LFE team aims at working closely with the officer in charge, Mrs Shubhangi Chavan to:

- i. Co-create a monthly calendar for all Sahyogis
- ii. Organise monthly Sahyogi Review

3. Institutionalisation

LFE team will work with the Education Officer in mutually deciding way forward for Sahyogi Dal for next academic year, preferably by working on the vision document for the PMC Education Quality and Training Cell.