

Impact Summary

Name of Organisation: Peepul

Website: <https://www.peepulindia.org/>

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Ask: \$750,000

Organisation

Peepul helps public education systems design and implement interventions that improve student learning at scale. We serve 9.4 million+ children, through our work with 270,000+ teachers, creating the conditions for the delivery of quality education for the most vulnerable in India who live on under 80 USD/month.

We work deeply in two large Indian states – Delhi and Madhya Pradesh (Indian state 1.2x the size and population of the United Kingdom) and at the national level on policy and technical support. Our model focuses on:

- 1. Pioneer Model schools that demonstrate best practices and the potential of the public education system:** 85% of students meet/exceed grade level expectations, while in a typical Indian government school 53% of students can't read a grade 2 textbook
- 2. Innovate Teacher training & continuous mentoring for a highly engaged classrooms:** We deliver bite-sized, timely teacher skilling supplemented by real-time coaching to teachers and school leaders.
- 3. Lead Policy Reform to ensure incentives and accountability are aligned across the entire school system of academic officials, school leaders, and teachers:** Codified and developed a blueprint for process improvement (e.g. School Leader Handbooks), and policy tools (e.g. a Teacher Competency Matrix) that will guide best-in-class teaching practices across 100,000+ schools.

What we practice is **innovative and pathbreaking**. We **leverage our experience as practitioners to enable large-scale transformation** so that we can test first, iterate and improve and then deliver at scale.

Innovation summary

CM Rise has been the first-of-its-kind digital training and capacity building programme for teachers across the country,

There have been many differentiating factors, that have led to the program gaining significant **acceptance** among the teachers, as a facilitator and support to their performance:

The differentiating factors include:

- 1. Careful course design:**
 - 'Light but right' courses keeping in mind the needs and realities of the teacher – many times, with the inclusion of teachers in the review committee

- **Enrichment of learning** through course-based monthly academic discussions at State / District level

2. Exemplary Public-Private partnership with sustainability in its core:

- Sustainability is in-built, partnership of Government of Madhya Pradesh(MP) and Peepul, and program is led with a Steering Committee, headed by the Principal Secretary – School Education of MP. Every course is reviewed and approved by a relevant sub-committee of experts from state, district and school level.
- Additionally, engage and upskill teacher development bodies of the state to provide mentoring and monitoring to teachers to implement these trainings in schools.
- Conscious effort on codification of program learnings and solutions for easy adoption by other states

3. Rigorous impact tracking:

- A detailed approach to impact tracking with real-time course correction enabled through both at-scale data analysis and ‘ground sense’.

4. Carefully designed execution:

- Carefully leveraged use of technology to reach all ~300,000 teachers across the state
- **Scaffolded support:** slow increase in complexity to help the MP Government teachers, ‘first time digital learners’, to adopt to a blended training mode
- **Rigor of engagement:** Peer Learning spaces and assessments to strengthen course learning and engaging officials beyond just the teacher.
- Low-intensity high-frequency nudges to drive action: e.g. WhatsApp posters guiding action and strong technical support provided

5. Support-oriented mentoring and “constructive monitoring”

- **Recognition of good work,** to a wide set of teachers
- **NO penalization** of teachers / officials for driving course completion
- **NO repeated data filling** requests [all tracking was done through DIKSHA telemetry data]

Therefore, with the CM Rise program, teachers not only get high quality training, but they also get supported by their peers and mentors to be able to successfully implement the learnings of the course back in their schools.

Innovation at a glance

Countries	India
Target group	Teachers in public schools
Number of users	3 schools with direct interventions and scale partnership with government to support over 100,000 schools
Year established	2010
Type of innovation	School Operator

Implementing Partner	Local government in Madhya Pradesh
The problem	
<p>In Madhya Pradesh, 9 million+ students in public schools face a learning crisis. The solution addresses two problems considering the COVID-19 scenario which here <i>“How will the education system ensure maximum student engagement as they transition back to physical classes?”</i> and <i>“How will the system bridge learn losses that have been incurred over the school closure period?”</i></p> <p>The poorest of the poor in India depend on the public education system to realise their dreams of a better future. This system is a lifeline for them, being free of cost, and the government expends immense financial resources towards education.</p> <p>Yet, India is now at the edge of an educational crisis of epic proportions. The Indian school system is massive, with 250 million students and 9 million teachers. However, the student learning outcome data is grave: 53% of Grade 5 students in India cannot read a Grade 2 textbook, and three-quarters cannot divide, as per a nationwide survey.</p> <p>The learning gap is particularly acute for the 131 million children going to 1 million+ public schools. Millions of dollars are budgeted and spent by the government – towards school buildings, books, stationery, boundary walls and beyond. Millions of schoolteachers, school leaders, and a constellation of education officials are engaged daily in delivering education to the country's next generation. Yet, student learning outcomes are abysmal due poor policy, implementation, and governance. As a whole, the public school system spends too little time on academic activities and learning outcomes, focusing heavily instead on school administration – record-keeping, mid-day meal distribution, and non-education professional duties (e.g., running census, manning election booths).</p> <p>To articulate the problem: In India, our children are going to school but not learning. The COVID-19 pandemic further exacerbated this crisis, with school closures leading to immense learning losses. As schools resume physical schooling in 2022, it is critical to build education systems that are student centric, focused on high-quality classroom learning. If the current situation isn't addressed, India will face a 'learning poverty' situation, whose reverberations will be felt for decades to come.</p>	
The solution	
<p>Peepul is working on CM (Chief Minister) Rise, which is a flagship program of the government of Madhya Pradesh, India (a state ~1.2x size and population of UK). Launched as a COVID response program to support the education system and act as last-mile support for students, it evolved into a systemic reform programme that is building the strength and resilience of the state education system to improve student learning outcomes. The program works towards upskilling 265,000+ teachers across ~100,000 schools and build 9000+ model schools in the state, thereby enhancing teacher effectiveness for improved student learning. The program has four areas of intervention: high classroom engagement, teacher skilling, academic coaching, monitoring & reward systems. The work is also focused on supporting the state with their goal to set up and manage 9200 exemplary schools over 10 years. We will work with the state to help them develop the first 275 schools. These schools will reach 150,000+ students, 5000+ teachers, 300 principals and/or vice principals.</p>	

The solution ensures supporting teachers and improving teacher effectiveness becomes an integral part of safeguarding quality learning for all children and ensuring the inequity does not widen further. Their aim over the next five years is the adoption of a four-part model by the government, as they slowly replicate it in two more Indian states. The model:

- Creates model demonstration schools to build belief that high-quality education is possible in public schools.
- Conducts teacher skilling to build cadres of high-quality teachers through bite-sized digital training sessions.
- Strengthens mentoring and coaching of teachers, by school principals, block, and cluster-level academic officials, to ensure a supportive ecosystem.

Impact

- Cumulatively, CM Rise has delivered 22 million+ learning hours -Total number of course completions as part of the program stand at 10+ million
- In a phone survey across an 1100 teacher sample, 80% of teachers showed intent to continue these courses-Their state-wide YouTube Live training for the digital courses has had 70,000 live viewers per session and more than 2,00,000 total views.
- Average score improved from 56% in the pre-course assessment to 69% in the post-course assessment for teachers
- 76% of the teachers felt that the concepts they learned have helped them teach better in class.
- Successful at-scale Teacher Professional Development: 265,000+ schoolteachers across Madhya Pradesh have enrolled in 53 digital teacher training courses rolled out so far, with 85% of the teachers completing the courses.
- Improvement in teacher competencies: 72% of teachers learned how to continually improve academically - indicated by the average score across courses that had in-course assessments.
- For the NISTHA 3.0 Foundational Literacy and Numeracy digital course series that was rolled out for building foundational literacy and numeracy skills among primary (grade 1-5) teachers across the 52 districts, 1943669 teachers on an average (91.36% of the target) enrolled for the course and completion rate was 94.30%.
- Twenty-three digital courses were also rolled out under the flagship of CM RISE project, where 236198 teachers on an average (85.2% of the target) enrolled for the courses and 95.7% of the teachers who enrolled, completed the courses, across the state which showcases scaffolded support based on slow increase in complexity to help the MP Government teachers, 'first time digital learners', to adopt to a blended training model
- Additionally, we are currently planning an Impact study with the state authority to assess the impact of the NISTHA 3.0 Foundational Literacy and Numeracy digital course series course series on the teacher's knowledge, skill and mindset.
- Rigor of engagement - Peer Learning spaces and assessments to strengthen course learning and engaging officials beyond just the teacher.
- There has been an independent study on the CM Rise programme conducted by the Institute of Advanced Studies in Education (IASE). There is also a study approved and helps the organization and the government partnership to understand the impact of the NISHTHA 3.0

Foundational Literacy and Numeracy course series that were conducted as part of the programme in Oct 2021-March 2022.

Highlights - any standout details such as awards, milestones

- **Peepul won the Commonwealth Education Award** for "Rethinking Education for Innovation" for the CM Rise Teacher Professional Development programme in MP, which is supporting 300,000 teachers across 100,000 schools.
- **Peepul's first exemplar school** (the Municipal Corporation of Delhi Co-ed Primary School, Lajpat Nagar 3) was **shortlisted in the Top 10 of the "World's Best School" prizes** in the Innovation category.
- Peepul has recently won the **Nexus of Good Award 2022** for recognizing the impact of work in the field of education which has changed the lives of more than 9 million students across two states in India.
- **Recognition by erstwhile Honourable Vice President of India Shri M. Venkaiah Naidu**, on August 3rd. where we shared the work Peepul does to strengthen the ability of governments to deliver learning outcomes and how the partnership has led to the accessibility of quality education to more than 9 million students. Additionally, he applauded our efforts in our exemplar schools and gave hearty wishes to continue the good work in the light of shortlisting in the Top 10 World Best Schools.
- **Launch of Teacher Training Policy** created in collaboration with State Education Department of Madhya Pradesh detailing a more holistic and long-term view of teacher professional development and one that would be timely, relevant, bite-sized, available 'on demand' which is then linked to the teacher's annual performance appraisal. As part of this work.
- Additionally, we also developed **a rigorous teacher competency rubric** that was aligned with the NEP (the National Education Policy), with the NPST (National Professional Standards for Teachers) and drawing on the practices of our exemplar schools along with the progression of a teacher's skills as they gain more experience which is an embodiment of policy in practice for the state to execute keeping the sustainable change we are bringing in the education ecosystem.

Sustainability/Revenue Model - how they generate income

- Fundraising (Donor-driven model)
- Grants

To give an insight into the existing financial model of the organization, the funding of this programme is supported through our partnership with the government and other eminent philanthropies and Indian CSR. From the government's end, we receive support in terms of the government structure that we leverage in executing the programme. To support the investment from Peepul's side into the project we have a healthy pipeline of funders that we pursue to ensure that we have the requisite resources. To this end, we have existing partnerships with high-caliber Indian CSR like the SBI Foundation, Nudge etc. We also have the support of eminent foreign philanthropies like Draper Richards Kaplan (DRK) Foundation, Deloitte, MSDF towards supporting this programme

Investment status	
Funding to date	<p>Peepul’s major source of funding has always been grant-based. Towards our journey in creating large-scale systemic transformation, our primary funding sources have been a mix of multi-year grants from multiple philanthropic Foundations, and Indian Corporate Social Responsibility (CSR) sources.</p> <p>Peepul is supported by international philanthropies and Foundations like DRK Foundation, Mulago Foundation, Dovetail Impact Foundation who are part of the Big Bang philanthropy group. Other international foundations supporting us are Michael and Susan Dell Foundation, Fidelity Foundation, The Maitri Trust and Pakhar Foundation. Indian philanthropies that support us include Amazon, State Bank of India Foundation (Indian Corporate Social Responsibility), Bank of America, Mercer, etc. We are also supported by multilateral institutions like The World Bank and the United Nations.</p>
What they’re looking for	USD 750,000
Why they need funding	<p>The program in a short duration of time has ensured that 265,000+ teachers spread across the state in the remotest of areas are able to access training based on their needs. The end goal of the CM Rise program is the adoption of program practices by the government education system at state and national level.</p> <p>The support extended to the organisation will enable it to scale its impact beyond the beneficiaries and also work towards deep rooted interventions with the state government to bring in sustainable change, the same is possible with a talented pool of resources who can be constant strategic partners to the government stakeholder who are finding it difficult to navigate through the learning loss that has happened over the past two years due to pandemic. At a juncture where it is eminent to meet the short-term problems and overcome the hurdles to ensure quality education is accessible to each and every child in India, the government schools need potential support and bandwidth to drive its system to execution with an objective to create a durable long lasting impact which we have been achieving through our partnership with the government stakeholders. The support will lead to a trickle-down impact and immediate effect in strengthening the strategic support to the government partnership.</p>
Why they made our shortlist	
<p>They demonstrated good leverage of government resources and alignment with policy. There is seamless alignment between their proposed innovation and the organization’s strategy/programs which demonstrates strong feasibility. They demonstrated good revenue streams and the ability to</p>	

raise funds, making your viability scores high. In addition, they demonstrated decent desirability by using the National Achievement Survey to establish the potential impact on learning outcomes.

A. Sustainable and Proven Impact to beneficiaries

- The organisation has demonstrated an ability to progress towards their goals, achieve their objectives, and have a positive impact; The organisation has considered unintended consequences and how to mitigate undue harm in their work; The organisation has a viable revenue model; The organisation has a plan for achieving long-term growth and financial sustainability.

B. Innovative and Creative Approach to work at scale

- The organisation uses a new or significantly improved approach to address the problem they are solving; their approach is distinguishable from others addressing the same challenge; The organisation is addressing the challenge in a manner that centers equity; The organisation meaningfully mobilises stakeholders that others may have ignored; The organisation's approach addresses not only the symptoms, but also the root causes of the issues they are working to change

C. Led by the example of Impact Leadership

-The leadership has demonstrated the necessary skills and track record to improve, expand, or replicate their work; The leadership is resilient, demonstrating an ability to overcome challenges and failures and learn from them; The leadership prioritises equity, knowing how to responsibly use their power to drive change for positive impact

D. Ability to demonstrate a unique reform model: Peepul has built a proven, road-tested high-engagement teaching toolkit, that encompasses approaches to managing student behaviours . **First at-scale successful Government Digital Teacher Training programme in India:** In response to COVID-associated school closures, we digital upskilled and equipped all 26500 primary teachers in India's 2nd largest state. This initiative was recognised by UN and won the Commonwealth Award for Good Practice Innovation from 2400+ entries across 50+ countries.

F. Impact at Scale by being academic and technical partners of a first at-scale holistic school transformation program: Building 9,200 demonstration schools in India's 2nd largest state. We are creating Standard Operating Procedures to guide the development of these schools which will exhibit high-quality teaching and learning possible in government schools. These will provide a deeper testing ground for our high-engagement practices.