

## Indus Action 2.0 – Roadmap 2014-2015

**Organisation:** INDUS ACTION aims to mobilize public resources and empower communities to bridge India's gulf between policy framing and grassroots implementation. India's eclectic social norms are often times at odds with its collective development aspirations. Overcoming such norms required projects of a nature that are outside the realm of an archaic legal or a policy framework's influence. We will intervene through social campaigns to complement and strengthen the efforts of government and non-government organizations working on the chosen policy. We will deliver pioneering implementation tasks to fructify policy vision and goals.

**For the year 2014-15** the organization is committed to creating more awareness about the opportunity under Section 12(1)(c) of RTE. We aim to escalate insights from on-ground experiences to relevant government authorities and advocate for a simpler admission process for eligible families.

Our long term vision, with respect to Section 12(1)(c), is to:

1. Create a replicable, scalable, exhaustive template for an enrollment campaign
2. Create a roadmap for academically and socially integrated schools

We see INDUS ACTION helping government designing implementable policies with the help of our localized insights, proof points and evidences.

### Project Eklavya Campaign 2.0

Project Eklavya, our first initiative, aims to break psychological, technical and social barriers impeding the progressive law. In our first information campaign, the project enabled opportunity for ~700 families and spread awareness to ~ 1,00,000 families. Our target support campaign, focusing on bridging the information gap, included key partnerships with government institutions of Mission Convergence and Integrated Child Development Scheme, Ministry of Women and Child Development giving us access to their 39 community hubs in South Delhi alongside media partnerships with Hindustan Times, DEN and Hathway.

Based on the learnings from first year, IA will be pivoting its strategy to run the enrollment campaign. We aim to run a frugal, volunteer led campaign which would spread information and empower the masses to assert their rights which they are legally entitled to enjoy.

#### Goals:

1. **Campaign:** Emerge as a world class volunteer led organization and place at least one committed volunteer in each of the 274 wards in Delhi to run one of the first of its kind campaign in India
2. **Enrollment:** Reach out to the communities with an aim of applying for at least 1 in 3 seats in Delhi under EWS through IA's effort
3. **Social integration:** Work closely with 8-10 schools and build proof points and scalable models for more schools to adopt inclusive practices
4. **Advocacy:** We will continue working closely with DoE and advocate for centralized lottery for admissions, simplified documentation and grievance redress process, regular convening of private schools and scalable measures for social inclusion in schools

## Campaign 2.0

### 1. Flow of Information (November-December)

Sources	Medium	Message
Identify all kinds of information sources to reach out to the target audience. Conduct intensive ethnographic studies to gather real time insights from the ground that would help design the campaign	Adapt the campaign to utilize all forms of mediums to convey the message. From print to broadcast and social to word of mouth, utilize all possibilities to reach every eligible family in Delhi	Design the message to be simple, clear and having high recall value with a call to action. Adapt different messages for different target audience and have a continuous loop to embed the message in the minds of the audience.

### 2. Admission Cycle (January)

The current procedures for filling up the form are lengthy, cumbersome and require the parents to reach out to multiple offices to complete the application form. Also, there is lot of resistance and wrong information circulated to the beneficiaries. While IA is advocating for simplified procedures and centralized lottery system to curb the inefficiencies, this year to reach the target, IA would train and empower the volunteers and place them at strategic locations (GRCs, bill payment centers, anganwadis etc) to help the families in need and ensuring that all the applications are completed and submitted. Our volunteers will constantly keep in touch

### Volunteer Management System

IA would be striving to build a strong volunteer management system based on the learnings from behavioural science and positive psychology and success of recently completed campaigns all over the world.

The highlighting aspects of this volunteers network would include:

1. Motivating the volunteers to work towards a grand vision and mobilizing them to spread the message far and wide
2. Allowing the volunteers to define their own realistic goals and coaching them to realize their self defined targets
3. Empowering the volunteers by helping them make their own decisions at the ground level in their respective wards and allowing space for exploration and experimentation
4. Allowing them to have a voice in the organization by designing a feedback system to listen to their insights, addressing the greivences and understanding the ground realities
5. Fostering a sense of belonging by holding regular events and meetings
6. Designing an incentive system to recognize the efforts of the high performing volunteers and sharing the best practices across the organizations

## Partnerships

With a better on ground understanding, the aim is to empower the communities to take charge on their own. In this spirit, IA will build partnerships with the local organizations, small and medium enterprises keeping in mind the longer term vision and collective benefit of all the stakeholders. Our work with Gender Resource Centres and Anganwadi hubs will continue. We will also look for more nodal points like electricity bill payment and LPG cylinder centres.

## All India Coordination Centres

IA believes in the philosophy of sharing and growing together. All our campaign communication material will be made available in open source domain to be utilized by any organization planning to hold similar campaigns. In addition, IA through its network of partners would reach out to capable organizations, share insights and learnings and provide a helping hand to initiate such campaigns in other parts of India. IA will actively appoint lead organizations in other states in partnership with IIM-A RTE resource centre and TFI Alumni Chapters.

## Social Integration

Post admission, the major implementing bodies will be private schools. However, in our campaign we have noticed that a lot of inertia exists in the system for successful social integration to take place. To overcome this barrier, we plan to approach this as an adaptive problem which needs change in mindset as opposed to just a top-down solution.

In the past 6 months, we have visited almost 40 schools, done positive deviance research and found 7 bright spots. The outcomes of this research are:

1. Perception study which highlights the preparedness (or lack) of schools and prevalent mindsets
2. Report on social inclusion with action steps for teachers to make their schools inclusive
3. Partnerships with organizations which work with schools to improve quality

Going ahead, we want to have both low and high touch interventions with schools to be able to contribute substantially to the system through our work in social integration. First year of social integration will be divided into following broad stages:

### Achieve Together Conference ( 9th August 2014)

Achieve Together Conference is a one day conference that aims to bring children, teachers and school leaders from different socioeconomic backgrounds together for a day of learning and inspiration, to foster in them a spirit of collective impact. The vision of the conference is to make schools sites of inclusion, joy and humanistic citizenship. We wish to inspire educators to push their thinking on equity and justice. We are also planning to get inspirational role models like Harsha Bhogle, Joe Chopra, Anu Aga etc. to talk about their life journey and their views on inclusion.

Having separate tracks for children and adults, the conference will be in a workshop format, with a common value of inclusion and an underlying theme of courage, compassion and wisdom. We hope that towards the end of the day, children, parents and educators can sit together and have a dialogue about what an inclusive school means to them and the path they can carve to get there.

## Social Integration program with partner schools (July 2014- April 2015)

**High touch:** We want to work with 8-10 schools (low, middle and high income), in next academic year to delve deep into details of social integration in schools. To be able to share our learning and understand what an ideal socially inclusive school looks like and what it takes to build one, we will focus on various parameters with each school based on its unique context. Once we have schools which are ready to partner for implementation of modules aimed at social integration, we will facilitate structures and provide weekly support to incorporate inclusive practices. Work with schools will be based on three main principles:

1. **Co-ownership:** The school and IA will be equal partners in building and implementing the program. Responsibilities and powers will be divided equally. This is important for the school to feel responsible and will catalyze adoption of new inclusive practices. If possible, we can have Delhi-NISA members to have a stake in the program.
2. **Sustainability:** IA will support schools for 2-3 years depending on the need, which will be measured in Jan-Feb 2014. Focus will be on building internal capacity within schools, making IA support redundant over time.
3. **Stake holder involvement:** IA's goal is to become redundant for school in a couple of years. To achieve this, all interventions will be owned and led by school, with IA just being a facilitator.

School Social Integration Committee: Trustee+ HM+ 2 teachers+ 3 parents from 75% pool + 3 parents from EWS pool+ 1 IA field staff working in the school. For schools in which PTA already exists, we can put SI in the mandate. ( possible partnership with Saajah)

### Implementation:

**What:** Deep intervention with 8-10 partner schools for learning and building structures necessary for social integration in private schools. Our work with try to find the most strategic lever of intervention

- School leader
- Community
- Students
- Teachers

**How:** IA will partner with Adhyayan Quality Services( AQS), which works with schools for quality upliftment, keeping child at the center and school as the main player. We have already set partnership terms with AQS, and once schools undergo a rigorous training of self evaluation, IA will continually provide support through out the year and objectivity to the process, and assessing the impact using indicators like student learning outcome, community involvement, midset of all stakeholders about inclusion. The goal will be to empower the school to set up systems to be academically and socially inclusive.

### Tracking system

The tracking system is an IT system which is being developed to curate the events that happen in the life of a child who, through the support of IA, has found admission into a private school of choice. The system will capture data centred on the child, and the immediate stakeholders in the system-the parents, the teachers, and the headmaster of the school, over a period of 10 years. The data is envisioned to show trends in academic and social progress of the child, and the social evolution of the other stakeholders as well. Inputs from the data gathered, would be critical in designing programs aimed at social integration of the children in their schools.

### **Social integration coalition**

One of the biggest learnings from last year has been the imperativeness of sharing good practices. IA will form a coalition of schools which meets regularly to discuss the implementation problems and positive next steps. The idea behind this coalition is to listen to all stakeholders and implement their critical feedback along with routing it to the concerned authorities in the government. For this, we will reach out to private school associations like NISA (National Independent School Alliance) and Delhi Pvt School Association. The mandate of this coalition will be to:

- Discuss practical solutions to the systemic gaps ( reimbursements/documentation/fake cases)
- Share best practices for social inclusion in schools
- School-buddy program, in which schools pair-up to help each other

### **Advocacy**

Through our work, we will try to build proof points to advocate for:

- Government funding for social inclusion
- Index for social inclusion which serves as a gold standard
- Award for socially inclusive schools
- In-service teaching training for teaching mixed classrooms

**Organizational Structure:** Committing to the long term vision of providing innovative, feasible and scalable solutions, IA for the year 2014-15 will be led by a team of three full-time members.

#### **1. Campaign Lead – Enrolment (6 Lakhs)**

- a. Strategising and Implementing the Volunteer Management System
- b. Managing logistics and design of the campaign
- c. Leading efforts to take the campaign to other cities
- d. Manage the tracking system

#### **2. Campaign Lead – Social Inclusion (6 Lakhs)**

- a. Design and manage the social inclusion program with 10-15 schools
- b. Collate learnings and ensure dissemination
- c. Coordinate the private school convenings

#### **3. Campaign Lead – Communication and Strategic Partnerships (6 Lakhs)**

- a. Design the communication collaterals for the target audience and for all suitable media
- b. Building strategic partnerships both in the local communities and larger organizations
- c. Fund raising

## Timeline:

Months	Campaign	Social Inclusion
July-August	Build team, reach out to government partners	Finalize social integration report, Achieve Together conference, Finalize 8-10 schools, structure for city wide coalition
September-October	Training of external NGOs who have field presence	Set up program with schools along with AQS
November	Documentation Drive, Recruit & Train volunteers/champions	Program with schools
December	Campaign 2.0	Program with schools
January	Campaign 2.0	Coalition meeting
February	Campaign 2.0	Program with schools , Positive deviance study for identifying highly inclusive schools
March-May	Tracking system, other cities co-ordination	Program with schools , Conference, end of year showcase, compilation of learning, positive deviance study results