



Annual Report 2019

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About SCHOOL

About SCHOOL

Society of Community Health Oriented Operational Links, is popularly referred to as 'SCHOOL' and at times as 'SCHOOL for Development and Impact' because of our motto, which is 'for development and impact'.

SCHOOL was founded in year 2007, wherein a lot of thinking had gone in while defining the objectives and purpose of the organization. A clear aim set in front was to work diligently with the vulnerable communities to ensure their development and bringing about a visible impact in their lives. Accordingly, SCHOOL has been reaching different sets of populations from residing in different geographies in India.

Along with a capable and expert team of professionals and volunteers SCHOOL builds on decades of field experiences, to ensure better ways of addressing various development challenges. SCHOOL puts together the experiences, expertise, and lessons learned into frameworks, institutional management and development, so as to guide varied projects in planning, designing, implementing, monitoring and measuring results. In doing so, SCHOOL attempts to partner with and assist organizations in implementing projects that focus on: strategic solutions to real-world problems; new ideas and innovative approaches; and cost-effectiveness and sustainability.

In doing so, SCHOOL works through a set of professional teams that extend support for two kinds of projects: Field Implementation; and Technical Support. The present annual report lays down the work done in the year 2018-19 with the above perspective.

Our Vision

To bring about inclusive development to achieve sustainable development goals (SDGs)

Our Mission

To work with vulnerable populations in ensuring good health and wellbeing as the last mile by addressing every single social determinant.

Our Approach

Aby guided by the Sustainable Development Goals (SDGs), which plead that we view development in an integrated and transformative manner, SCHOOL applies the mantra of 'reciprocation' between social systems, economy, culture, education, and livelihoods and builds an ecosystem that provides ability to pursue healthy lives.

With a strong focus on empowerment and participation, SCHOOL practices a unique approach of addressing all the social determinants that impact human lives.

Our Contribution

Research

We provide high-quality research in quest of scientific knowledge to supplement evidence-based decision making. We research to inform action, prove theories, and contribute to knowledge development. Our team of highly qualified and experienced professionals from varied domains has been contributing significantly to various initiatives in the country.:

- 1. Contributing to anemia reduction among non-pregnant women through a baseline survey to measure anemia levels & understand the associated factors and knowledge & practices related to iron & folic acid supplementation, iron-rich food, especially the double fortified salt.**

The Government of Madhya Pradesh had expressed interest in introducing DFS on a pilot basis through Public Distribution System (PDS) in 89 tribal blocks of 20 districts.

Nutrition International (NI) was planning to work in a sub-set of 38 blocks in 5 districts. Initially, in the demonstration phase, during two years (2018 - 19 to 2019 - 20), the DFS intervention aimed at promoting consumption and increasing the coverage of EFF double-fortified salt among the Women of Reproductive Age (WRA) and adolescent girls through PDS and to examine the association between DFS and prevalence of anemia. NI was also planning to run an evaluation of the DFS project. As part of that evaluation, NI intended to conduct a program evaluation to measure anemia levels among non-pregnant women of reproductive age along with associated factors and knowledge & practices with respect to the utilization of iron and folic acid supplementation, iron-rich food, especially the double fortified salt.

SCHOOL was involved in conducting a scientific study to measure anemia levels among non-pregnant women of reproductive age along with the assessment of know associated factors such as knowledge and practices, with respect to the utilization of double-fortified salt, and other forms of iron and folic acid supplementation. SCHOOL reached out to 525 households of Dewas district.

The important recommendation of the research study is that there is a need to spread awareness regarding anemia and its treatment and sensitize women about the importance of iron to the body, dietary habits, and double-fortified salt.

This important recommendation contributed to the development of IEC and BCC strategies for reducing iron deficiency anemia among women of reproductive age in Madhya Pradesh.

2. Contributing to adolescent health through a baseline study to ascertain the knowledge, attitude, and practices of the secondary school children of Pune, Maharashtra and Aizawl, Mizoram on the current understanding & status of education, health, gender, socio-emotional learning, and community engagement.

The accessibility and affordability of health services are interconnected with the nutritional status of India. Magic Bus works with adolescents and youth from underserved backgrounds who are most vulnerable to poverty. Magic Bus, along with Nestle India, is running a Healthy Kids Programme. The project is being implemented in selected government schools of Delhi, Mumbai, Bangalore, Hyderabad, Visakhapatnam, and Chennai, reaching out to a total of 50,000 children. It further aims to reach out to 1,42,000 children across 28 locations spread across 17 states through community cum school intervention.

SCHOOL provided support to Magic Bus to carry out a scientific study 'baseline survey' aimed at identifying the current status of knowledge and the attitude of secondary school children from government schools in Pune & Aizawl on education, health, and gender. It included the assessment of current practices related to social & emotional learnings among children of low socio-economic strata. SCHOOL reached out to target school children population of 6800 and 20 school principals & teachers in Pune and Aizawl.

The findings and recommendations of the study were

- Percentage of children understanding the benefits of studies and willing to study higher classes (graduation and above) were higher. Parents felt that education is very important and leads to changes in the value system of children.
- There is a need to increase awareness of both symptoms and preventive methods of water & vector-borne diseases among children as it was reported by below-average proportion of students.
- There is a need to increase awareness among children regarding different nutritious foods that are locally available and their benefits; causes, symptoms and prevention of anemia; Vitamin A, symptoms of vitamin A deficiency, food sources, etc.
- Findings show that a majority of students in all 3 districts from Maharashtra and Mizoram (i.e. Pune, Aizawl, and Kolasib) had a poor attitude on the gender stereotypes. Hence, interventions are required to sensitize and build a positive attitude of students toward changing gender roles and responsibilities in contemporary times.

3. Contributing to improve nutrition to reduce child morbidity and mortality among children (up to 2 years of age) in Gaya and Sitamarhi districts of Bihar.

The Government of India has launched the POSHAN Abhiyan in March 2018 with the aim to achieve improvements in the nutritional status of children up to 6 years of age, adolescent girls, pregnant women, and lactating mothers. With this background, FHI 360 is providing technical support under the Alive and Thrive initiative to the Government of Bihar for improving maternal, new-born, and child care within the community. SCHOOL, along with AIIMS Patna, conducted a baseline study to understand the knowledge, aptitude and practices of communities and caregivers on postpartum care of mothers and homebased care of children up to the age of 24 months. A total of 2472 mothers of children in the age group 6-23 months, which consisted of 1231 respondent mothers from Gaya district and 1241 respondent mothers from Sitamarhi district were reached out directly by SCHOOL. Additionally, SCHOOL also reached out to a total of 1059 frontline workers including AWW, ASHA, ANM, and ASHA Sangini/facilitator and 26 officials at state, district and block levels were interviewed.

The key recommendations shared by SCHOOL with the Government of Bihar were:

- Optimizing existing high coverage of home visits/contacts by FLWs by improving content /quality.
- Continued focus on ensuring early & exclusive breastfeeding with key communication on “no water” during the first 6 months & addressing faltering at 3 months.
- Building skills in facility-based providers to ensure the early initiation of breastfeeding in C-section deliveries.
- Focus on counseling & support for feeding during illness.
- Coverage with vitamin A & biweekly IFA supplementation requires urgent attention. Acceleration of full immunization coverage needs special focus.
- Ensuring Zn administration along with ORS for diarrhea management on a priority basis.
- Building on HBYC, enhancing knowledge/skills of FLWs on complementary feeding counseling, IFA supplementation, appropriate management of diarrhea using Zn, and growth monitoring.
- Training of FLWs to emphasize on contextualized counseling/problem-solving skills.
- Strengthening supportive supervision & mentoring of ASHAs for improved program delivery is essential. Increasing coordinated actions between ASHAs, AWWs, and ANMs through regular Triple A meetings.
- Improving monthly program review at block/district/state-level meetings using data focusing on key nutrition interventions essential.

4. **Contributing to the skill building of adolescent girls attending Night Schools in Mumbai through Impact Assessment study.**

Masoom began with informal research on the educational problem of night schools culminated in an action program titled 'Night Schools Transformation Program (NSTP)' in 2008. The NSTP is specifically tailored to meet the needs of night schools and individual students who are mainly school dropouts from poor socio-economic backgrounds, most of them working during the day and supporting their families. One of these initiatives is working with the adolescent girls of class 9th & 10th who are enrolled in night schools. The aim of this project is to empower adolescent girls and enable them to realize their dreams by providing them equal opportunities and assisting them to live their dreams in reality by going through the educational opportunities that suit their needs the best.

SCHOOL helped in intensifying the above efforts of Masoom by undertaking a scientific

Following recommendations helped to guide MASOOM to further strengthen/modify its current interventions and generate evidence on its potential for scale-up:

- To improve Knowledge Management within the project, mechanisms should be set up for the process documentation of project activities.
- In order to improve the performance of project activities, a monitoring mechanism needs to set up wherein written feedback from parents, students, guardians, community members, etc. will be recorded on a periodic basis followed by firming up the corrective measures.
- In order to engage more with the parents, home visits, phone calls, asking parents to volunteer, workshops for parents, etc. are the recommended means through which parents and guardians may be sensitized to get more clarity on the functioning of Masoom with night schools.
- Teachers of the night schools are to be oriented bi-annually on Masoom interventions to reinforce their commitment toward the welfare of students.
- A major requirement is to have school counselors or certified/licensed educators with a minimum/basic in school counseling (for parents and children both). These counselors need to be uniquely qualified to address students' academic, career, and social/emotional development needs by designing, implementing, evaluating, and enhancing a comprehensive school counseling program that promotes and enhances student success.
- Leveraging platforms established for other interventions of Masoom in night school can be closely looked into for the scope of convergence on shared objectives.

study to understand the impact of interventions, especially for adolescent girls in night schools. SCHOOL reached out to 102 girls enrolled in these schools to assess the educational, health, leadership, and vocational curriculum imparted to them.

Through this scientific study, evidence was generated for strengthening the ongoing programs under night school with an objective to mainstream marginalized and vulnerable children.

5. Contributing to the current public education policies in night schools and sustainable alternatives to guarantee children's future through Impact assessment.

With the aim of improving the quality of the night schools, Masoom works through a triangular intervention model, in which three main action areas are addressed: First, strengthening the infrastructure and school supplies; second, strengthening the capacities of teachers, students, management teams, and school boards; and third, advocacy with institutions and local governments to improve the night school system. SCHOOL worked with Masoom to evaluate the existing educational policies within the state of Maharashtra for night school, their implementation status and the impact these policies have made. So as to identify changes that are required at policy or implementation levels, and suggest better sustainable alternatives, if required. Through an exploratory qualitative study, SCHOOL not only reached out to NGOs, school Principals, school teachers, students studying in night schools, parents of the students, and members of School Education Committee; but at the same captured secondary data and information collected from publications (Annual Reports, project descriptions, monitoring reports and reports by other agencies).

Based on the exercises the following key recommendations were shared:

- There is a need to advocate for a separate policy guideline, or an addendum on night school education in the existing policies both at the state and national levels.
- A quantitative study that will reflect the number of students reached through this night school program is recommended for replicating a successful model to the government.
- Enhancing access to schooling is restricted more by a lack of opportunities than a lack of demand.
- There is a need to work on specially designed strategies for ensuring education for children that work, live on streets or in slums, those belonging to migrant families and those coming from tribal backgrounds.
- Attention is needed on research and documentation, particularly action research, as an inherent component of night school programs and activities.
- The organizations implementing night school programs need to build networks with others at different levels.

6. Contributing to improve the coverage of Maternal, Infant, Young Child, and New-born (MIYCN)-related nutritional indicators among pregnant women, nursing mothers, and children below 3 years of age through data validation study in Saksham project.

Sulochana Thapar Foundation (STF) is implementing the Saksham project in 16 tribal blocks of Maharashtra. The objective is to improve the coverage of MIYCN indicators among pregnant women, nursing mothers, and children below 3 years of age. The project is being implemented in Amravati, Gadchiroli, and Nasik districts in collaboration with the Maharashtra State Nutrition Mission and the Bill & Melinda Gates Foundation. The rapid appraisal data collection was done in all 16 intervention blocks by Saksham Nutrition Fellows (approximately 40) through a mobile-based application. The data was quantitative focusing on: 1) Mothers of children in the age group, less than 24 months – Knowledge and practice of MIYCN (sample size 2500) and 2) AWW and ASHA – Knowledge of MIYCN, skills such as communication, counseling, growth monitoring, and record-keeping (sample size 400 each).

SCHOOL conducted a scientific ‘data validation’ exercise that involved developing a validation plan for the ‘Saksham’ project; developed study tools and training of the research investigators; reviewed data quality assurance steps undertaken for ‘Saksham’ project and validated project data against source; and identified the key gaps in coverage, service delivery, and data management.

Based on this exercise, the following recommendations were made:

- A suggestion to read between the lines while questioning was made as it can help while probing or asking further questions.
- It is suggested not to repeat questions if the respondent has already answered to a particular question while giving response to another question earlier.
- Do not ask questions that are too technical. Instead, ask question by giving examples.
- While interviewing the respondent, investigator should always keep up their interest.
- Take help of Anganwadi or ASHA workers of the area to overcome language barriers.
- Investigators should keep in mind the privacy of the respondents, as few respondents were slightly hesitant to respond to a few of the pregnancy-related questions in front of others.

The pieces of evidence generated through this scientific exercise helped STF to implement the project for health service provisioning more effectively and develop an action plan for improving MNCH and nutritional care service delivery.

7. Exploring inclusive models on education implemented by various NGOs in the State of Maharashtra.

SCHOOL collaborated with Masoom, Barcelona council, and Educo Global to identify and analyze the different education models currently being implemented in the state of Maharashtra by various NGOs and suggest/create the best model suited for the state for future implementation. The specific objectives of the study was to contribute and promote the implementation of the public policies, which ensure and guarantee access to quality education, with a focus on education programs in 7 Night Schools of Masoom in Maharashtra; and to improve the creation of inclusive educational spaces, which ensure access to high-quality secondary education for 537 students in 7 Night Schools of Mumbai. The perspective of the study was to also to understand the presence and role of different kinds of organizations that are implementing an inclusive education program for the children that are out of school, children that have disabilities, children that are outsized because of their sexual orientation (LGBTQ) and girl children who are not given the education because of gender bias.

The scientific study focused on identifying some of the best organizations and their models. Field studies were conducted in organizations based in Mumbai and Pune. A total of 31 NGOs working in Maharashtra on aspects related to children with special needs, gender equality, child protection, child participation, LGBTQ rights, and health & hygiene were shortlisted. This exercise helped Masoom, to design a new comprehensive workable model for night schools.

Some of the key recommendations that were shared with stakeholders including Masoom were:

- There is a need to strengthen activity-based learning and build career awareness programs.
- Efforts should be placed for improving the performance of students through interventions related to teaching, learning, and assessment.
- There is a need to ensure the involvement of school leadership via engaging different stakeholders, such as trustees, and increased participation of teachers through teacher training.
- Inclusive education and child protection measures should be adopted to ensure gender equality, empowerment of special children (visually impaired), LGBTQ, etc.
- Efforts should be made to increase community participation through advocacy with other NGOs/ CSOs and encouraging parents' participation.
- There is a need to garner resources for quality teaching and learning.

Capacity building

We partner with agencies to design capacity building services that are customized to fit the specific needs and realities. We introduce innovative tools & techniques that help our partners to think & act strategically, articulate a powerful & cogent vision for the future and develop proactive strategies to achieve their programmatic goals.

Our pool of experts has experience in imparting knowledge and building capacity through the development of tailored training modules, design methodologies for varied levels of professionals, including policy-makers, program managers, field workforce, etc. Our seasoned capacity building team provides a comprehensive menu of services. A brief of projects completed so far for leading agencies is given below:

- 1. Contributing to child protection through capacity building of 'child protection community cadre' for assessing vulnerabilities among children across two states, West Bengal and Jharkhand.**

Save the Children, along with 4 partner organizations, implemented a project on child protection titled, 'Protecting Children through Child Protection Community 'Cadre' across 4 districts of two states, namely, North 24 Parganas, South 24 Parganas in West Bengal and Gumla, and West Singhbhum in Jharkhand. It was envisaged through the project that by placing community cadre at the Panchayat level, the cadre will be able to promote a protective environment for vulnerable children, underpinned by protection services. Secondly, village-level child protection committees will be capacitated to address child protection issues and there will be an increase in the number of vulnerable children receiving protective services through referrals to DCPU and linkages with other government services.

SCHOOL provided support to Save the Children India for implementing this project through capacity building of 'child protection community cadre' at the community level. SCHOOL trained 30 Field cadres who further reached out to children and 36 officials at the state & district level of two states. The idea was to train community level staff to find out which children are vulnerable, where can they be found and what kind of vulnerability they face. In the first place, the community level staff was trained in the classroom. Then, they were provided support in the field while they were assessing households and communities to find out children who were orphans, children who lived with one parent family, children who work and look after their sibling and also those who are school dropouts due to economic pressures.

A systematic framework was developed together with the staff of save the children, which helped in providing understanding to the community staff regarding such aspects. The community staff was also trained in how to reach out to different officials of different departments and report about vulnerable children.

Policy framework

We are committed to adopting a standardized approach for the review and analysis of policies, standards, procedures, and guidelines through which public policies are shaped & implemented. Further, detecting strengths and weaknesses also help in designing policies so as to improve governance and bring about effective change during its implementation.

Our team is skilled in the systematic investigation of alternative policy options and the process of gathering & integrating evidence for and against each option. It involves a problem-solving approach, establishing the means of collection & interpretation and attempts to predict the outcomes of implementation. The key projects completed so far are mentioned below:

1. Contributing to the strengthening of health service provisions through the establishment of Skills Lab for health service providers of Pune Municipal Corporation for Save the Children.

Save the Children India, under its flagship project titled “Saving Newborn Lives (SNL),” signed an MoU with the PMC to provide technical support for strengthening health service delivery in Pune city. Under this initiative, Skills Lab with skill stations are designed with the aim of capacitating and upgrading the skills of healthcare providers to provide quality RMNCH services leading to improved health outcomes in Pune Municipal Corporation.

The comprehensive Skills Lab with skill stations are designed with the aim of acquisition and upgrading the skills of healthcare providers to enhance their capacity of providing quality services, further leading to the improved health outcomes.

SCHOOL provided technical support to SCI to shape up the advocacy strategy for the establishment of Skills Lab in PMC. During this assignment, SCHOOL was involved in the orientation of PMC officials on the need for Skills Lab through SWOT analysis, preparation of a comprehensive road-map for the establishment of Skills Lab and capacity building of the PMC Health team on the operational plan.

In addition to these responsibilities, SCHOOL led the deliberations to define the milestones and resource allocation for the establishment of Skills Lab.

2. Conceptualization and development of an implementable Plan of Action (POA) for multi-sectoral collaboration at the city level to impact RMNCH outcomes.

SCHOOL, in partnership with Save the Children India, USAID, and Smart City mission, implemented a project on bringing different ministries and departments on one platform, the inter-ministerial platform, to improve the lives of women and children in urban geography with a special focus on their health and nutrition.

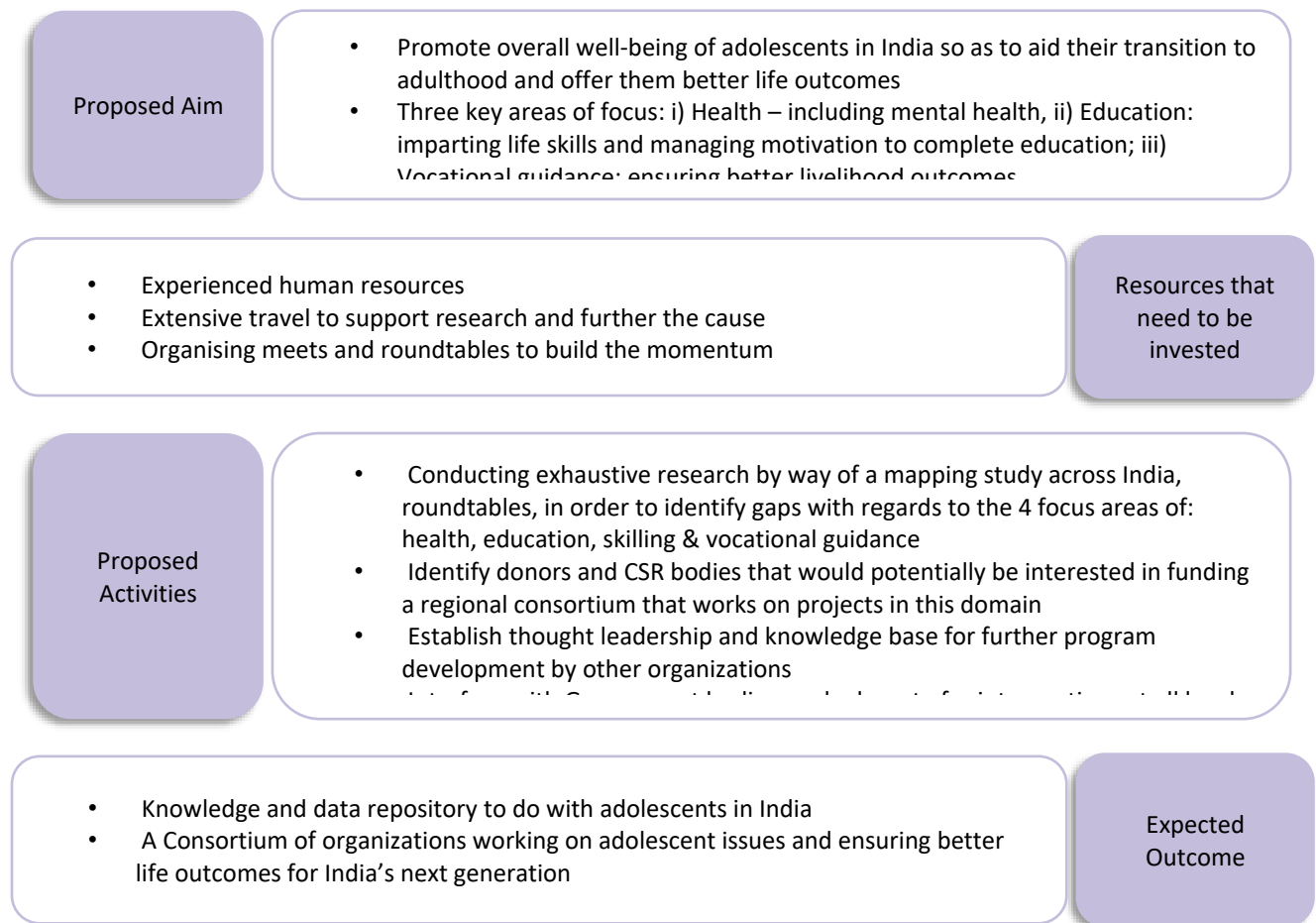
The project looked at various factors that affect the health of women and children in the city including the availability of food supply, healthcare services, water & sanitation services, and nutrition available through Anganwadi centers, among others. To understand the situation of women and children the Gwalior city of Madhya Pradesh was selected for undertaking a quick assessment on challenges that people face while keeping themselves healthy, specifically in poor urban settings. SCHOOL reached out to a population of 10,53,505 distributed in 60 wards of Gwalior city.

This project is supporting the Smart Cities Mission for transforming cities selected under the mission through Long Terms City Health Plans.

Advocacy

Planning for Teen Coalition to help prioritize the development of adolescents

SCHOOL has felt the need to prioritize the development of adolescents in India and has accordingly reached out to different ministries, professional bodies, civil society organizations and donors with a concept of formulating a platform called 'Teen Coalition' with the proposed road-map.



So as to disseminate this a national level consultation is being planned wherein organization from different regions and pockets, mostly the remote ones would be participating to firm up this road-map.

Healthy Ageing: Our Flagship Initiative

SCHOOL has conceptualized and rolled out its Flagship Program '**Healthy Ageing**', which is an umbrella initiative focusing on building an age friendly ecosystem for the elderly population in India.

The key pillars of the initiative are:

1. Improving reach by implementing community based projects for bottom of the pyramid elderly population
2. Creating helpline, day care centres, physiotherapy clinics for providing support to elderly people.
3. Advocating for building age-friendly cities/ localities
4. Sensitizing the younger generation on the issues of elderly people and creating inter-generational dialogue
5. Offering a robust, City or District specific plan of action for healthy ageing with the involvement of all stakeholders;
6. Providing and sharing local and global perspectives on a wide variety of healthy ageing issues
7. Providing a multi-stakeholder platform that supports the successful implementation of concrete activities and programmes and enables partnering to achieve more together than any organization or institution could achieve alone.

The first community based project has been launched in two slums of Pune city, wherein we are reaching 500 plus elderly (aged 60 years and above) women and men. A baseline for collecting detailed information with regard to their health status, living arrangements, socio-economic situation is being planned.

Grants and Donors

Donor	Funding for	Duration	Programme Details
FHI360	Nutrition	Dec 2018 to March 2020	Research Study: Home-Based Care for Young Children (HBYC) in Gaya and Sitamarhi districts in Bihar in Alive and Thrive Project
Save the Children	Child Protection	July 2018 to August 2018	Training community cadre in assessing vulnerabilities among the children in the states of West Bengal and Jharkhand
Magic Bus India	Adolescent development	Nov 2018 to January 2019	Research Study: to ascertain the knowledge, attitude and practices of the secondary school children on current understanding and status of education, health, Gender, Socio-emotional learning and community engagement in Pune and Aizawl
Sulochana Thapar Foundation	Nutrition	Jan 2019 to March 2019	Data Validation support in 16 tribal blocks of Maharashtra to improve the coverage of maternal, newborn, infants and child related nutritional indicators among pregnant women, nursing mothers and children below 3 years of age in 'Saksham' project
MASOOM	Education	March 2019	Impact assessment of Skill Building activities for Adolescent Girls attending Night Schools in Mumbai
MASOOM	Education	March to April 2019	Research Study: for EDUCO and Barcelona Council on "exploring various inclusive models on education being implemented by NGOs in the State of Maharashtra
Save the Children	Health	Feb 2019 to March 2019	Contribution in planning and implementation of Skills Lab for training of health service providers in Pune Municipal Corporation
MASOOM	Education	March 2019 to April 2019	Impact assessment of current public education policies in the Night Schools and sustainable alternatives to guarantee their future
Save the Children	Health	March 2019 to July 2019	Policy advocacy inputs extended to Govt of India by developing an implementable Plan of Action (POA) for multi-sectoral collaboration at city level to impact health outcomes