

Proposal by **Tomorrow's Foundation**  
for Harish and Bina Shah Foundation (HBSF) Grant Program  
2023-2026

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**Basic Details**

**Introduction**

**Program title**

Agamir Pathshala

**Organisation's name (website hyperlinked) and headquarters address.  
Please also mention details of other offices (Districts and States)**

Tomorrow's Foundation

**Submitted by (name and designation of the person)**

Santanu Banerjee  
Sr. Director, Education and  
Child protection

**Date**

18-10-2023

**Place**

Kolkata

**Compliance**

**Legal entity (Society/Trust/Section 8 Company/ Others)**

Society

**Registration no.**

SO086745

**Date of registration**

24-04-1997

**Applicant Information**

**Table 1.1: Details of Program SPOC (Single Point of Contact) to be contacted for program related queries**

*SPOC Name	Debraj Mukherjee
SPOC Designation	Programme Manager
SPOC Email	<a href="mailto:debraj@tomorrowsfoundation.in">debraj@tomorrowsfoundation.in</a>
SPOC Mobile	7980662330

**Table 1.2: Details of the Program Advisor**

*Name	Santanu Banerjee
Designation	Sr. Director – Education and Children Protection
Email	<a href="mailto:banerjee.santanu@tomorrowsfoundation.in">banerjee.santanu@tomorrowsfoundation.in</a>
Mobile	8017173411

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## 1. Program overview

### 1.1. Problem statement

Introduction: The Early Childhood Education (ECE) sector in West Bengal faces significant challenges and gaps that need to be addressed to ensure quality education and development opportunities for young children. The problem statement for initiating an early childhood education project in West Bengal can be summarized as follows:

1. **Limited Access and Availability:** One of the primary challenges in West Bengal, particularly in rural and underserved areas, is the limited access to early childhood education centres. In the case of Birbhum, the challenge is even more pronounced due to its unique geographical scenario. Many children, especially those from marginalized communities, face barriers to accessing quality early learning opportunities. This lack of access hinders their overall development and future academic success.
2. **Inadequate Infrastructure and Resources:** Existing early childhood education centres in West Bengal often suffer from inadequate infrastructure, including insufficient classroom space, lack of child-friendly facilities, and inadequate learning materials and play equipment. The absence of proper resources and materials hampers the effective delivery of early childhood education programs, limiting the learning experiences of young children.
3. **Lack of Trained and Qualified Teachers:** Another critical issue is the shortage of trained and qualified early childhood educators in West Bengal. Many existing educators lack the necessary skills and knowledge to implement developmentally appropriate practices and engage children effectively. The absence of well-trained teachers adversely affects the quality of education and impacts children's learning outcomes.
4. **Limited Parental Awareness and Involvement:** Parental awareness and involvement in early childhood education are essential for a child's overall development. In West Bengal, there is a need to enhance parental awareness regarding the importance of early childhood education and the role they play in supporting their child's learning. Insufficient parental involvement in their child's early learning journey can hinder the child's progress and impact the overall success of early childhood education initiatives.
5. **Socioeconomic Disparities:** Socioeconomic disparities and inequality pose significant challenges to early childhood education in Birbhum District. Children from economically disadvantaged backgrounds face additional barriers to accessing quality education and may lack essential resources for optimal development. Addressing these disparities and ensuring equal opportunities for all children is crucial for the success of an early childhood education project in the region.
6. **Insufficient Monitoring and Evaluation Mechanisms:** The absence of effective monitoring and evaluation systems for early childhood education programs in West Bengal hinders the ability to measure their impact and identify areas for improvement. Robust monitoring and evaluation mechanisms are necessary to ensure program effectiveness, track progress, and inform evidence-based decision-making for future enhancements.

To address these challenges, an early childhood education project in West Bengal, specifically in Birbhum District should focus on increasing access to quality education, improving infrastructure and resources in early learning centers, fostering parental awareness and involvement, addressing socioeconomic disparities, and establishing robust monitoring and evaluation mechanisms. By establish of community education centre quality education will be provided to all the children of targeted area from the age group of 3 to 5. By tackling these issues, the project

can strive to provide equitable opportunities for all children, ensuring their holistic development and laying a strong foundation for their future success in education and life.

## 1.2. Program objective / About the program

- To improve the school readiness of the children of the age-group 3-6 years
- To develop the necessary preschool skills of the children such as Writing Readiness, Phonological Awareness, Fine Motor Skills, Gross Motor Skills, Expressive Language, Receptive Language, Attention and Concentration, and Social Skills
- To prepare a cadre of youths trained to be community resources in early childhood education
- To enable the parents to support their children in early childhood development and formal school readiness

## 1.3. Sector and sub-sector

Early Childhood Education

## 1.4. Baseline study (if available) /secondary research/data to support the objective

Based on our current experience in Birbhum, it is evident that 96.87% of children from standard 1 to standard V are below their age-appropriate competency level. Specifically, in the case of standard I, more than 88% of children are below their competency level. These findings clearly indicate a significant gap in early childhood education.

## 1.5. Target segment

Table 1

Type of segment	Profile	Direct / Indirect	Numbers impacted			
			Year 1	Year 2	Year 3	Total
Children	Age group from 3 to 6	Direct	5000	5000	5000	7000(this will be calculated as cumulative figure in three years)
Local Youth	85 local educated youth	Direct	85	85	85	85(Cumulative number)
Mothers, Parents and Community members	4000	In-Direct	2500	2500	2500	4000(cumulative number)

### 1.6. **Target geography**

Project will be implemented in 7 block area of Birbhum district, West Bengal. Total 170 village will be covered under these 7 blocks. The name of the blocks are , Rajnagar, Khoyrasol, Suri 1, Sainthia, Labpur, Illambazar and Rampurhat 1

### 1.7. **Key stakeholder of the program**

Table 2

Name of the Stakeholder	Dependancy (High/Medium/Low)	Roles and Responsibilities
<b>Children</b>	High	<ul style="list-style-type: none"><li>• Enrolment in the centre</li></ul> Maintain Regular attendance
<b>Local Youth</b>	High	<ul style="list-style-type: none"><li>• To teach the children on a regular basis</li><li>• To work with the community for systematic social changes</li></ul>
<b>Parents</b>	High	<ul style="list-style-type: none"><li>• To ensure the continuation of education at home</li></ul>
<b>Community members</b>	Medium	<ul style="list-style-type: none"><li>• To provide necessary logistic support to the community centre</li></ul> To take ownership of the centre
<b>District Government</b>	Medium	<ul style="list-style-type: none"><li>• To provide basic information about the project</li></ul> <ol style="list-style-type: none"><li>1. To support convergence with the various line department</li></ol>

### 1.8. **Sustainability and exit approach to the Program (500 Words)**

*How will you ensure that the value added by the program will continue even after:*

- a) The funding from this particular funding program is over, i.e. after three years*
- b) The program is discontinued by the organisation, could be beyond three years also*

District Administration for holistic development of the most vulnerable sections in the district.

Recognising the effectiveness of our work on primary and pre-primary education, the district administration issued a letter asking us to spread our intervention in as many blocks as possible, focussing only on the most vulnerable section.

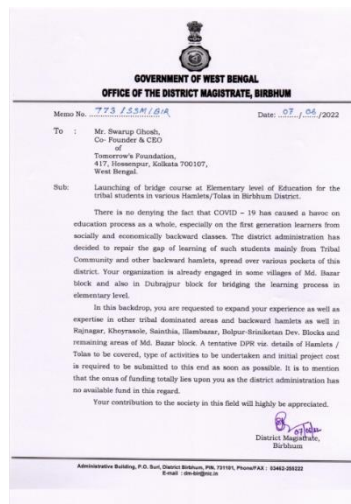
Since 2022, Tomorrow's Foundation in collaboration with the District Administration, Department of Minority Development, Department of Tribal Welfare, and other relevant departments, have gradually expanded the education programme in 143 locations of 7 blocks of the district.

The proposed intervention includes those villages along with 101 additional locations depending on the vulnerabilities.

Tomorrow's Foundation intends to analyse the outcomes and present the design to the government at the district and state levels and to other interested foundations to build on the learning from this project.

Programmatically, Tomorrow's Foundation will focus on empowering the local youths and mothers to adopt the methodologies and strategies and continue to work with the children irrespective of external support.

Working with the teachers of the government primary schools will be focussed on creating a structure to assess the school readiness of the children. It is envisaged that the structure will be followed beyond the life of this project.



### 1.9. Timelines of the program

Table 3

#	Year (1/2/3)	Activity	Frequency	Timeline	Dependency	Additional Remarks if any
	1	Recruitment of team	1	Q1	HR Admin Manager Programme Manager Programme Advisor	
	1	Training of the team	1	Q1	Subject Expert Content Manager	

					<b>Programme Manager</b> <b>Programme Advisor</b>	
	2,3	Refresher training	3	Q3, Q6, Q9	<b>Subject Expert</b> <b>Content Manager</b> <b>Programme Manager</b>	
	1,2,3	Baseline assessment	3	Q1, Q5, Q9	<b>Assistant Programme Manager</b> <b>Field Supervisors</b> <b>Community Educators</b> <b>MIS Officer</b>	
	1,2,3	Interim assessment	6	Q2, Q3, Q6, Q7, Q10, Q11	<b>Assistant Programme Manager</b> <b>Field Supervisors</b> <b>Community Educators</b> <b>MIS Officer</b>	
	1,2	Annual Assessment	2	Q4, Q8	<b>Assistant Programme Manager</b> <b>Field Supervisors</b> <b>Community Educators</b> <b>MIS Officer</b>	



1,2,3	Special Day Celebration	36	Q1 to Q12	Assistant Programme Manager Field Supervisors Community Educators	
3	Endline assessment	1	Q12	Programme Manager Assistant Programme Manager Field Supervisors MIS Officer	
1,2,3	Community meeting and Mothers' workshop	36	Q1 to Q12	Assistant Programme Manager Field Supervisors	
1,2,3	Content Development and research	36	Q1 to Q12	Programme Advisor Content Manager	
1,2,3	Field level monitoring	36	Q1 to Q12	Programme Manager Programme Advisor Content Manager MIS officer	
1,2,3	Regular community classes	36	Q1 to Q12	Community Educators Field Supervisors	

					Assistant Programme Manager	
1,2,3	Monthly review meeting	30	Q1 to Q12	Programme Manager Assistant Programme Manager		
1,2,3	Half-yearly project review meeting with TF Management team	5	Q2,Q4,Q6,Q8,Q10	Programme Advisor Programme Manager		
1,2,3	Submit progress report	6	Q1 to Q12	Programme Manager Programme Advisor		
1,2,3	Government Engagement	36	Q1 to Q12	Programme Advisor Programme Manager	It will be a daily activity	

## 2. Program budget and tranche details

Table 4

<b>Total Grant Amount</b>	<b>4.00 Cr (INR)</b>			
Year	Tranche #	Amount (in INR)	% of total budget	Milestone to be completed against payment
<b>Year 1 (Oct 2023 - Sep 2024)</b>	<b>Tranche 1</b>	<b>71,84,898</b>	18.0 %	<ul style="list-style-type: none"> <li>Recruitment, Baseline study, Training of the team (residential)</li> <li>Interim assessment (1<sup>st</sup> Interim)</li> <li>Special Day celebration (partly)</li> <li>Community meeting( partly)</li> </ul>

Total Grant Amount	4.00 Cr (INR)			
Year	Tranche #	Amount (in INR)	% of total budget	Milestone to be completed against payment
				<ul style="list-style-type: none"> <li>• Content Development and Research (continuous process)</li> <li>• Field level monitoring (regular activity)</li> <li>• Regular community classes( regular activity)</li> <li>• Monthly review meeting( continuous activity)</li> <li>• Submit progress report(half-yearly report will be submitted with the progress of the children, community)</li> <li>• mothers' capacity building( 6 months progress will be shared)</li> <li>• Half-yearly project review meeting with the TF Management team</li> </ul>
	<b>Tranche 2</b>	<b>60,98,098</b>	15.2 %	<ul style="list-style-type: none"> <li>• Refresher training of the team (residential)</li> <li>• Interim assessment (2<sup>nd</sup> Interim)</li> <li>• Special Day celebration ( complete for year 1)</li> <li>• Community meeting( complete for year 1)</li> <li>• Content Development and research(continuous process)</li> <li>• Field level monitoring (regular activity)</li> <li>• Regular community classes( regular activity)</li> <li>• Monthly review meeting( continuous activity)</li> <li>• Submit progress report(half-yearly report will be submitted with the progress of the children, community)</li> <li>• Annual Assessment, mothers' capacity building( 6 months progress will be shared)</li> <li>• Annual report of the project will be submitted covering all the long term outcome</li> <li>• Half-yearly project review meeting with the TF</li> </ul>

Total Grant Amount	4.00 Cr (INR)			
Year	Tranche #	Amount (in INR)	% of total budget	Milestone to be completed against payment
				Management team
Year 2 (Oct 2024 - Sep 2025)	Tranche 3	68,87,098	17.2 %	<ul style="list-style-type: none"> <li>• Baseline study(for newly enrolled children)</li> <li>• Refresher training of the team (residential)</li> <li>• Interim assessment (1<sup>st</sup> Interim year 2)</li> <li>• Special Day celebration (partly)</li> <li>• Community meeting( partly)</li> <li>• Content Development and Research (continuous process)</li> <li>• Field level monitoring (regular activity)</li> <li>• Regular community classes( regular activity), Monthly review meeting( continuous activity)</li> <li>• Submit progress report(half-yearly report will be submitted with the progress of the children, community)</li> <li>• mothers' capacity building( 6 months progress will be shared)</li> <li>• Half-yearly project review meeting with the TF Management team</li> </ul>
	Tranche 4	61,03,098	15.3 %	<ul style="list-style-type: none"> <li>• Refresher training of the team (residential)</li> <li>• Interim assessment (2<sup>nd</sup> Interim)</li> <li>• Special Day celebration (complete for year 1)</li> <li>• Community meeting( complete for year 1)</li> <li>• Content Development and Research (continuous process)</li> <li>• Field level monitoring (regular activity)</li> <li>• Regular community classes( regular activity)</li> <li>• Monthly review meeting(</li> </ul>

Total Grant Amount	4.00 Cr (INR)			
Year	Tranche #	Amount (in INR)	% of total budget	Milestone to be completed against payment
				<ul style="list-style-type: none"> <li>continuous activity)</li> <li>• Submit progress report(half-yearly report will be submitted with the progress of the children, community)</li> <li>• Annual Assessment, mothers' capacity building( 6 months progress will be shared)</li> <li>• Annual report of the project will be submitted covering all the long term outcome</li> <li>• Government Engagement.</li> </ul>
Year 3 (Oct 2025 - Sep 2026)	Tranche 5	72,51,348	18.1 %	<ul style="list-style-type: none"> <li>• Baseline study(for newly enrolled children)</li> <li>• Refresher training of the team (residential)</li> <li>• Interim assessment (1<sup>st</sup> Interim year 2)</li> <li>• Special Day celebration ( partly)</li> <li>• Community meeting( partly), Content Development and Research(continuous process)</li> <li>• Field level monitoring (regular activity)</li> <li>• Regular community classes( regular activity)</li> <li>• Monthly review meeting( continuous activity)</li> <li>• Submit progress report(half-yearly report will be submitted with the progress of the children, community)</li> <li>• mothers' capacity building( 6 months progress will be shared)</li> <li>• Half-yearly project review meeting with the TF Management team</li> </ul>
	Tranche 6	64,78,848	16.2 %	<ul style="list-style-type: none"> <li>• Refresher training of the team (residential)</li> <li>• Interim assessment (2<sup>nd</sup> Interim)</li> <li>• Special Day celebration ( complete for year 1)</li> <li>• Community meeting( complete</li> </ul>

<b>Total Grant Amount</b>	<b>4.00 Cr (INR)</b>			
Year	Tranche #	Amount (in INR)	% of total budget	Milestone to be completed against payment
				for year 1) <ul style="list-style-type: none"> <li>• Content Development and Research(continuous process)</li> <li>• Field level monitoring (regular activity)</li> <li>• Regular community classes( regular activity)</li> <li>• Monthly review meeting( continuous activity)</li> <li>• Submit progress report(half-yearly report will be submitted with the progress of the children, community)</li> <li>• Endline Assessment, mothers' capacity building( 6 months progress will be shared)</li> <li>• Annual report of the project will be submitted covering all the long term outcome</li> <li>• Project Closure report Government Engagement</li> </ul>

Please mention 'attached over email' in the box below

Detailed budget attached over email
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### 3. Program team

**Key team members from the organisation for the proposed program.** (In case the team member(s) needs to be hired, please mentioned 'To be hired' along with hiring requirements in terms of work experience and education qualifications in the 'Names' column

Table 5

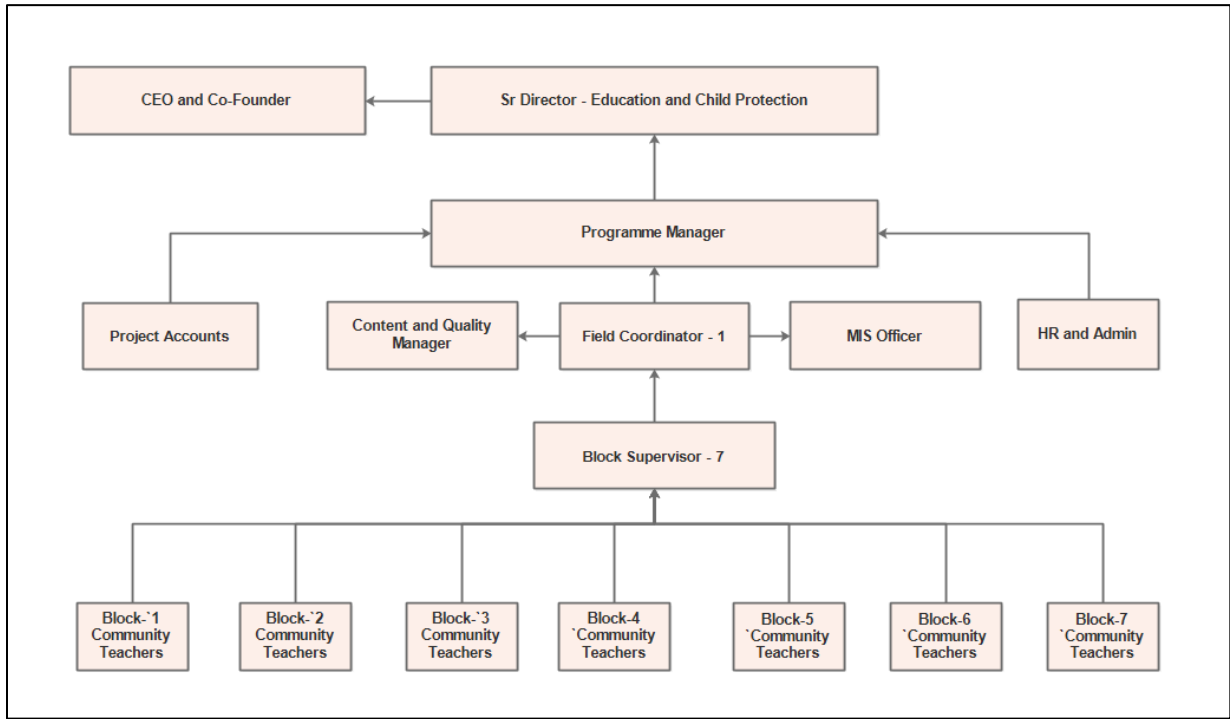
#	Designation	Role/ Job	Number of Personnel	Name(s)	% of staffing for this program
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Community Educators -	Direct teaching input to the children at the centre	85	Existing team and to be hired	84%
Block Supervisors –	Supervision of activities at all centres in each block	7	Existing team	.07
Office assistance cum driver	Office maintenance and driving of office car	1	Santosh Bauri	.009
Field Coordinator –	Project Activity Coordination	1	Monoj Khan	.009
MIS Officer –	Data maintenance, analysis, and reporting	1	Anjali Parveen	.009
Content and Quality Manager	Programme quality, content and module, training content and methods	1	To be recruited	.009
Programme Manager	Overall responsibility	1	Debraj Mukherjee	.009

		ty for coordination, planning, and execution, donor reporting, and stakeholder management for the project at the district level.			
	HR and Admin (Part)	Administrative and HR issues from HQ	1	Vaswati Banerjee	.009
	Accounts (Part)	Project accounts at the HQ level	1	Subhankar Dutta	.009
	Sr Director of Education and Child Protection (Part)	Overall direction of programme, planning, and monitoring	1	Santanu Banerjee	.009
	CEO and Co-Founder	Administrative and government liaising	1	Swarup Ghosh	.009

**We request you to please draft an organogram of the team members responsible for running the program**






**Declaration**

I **Swarup Ghosh** of **Tomorrow's Foundation** hereby declare that the details furnished above are true and correct to the best of my knowledge. I certify that my organisation does not affiliate or support any political or religious group and there is no ongoing litigation that the organisation or any of the employees are engaged in. In case any of the above information is found to be false or misleading, I am aware that the proposal may render void and become ineligible.

Kolkata

21-10-2023

*Swarup Ghosh*  


Swarup Ghosh

Place:

Date:

Signature:

4. Annexure | Monitoring - Evaluation - Learning (MEL) Framework

Table 6

#	Milestone	Activity / Input	Type of activity	Timeline	Frequency	Output	Outcome	Responsibility	Potential significant risk			Other risks
									Detail	Probability	Mitigation	
			Direct / Indirect							Certain/ Likely/ Possible/ Unlikely/ Rare		<i>insignificant risks</i>

***End of Document***