पहली उड़ान "Pehli Udaan"

Program Design & Organization Policy

For stakeholders and organization members (Includia Trust)
Focus region: **Bihar & Jharkhand**

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Introduction

Pehli Udaan is a community-based education program by Includia Trust that identifies and trains local women—particularly young married women who have relocated to a new village and are 12th-pass or have partially completed graduation—to become community educators. The program fills an access gap: many girls cannot travel to tuition centres and many children drop out for lack of localized, trusted learning support. These women support children in their own village with 2-hour learning sessions before or after school. The program provides curriculum-aligned academic support, activity-based learning, and holistic development opportunities while strengthening women's economic empowerment and reducing school dropouts.

The program addresses a critical gap in Bihar and Jharkhand, where girls and younger children cannot travel to far-off tuition centres, leading to learning loss and eventual dropout. Pehli Udaan fills this gap by empowering village-based women to teach children locally, safely, and sustainably.

Program purpose & objectives

Purpose: Provide community-rooted learning support that expands access to quality learning, prevents dropouts, empowers women as educators, and strengthens community–school linkages.

Objectives

1. Recruit 20 women (Year I) from target districts in Bihar and Jharkhand who meet eligibility and motivation criteria.
2. Train and certify recruits in pedagogy, child safeguarding, and Includia Trust curriculum within a 6-week induction cycle.
3. Deliver regular before/after-school learning sessions aligned to local school curriculum for children (ages 5–14), supporting homework and enrichment activities.
4. Reduce local dropout rates and improve foundational learning outcomes (literacy & numeracy) among enrolled children.
5. Ensure economic empowerment for women through a transparent compensation model tied to student engagement and learning outcomes.

Scope & beneficiaries

Primary beneficiaries:

- Local girls/women (12th pass, college attendees, or college dropouts) who have relocated by marriage and are interested in teaching.
- Children in target villages who need extra academic support before/after school.

Geographic scope: Bihar and Jharkhand — prioritized districts with high dropout/low tuition access.

Policy principles

1. **Non-disruption:** Pehli Udaan activities will not replace or disrupt existing school curriculum; all work is aligned and complementary.
2. **Inclusion:** Prioritise gender equity and children with barriers (distance, financial constraints, disability).
3. **Community ownership:** Program is co-owned by families, community leaders, local schools and Includia Trust.
4. **Transparency:** Clear, written agreements with parents and teachers; transparent compensation and reporting.
5. **Safeguarding:** Child protection, gender-sensitive practice and grievance redress are core.
6. **Sustainability:** Build local capacity and pathways to stable livelihood for teacher-partners.

Recruitment policy (Teacher selection)

Eligibility

- Female, resident in or relocated to the target village (post-marriage or otherwise).
- Minimum education: Passed 10th grade. Preference to those who are pursuing/paused 12th and graduation.
- Interest in working with children and willingness to commit 2–3 hours daily (before school or after school).
- Basic literacy and communication skills (local language); willingness to attend training.
- No criminal record; cleared through basic background check and local reference.

Priority

- Women from marginalized households, first-generation learners, or economically vulnerable backgrounds.
- Candidates recommended or endorsed by local school head, Panchayat, SHG or community committee.

Selection process (steps)

1. **Local outreach:** Posters, community meetings, SHG/anganwadi/PRIs engagement.
2. **Application & shortlisting:** Simple one-page form + local references.
3. **Community interview:** Practical demonstration (10–15 minutes) — storytelling, a short activity or child engagement demo.
4. **Teacher panel interview:** Assess motivation, commitment, basic skills.
5. **Reference & safeguarding checks:** Two local references + community endorsement.
6. **Offer & conditional onboarding:** Provisional offer subject to successful training completion.

Onboarding & training policy

Induction training (2 weeks, blended)

- **Week 1 (Orientation):** Includia Trust vision, code of conduct, child safeguarding, parental engagement.
- **Week 1 (Foundational pedagogy):** Activity-based learning, storytelling, classroom management, scaffolding homework.
- **Week 1 (Curriculum alignment):** How to align Includia modules with state school curricula (Bihar/Jharkhand).
- **Week 2 (Assessment & recordkeeping):** Formative assessments, simple learning trackers, attendance registers.
- **Week 2 (Community engagement):** Conducting parent meetings, obtaining parental agreement, local coordination with schools.
- **Week 2 (Practical practicum):** Co-teaching with a mentor, delivering 10 sample sessions and receiving feedback.

Ongoing professional development

- Monthly mentoring cohort (peer communities + mentor visits).
- Quarterly refresher workshops (pedagogy, special needs, climate education, life skills).
- Access to micro-courses and certification pathways through Includia's platform (free for teacher-partners).

Training cost & stipends

- Training is fully free for recruits.
- Trainee stipend provided during induction: small monthly stipend or travel support (recommendation: modest allowance to cover opportunity cost).

Curriculum & pedagogy

Curriculum design

- Includia Trust's Pehli Udaan curriculum is **school-aligned** (state syllabus mapping) but **activity-driven**: literacy, numeracy, oral language, life-skills, storytelling, environmental awareness and project work.
- Sessions are short (45–90 minutes) focused on homework support plus a 20–30 minute enrichment activity.

Pedagogical approaches

- Activity-based learning, storytelling, play, local context projects, peer learning, and formative assessment.
- Each session (2 hours daily) is structured to provide both **individual attention** and **small-group instruction** across Grades 1–8.
- Emphasis on holistic development: socio-emotional learning, confidence building, parental involvement.

Sample weekly structure (example)

- Monday–Friday: 2 hours/day (options: 6–8 AM or 5–7 PM) (Multigrade classroom)
  - 20 min — warm-up & attendance
  - 35–45 min — school homework support (aligned practice)

- o   20–30 min — activity (storytelling, numeracy games, life skills)
- o   10–15 min — reflection & parent note (if required)

Parental engagement & community agreements

Parental agreement (policy)

- Parents sign a simple, plain-language agreement that:
    - o   Acknowledges free learning support provided by Includia Trust through Pehli Udaan.
    - o   Commits to sending the child regularly to teacher sessions.
    - o   Agrees to respect schedule and provide minimal home reinforcement.
    - o   Understands that teacher compensation is linked to active student participation (transparent clause on continuity).

Community coordination

- Establish a Village Education Committee (VEC) or use existing school management committee to monitor attendance & resolve issues.
- Monthly parent-teacher meetings facilitated by the teacher and an Includia mentor.

Compensation & financial model (teacher pay)

Philosophy: Fair, transparent compensation tied to service delivery and learning engagement, with safeguards for teacher livelihood.

Per-student payment tiers (recommended, aligned to your model)

- Lower Primary (grades 1–3): ₹150 per active student / month
- Upper Primary (grades 4–5): ₹250 per active student / month
- Secondary foundation (grades 6–8): ₹350 per active student / month
- Higher/complex subjects (9–10 and remedial): ₹400 per active student / month

How monthly salary is computed

- **Active students** = children who have attended at least 60% of scheduled sessions in the month.
- Monthly teacher pay = Sum(per-student tier rate × number of active students)
- **Payment cadence:** 50% advance at start of month; remaining 50% at month end after verification (attendance and basic learning checks). This mirrors the practice you described (payments at start and end).

Minimum guaranteed stipend

- To protect teacher income and dignity, guarantee a **minimum monthly stipend** (₹3,000–₹5,000) if computed per-student amount is below the floor. This can be phased in as budget permits.

Deductions & retention clause

- If student(s) permanently stop attending, pay reductions are applied proportionally in the subsequent month.
- **Remediation window:** Before deduction applies, teacher receives a 15–30 day remediation notice to attempt re-engagement (home visits, parent meeting). If re-engagement fails after remediation, pay adjusts.
- Deductions are transparent and communicated in the signed teacher agreement.

Additional supports

- Free teacher training, materials, and monthly mentor visits — not deducted from salary.
- Small performance bonuses for demonstrated improvements in learning outcomes and retention.

Running cost — Community Learning Center (monthly)

Context: Parents do not contribute. Includia Trust covers all centre costs. Teachers are paid on a *per-active-student* basis (example rate used here: **₹150 / student / month**). Minimum centre size for this example: **5 students**.

Assumptions used

- Teacher pay (per-student): ₹150
- Minimum students: 5
- Mentor support (allocated to centre): ₹1,000
- Electricity : ₹400
- Drinking water: ₹100
- Cleaning & maintenance: ₹200
- Additional learning supplies (replenishment): ₹300
- Miscellaneous (communication, printing, stationery): ₹200
- Contingency: 5% of subtotal
- Rent (optional): ₹2,000 / month (included in the "with rent" scenario)

Per-student pay only (no guaranteed minimum stipend top-up)

Step-by-step arithmetic

1. Teacher pay = ₹150 × 5 students
   → 150 × 5 = 750 → **₹750**

2. Sum non-teacher costs:

Mentor 1,000 + Electricity 400 + Water 100 + Cleaning 200 + Supplies 300 + Misc 200

→	1,000	+	400	=	1,400
→	1,400	+	100	=	1,500
→	1,500	+	200	=	1,700
→	1,700	+	300	=	2,000

→ 2,000 + 200 = 2,200 → **₹2,200**

3. Subtotal (teacher + non-teacher) = 750 + 2,200 = **₹2,950**
4. Contingency 5% = 5% of 2,950 = 0.05 × 2,950 = 147.5 → **₹147.50**
5. Total (no rent) = 2,950 + 147.50 = **₹3,097.50** → round to **₹3,098**
6. **Per-student monthly cost** = 3,097.50 ÷ 5 = 619.5 → **₹620 / student / month** (rounded)

With rent (add ₹2,000):

7. Subtotal with rent = 2,950 + 2,000 = **₹4,950**
8. Contingency 5% = 0.05 × 4,950 = 247.5 → **₹247.50**
9. Total (with rent) = 4,950 + 247.50 = **₹5,197.50** → round to **₹5,198**
10. **Per-student monthly cost (with rent)** = 5,197.50 ÷ 5 = 1,039.5 → **₹1,040 / student / month** (rounded)

Organisation pays: Total monthly cost (₹3,098 without rent or ₹5,198 with rent).

Safeguarding, code of conduct & grievance redress

Child protection

- All teacher-partners must complete child protection training and sign a child protection code of conduct.
- No corporal punishment; any allegation triggers immediate suspension pending investigation.

Teacher code of conduct

- Punctuality, professional behavior, neutrality, confidentiality and respectful communication.
- Prohibition on asking families for money or gifts.

Grievance & redress

- Simple reporting mechanism: local mentor → Pehli Udaan coordinator → formal committee.
- Emergency contacts and whistleblower protection for both teachers and parents.

Monitoring, reporting & evaluation

Monitoring tools

- Daily attendance register (teacher), weekly learning tracker (short formative checks), monthly mentor visit report, quarterly learning assessment report.

KPIs (sample)

- Teacher recruitment & training completion rate: 90%+
- Average active students per teacher: target 15–25 (adjust by context)
- Monthly attendance (target): ≥70% of enrolled students
- Learning gains (literacy/numeracy): 80% of students improving by one level in six months

Verification

- Random spot checks by mentors/community committee.
- Monthly consolidated report to district coordinator and stakeholders.

Governance & roles

- **Includia Trust (Program Lead):** Overall program design, training, materials, budgeting, monitoring, and certification.
- **District Coordinator:** Local operation, recruitment oversight, partner liaison.
- **Mentor (field educator):** Weekly support, observation, feedback, data collection.
- **Village Education Committee / School Head / SHG:** Community engagement, parent agreements, local oversight.
- **Teacher-Partner:** Deliver sessions, maintain registers, participate in training and reporting.

Risk management & mitigation

- **Risk**: Student non-attendance / irregular attendance → **Mitigation**: Parental agreements, flexible session windows (morning/evening), home-visit re-engagements, short make-up sessions and remedial outreach.
- **Risk**: Large learning-level gaps across grades → **Mitigation**: Structured rotation model, peer-tutoring pairs, levelled activity cards and manipulatives, targeted remedial plans, and monthly mentor support with progress monitoring.
- **Risk**: Teacher fatigue and planning burden → **Mitigation**: Ready-to-use lesson circuits, low-prep activity cards, regular planning sessions with mentors, fortnightly peer-planning time, and workload support.
- **Risk**: Teacher attrition → **Mitigation**: Minimum guaranteed stipend, ongoing mentoring and professional development, community recognition, performance bonuses, and supportive supervision.

- **Risk**: Upper-grade students not receiving enough challenge → **Mitigation**: Dedicated extension tasks, project-based modules, periodic focused classes for higher grades, and accelerated group work where numbers allow.
- **Risk**: Community resistance → **Mitigation**: Early consultations with local leaders and school committees, transparent selection and recruitment, pilot demonstrations, and active involvement of VECs/SHGs.
- **Risk**: Safety concerns (women working alone) → **Mitigation**: Pair teachers where possible, hold sessions in community or school spaces, establish a buddy system, regular mentor check-ins and clear emergency contact protocols.
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Scaling & sustainability

- **Pilot (6–12 months):** 4–6 villages per block; refine recruitment, compensation and curriculum.
- **Scale strategy:** Partner with local education departments, SHGs, CSR funds and local NGOs to expand.
- **Sustainability levers:** Community contributions (in-kind), link teacher stipends to micro-finance or SHG membership, gradually introduce small local fundraising or district support while preserving free learner access.

Budget considerations (high level)

- Recruitment & training costs (trainer fees, materials, stipends)
- Monthly teacher compensation (per-student model) + minimum stipend buffer
- Mentors & coordinator salaries
- Monitoring & evaluation costs (data collection, assessment)
- Materials & learning kits per child
 (Exact numbers require district-level student estimates and costing; we can prepare a detailed budget table once you set targets.)

Sample : Parental agreement

We, the parent/guardian of _____, acknowledge that Includia Trust's Pehli Udaan program will provide **free** learning support to our child. We will ensure that the child attends the scheduled sessions regularly and cooperate with the teacher and community mentor. We understand the program operates on community partnership and will inform the teacher if the child cannot attend.

Parent signature: _____

Date: _____

Teacher agreement clause on pay & continuity

Teacher-Partner will be compensated monthly on a per-active-student basis. Active students are those attending at least 60% of scheduled sessions in the month. Teacher will receive 50% advance at start and 50% on month-end verification. In the event of permanent student withdrawal, compensation will be adjusted in the subsequent month after a 15–30 day remediation period. A guaranteed minimum monthly stipend of ₹2000- ₹ 5000 applies while the program scales.

Conclusion

 Pehli Udaan is built on a simple belief—that every village has the potential to support its own children when given the right guidance and opportunities. By training local educated women as community educators, we create safe, familiar learning spaces where children receive regular, meaningful support before or after school. Our multi-grade, two-hour model, combined with strong parental involvement and careful monitoring, ensures real learning progress. At the same time, the program provides dignified livelihood opportunities for women within their own communities. With a clear structure and a sustainable cost model, Pehli Udaan is ready to begin, grow, and create lasting impact.

Transforming Education. Influencing Change. Empowering Lives.

Learning. Belonging. Becoming.

-: Thank You :-