

**OFFICE OF THE DIRECTOR ELEMEMENTARY EDUCATION HARYANA
PANCHKULA**


Order No.01/62-2016-RTE(1)

Dated, Panchkula, the 22/09/2016

A draft of "Quality Improvement Programme" duly approved by the W/Additional Chief Secretary to Govt. of Haryana School Education Department is hereby circulated to the following for information and necessary action:-

1. Senior Secretary/Additional Chief Secretary to Govt. of Haryana School Education Department, Chandigarh.
2. PA/ Director Secondary Education, Haryana, Panchkula.
3. PA/Director Elementary Education, Haryana, Panchkula.
4. PS/Secretary, Board of School Education, Haryana, Bhiwani.
5. PA/State Project Director, HSSPP, Panchkula.
6. The Director SCERT, Haryana Gurgaon.



Joint Director Administration,
for Director Elementary Education, Haryana,
Panchkula. 

QUALITY IMPROVEMENT PROGRAM
DEPARTMENT OF SCHOOL EDUCATION, HARYANA

Right to Education was incorporated in the chapter of Fundamental Rights in the Constitution of India, lifting it out of the ambit of Directive Principles of the state policy. This was a welcome move since access to quality education is a defining feature of a welfare state.

The state of Haryana has excellent school infrastructure .With about 14570 Government schools and a mammoth enrolment of about 20 lakh students with a total population of 2.5 crore in the State, access and equity are not areas of concern.

Right of the Children to Free and Compulsory Education Act, 2009 guarantees free and compulsory education to every child between the age of 6-14 years, and also provides that no child is detained or held back till the completion of elementary education. However, owing to the misplaced interpretation of the 'no detention' provision of the Act, the assessment of learning levels of children in many states, including Haryana, was discontinued altogether.

Thus, over a period of four years, quality of education took a beating in the State of Haryana as well. As per the National Achievement Survey (NAS) results in 2012, Haryana reported lower learning outcomes in reading, writing, and arithmetics to the order of 4-7% lower than the national average.

Recognizing this gap, the Department embarked on a course in the form of the Quality Improvement Programme (QIP). A vibrant remedial programme was conceptualised, with three clear learning outcome-oriented goals:

- 80% students of grade I-V to be at grade level competencies in 5 years
- 80% students from grade VI-VIII to be at grade level competencies in 7 years
- Haryana to be amongst the top-5 states in ASER, NAS and other relevant third party learning outcome surveys

QIP is an umbrella of initiatives which are based on three main themes:

- A. Shift the system's emphasis from infrastructure and enrolment to student learning.
- B. Provide better teaching materials and trainings to teachers.

- c. Build academic capacity throughout the Department and free up time and bandwidth at all levels from administrative issues to enable focus on quality.

Under these themes, several initiatives such as regular assessments, a comprehensive MIS, a range of in-class pedagogical interventions, community engagement and communication strategy, etc. were formulated and launched by the Department for the academic year 2015-2016. The Boston Consulting Group, a consulting firm is assisting the Department pro bono in implementing and running the programme.

MONTHLY ASSESMENT TESTS :

- In May 2015, in-house monthly assessment tests were introduced by the Department across the State in all government elementary schools so as to evaluate the academic strength of the children on the learning level outcomes for the given grade and competencies as per syllabi.
- To keep a check on the proclivity on the part of the teachers to leak question papers or to indulge in pre emptory teaching of the contents of question papers, it was decided that the question papers will be designed centrally by the State Council of Educational Research and Training (SCERT) and disseminated to all districts, just before the examinations.
- The results are uploaded online on the Monthly Test Monitoring System within seven days.
- In the academic year 2015-16, seven monthly tests were held. September and March tests were conducted by the Board of School Education for the State, to serve as a reality check on the results of the in-house tests.
- The results are analysed by the SCERT. A clear improvement has been found in the number of students scoring more than 50% marks across all the subjects in classes 1-8th from 42% in May 2015 to 52% in January 2016
- Continuous and comprehensive evaluation of children brings about improvement in the learning level outcomes and helps children acquire the grade-level competencies.

Learning Enhancement Programme (LEP):

- Initially remedial teaching was introduced in 3200 Government Primary Schools in the academic year 2015-16.
- It is taught through specially developed books, which focus on last 2 grades' competencies. These books are colourful, engaging and have definitely helped to catch the imagination of the children. They also incorporate modern pedagogical principles of child-centric pedagogy, activity-based learning and focus on improving the learning outcomes in children.
- LEP is integrated with the school curriculum and is conducted in the first hour of the school for three subjects, i.e., English, Hindi, and Maths.
- Under the program, 18000 teachers have been trained by the Department at the SCERT. The Department also took a decision not to transfer a teacher trained as an LEP teacher mid-session, except to another LEP school, so as to ensure an effective on ground implementation of the programme.
- Multi-tiered mentoring structure was introduced wherein 400 mentors and subject specialists provide daily guidance to teachers in class and focus on improving their pedagogy styles and skills.
- Schools, where the programme is being run have shown better attendance and improved learning outcomes as per our baseline and end-line surveys.
- **Encouraged by the initial success, the Department has decided to scale up the program to cover all 9000 odd primary schools in the State for the academic year 2016-2017.**

ACADEMIC MONITORING UTILITY

- Unique online utility designed to monitor the schools- The Academic Monitoring System (AMS), an online utility, has been put in place to sift out the issues plaguing the system at the micro level.
- Assigned number of visits and inspections to the officers right from the level of Additional Chief Secretary down to block officers.
- Online inspection forms to be filled in by the inspecting officers, auto generate issue tickets to identify basic improvement areas in the school.

- The tickets prescribe actions and also define timelines, and until resolved by the ticket-owner, it keeps reminding the owner and his reporting authority.
- It is heartening to see that with the AMS online utility was launched in 2015 October the number of uploaded inspections today exceed 3500, as on and 3000 issues have been identified for resolution.

Management Information System (MIS):

the *Parivartan* (translates into 'Change') has been designed, which captures the school, student and employee data of the Department.

- *Parivartan* serves as the backbone of the Department for all data requirements, authentication and cross verification with the field data.
- It deserves a special mention that the MIS has freed up time of teachers, who used to spend 25-30% of their total duty time in collating different data of students and schools.
- Besides better academic focus for teachers, *Parivartan* has also reduced response time to various data requirements and has helped maintain uniformity and accuracy.
- *Parivartan* also provides online services to all employees and has enabled them to access claims, leaves and other entitlements with relative ease.
- It was a humongous task to capture this data since the data base of the Department exceeded 21 lakh persons. It is a totally in-house initiative of the Departments.

COMMUNITY ENGAGEMENT AND COMMUNICATION:

- Haryana is a State with a low gender ratio of about 863 females per thousand males.
- The Prime Minister of India launched the initiative of Beti Bacaho, Beti Padhao (BBBP) on 22.01.2015 (Save Daughters, Teach Daughters).

- With a view to address the problem of low sex ratio in Haryana, the Department decided in-principle to invite all the educated girls to felicitation them in the schools at the occasion of all important national and state functions.
- Taking the idea forward, the most educated girl in the village/ ward was asked to hoist the national flag on 15th August, 2015 in the school level functions across Haryana in approximately 11000 schools under the name BETI KA SALAM RASHTRA KE NAAM. The girls of the age group of 21-29 hoisted the flag in their respective villages. The practice has continued in 2016-17 as well.
- Approximately 3 lac community members, SMC members, members of PRIs, parents and guardians participated in the school level functions. These 11,000 girls, who hoisted the flag in their respective village, were designated as Brand Ambassador of BBBP and offered honorary membership of the school management committee concerned.
- The programme got a massive response from the community. Taking encouragement from this, the Department decided to invite the mothers of infant girls born in the preceding year as guests of honour in the local school level Republic Day function
- Under Mera Pahla Gantantra Diwas programme, 21,0000 D.O. letters were sent to the 'LADOs' (beloved daughters) as an invitation requesting them to be the part of this function along with their parents & grandparents.
- This programme from received a lot of appreciation from various sections of the society and print and electronic media. The ultimate recognition for the programme came from the Hon'ble Prime Minister, who in his January 2016 edition of Man Ki Baat made a special mention of the programme.
- Another unique initiative, aimed at improving social position of Girl child, Tithi Bhojan – Kanya Janmotsav under the Government of India's flagship scheme of Mid Day Meal was launched.
- In Tithi Bhojan – Kanya Janmotsav on any given day in a given month, special meal consisting of sweets, fruits, and other savories is served to the

children. Entire local community is involved in this special Mid-Day meal , wherein birthdays of all the girl students born in that month are celebrated at the school level.

- The Department has also adopted a number of modern communication practices. It has its own Facebook page. A number of Whatsapp groups have been formed to reduce loss of time and to ensure effective communication. An in-house magazine - Shiksha Sarathi – is also published and circulated in all schools. Shiksha Sarathi lays out best practices in pedagogy and has contributions from teachers and academic researchers alike. Bulk SMSes are being used to keep the field staff updated on the Department's' agenda.

TEACHER DIARY:-

In order to inculcate discipline among teachers as well as to monitor the activities and teaching pattern and also to keep the record about the day to day activities maintenance of teacher's diary has been introduced in School Education Department. With this teacher diary the teacher can plan the topics in advance and he/ she is required to keep the record of performance of all students in various activities. The teacher's diary has complete overview of scholastic and co-scholastic attributes of students and helps in designing corrective measures or remedial measure for improving the performance of the students and is an excellent planning tool with the teachers.

All school Heads have been directed to check the teacher's diary on regular basis and issue a certificate every month about maintenance of it. Similarly DEEOs and DEOs have also been directed to monitor it closely every month. Further, all senior officers of the Department including Director General Elementary Education/Director Secondary Education are monitoring this aspect for proper and planned education. This has resulted in improvement in quality. The monitoring of the implementation of this process has also been uploaded on the Dash-board of the CM.

PROMOTION OF GIRLS' EDUCATION:

The State Government is committed to promote girl education in the State at all levels. The Government has approved the proposal for the up-gradation of schools in large number in the deficient areas of the state, to promote girl

FINANCIAL INCENTIVES:

In order to improve enrolment, attendance and retention, liberal financial assistance is being provided by the state government to almost all the students studying in the government schools , for instance free stationery ,free school bags, free uniforms. Also, free bi-cycles are being provided to SC students in classes VI and IX .

REVISION OF SYLLABUS:-

Textbooks for classes 1 to 8 have been revised by SCERT Gurgaon for academic session 2016-17 , with special focus on activity based learning . Besides, the following points have been taken into consideration in the process of development of textbooks:-

Incorporation of moral education specially the contents of Gita , cleanliness, environment Studies, content related to road safety , yoga, healthy food habits and food wastage ,vector and water borne diseases.

A detailed presentation of the QIP was made by the then Additional Chief Secretary, School Education before the Secretary, School Education, GOI in Delhi. The programme was very much appreciated by him. He assured that the State will be suitably financially assisted if it is scaled up and introduced all the primary schools.

It is pertinent to mention here that the Boston Consulting Group's participation with the Department of School Education , Government of Haryana is likely to conclude in March 2017. Ambitious initiatives like Learning Enhancement Program (remedial teaching) have been introduced in all 9000 primary schools of the state. Quality Improvement Program is the initiative of the department aimed at infusing fresh zeal into the teaching machinery. The department proposes to streamline the program in such a way that it runs on auto pilot thereafter under supervision of Initiative owner who will report to the QIP Nodal Officer at headquarter. May kindly peruse the draft proposed structure of the program and approve if agree.

May kindly turn over the leave.

DEE/DSE

One Nodal Officer JD/AD Level

Academic Monitoring	LEP	MIS	Community Engagement	Communication	MTMS	OTOC	Text Book	APAR	Training
Arun Kumar		Sh. Surender Bangar	Parmod	Pardeep Rathore	Sh Surender Sindhu	Ms Shashi Budhwar	Sh.Surender Sindhu	Ram Kumar	Smt.Kiranmayee
PO	Asstt. Dir.	Technology officer	PO	Asstt. Dir.	SCERT	PO	SCERT	PO	SECRET
Inspection related all issues	All work and coordination with SCERT	To be assisted by Balkishan Yadav	PTM, SMDC, Events, BBBP, Tithibhoj	News, Shiksha Sharthi, Advertisement Press releases to DPR	Monthly Assessment Test and Results	School Merger and Rationalization of Schools	Content development And coordination with Printing press	Printing, Distribution, Scanning, Status	Principal, Headmaster and Teacher Training, Leadership training Innovation Training
With a team of 4 members, one for each division	With a team of 4 assisting members, one for each division					To be assisted by Smt. Urmil Bangar, Dy. DEO Panchkula			To be assisted by dedicated teams for each training component .

(Meenaxee Raj, HCS)
Joint Director, (Admn. & MDM)
for Director Elementary Education,
Haryana, Panchkula