

MOJAZ
FOUNDATION

NARRATIVE REPORT FINAL

Table of Contents

| | |
|--|-----|
| List of tables | iii |
| List of figures | iii |
| 1- Introduction..... | 1 |
| 2- Project Goal..... | 1 |
| 3- Expected Outcome..... | 1 |
| 4- Project Design..... | 2 |
| 5- Summary of Achievements | 2 |
| 6- Key Outcomes | 3 |
| 7- Project Achievements- Phase 1 | 3 |
| 7.1 Stakeholders' Engagement..... | 4 |
| 7.2 Project Orientation Workshop: | 4 |
| 7.3 Assessment of the Selected Schools | 4 |
| 7.4 Diagnostic Study..... | 5 |
| 7.5 Formation of School Management Committees: | 5 |
| 7.6 School Improvement Plans..... | 5 |
| 8- Project Activities | 6 |
| 8.1 Teachers Training Workshop..... | 12 |
| 8.2 Literacy Walk | 12 |
| 8.3 Tree Plantation Campaign | 12 |
| 8.4 Medical Camps | 13 |
| 8.5 Drawing Competition..... | 13 |
| 8.6 Health and Hygiene Workshop: | 14 |
| 8.7 Sports Events:..... | 15 |
| 8.8 Resource Mobilization..... | 15 |
| 8.9 Financial Self Sufficiency Mechanism..... | 17 |
| 9- Configuration of the Educational Model..... | 18 |
| 10- Issues/ Recommendations | 19 |
| Annex-1 School Management Committees Members List..... | 20 |

List of tables

| | |
|--|----|
| Table 1: Performance Indicator GES Mohar Sharif- Narowal | 7 |
| Table 2: Performance Indicator GES Ghaziwal Khurd- Narowal | 7 |
| Table 3: Performance Indicator GES Kotli Sindhowan- Narowal..... | 8 |
| Table 4: Performance Indicator GES Chandowal Kalan- Narowal | 8 |
| Table 5: Performance Indicator GHS Manak- Narowal | 9 |
| Table 6: Performance Indicator GHS Ransiwal- Narowal..... | 9 |
| Table 7: Performance Indicator GGES Aima Qazian- Narowal | 10 |
| Table 8: Performance Indicator GGHS Saddowala Uncha- Narowal | 10 |
| Table 9: Performance Indicator GGES Dhudiala- Narowal | 11 |
| Table 10: Performance Indicator GGGCMES Faleezepur - Narowal..... | 11 |

List of figures

| | |
|---|----|
| Figure 1: Issues and constraints hampering quality of service delivery of education | 1 |
| Figure 2: Project Design | 2 |
| Figure 3: Visual description of Model for Quality of Education Improvement..... | 18 |

1- Introduction

The education scenario in Pakistan is operating in an environment, which is experiencing multiple challenges. The most dominant among these are; *lack of capacity to manage educational institute, centralized decision making, lack of financial autonomy, paucity of funds, lack of performance incentive for teaching staff and school management, apathy of parents, and last but not least, poverty*. The figure 1 below provides a pictorial depiction of issues, which are hampering the quality of service delivery in education.

Traditionally there have been repeated efforts to reverse the downward trend in the standards of education service delivery in shape of teachers capacity building, parent teachers management committees capacity building, education sector reforms assistance program, missing facilities program. All programs suffered a varying degree of failure, and the most prominent reason for failure is the improper involvement of the stakeholders, lack of mobilization of concerned stakeholders, lack of understanding the capacity gaps, and one-size-fits-all like solutions. The project—implemented by Mojaz Foundation—focused on implementation of a **need based approach**. The project is based on the needs of the educational institution and took all the relevant stakeholders on board.

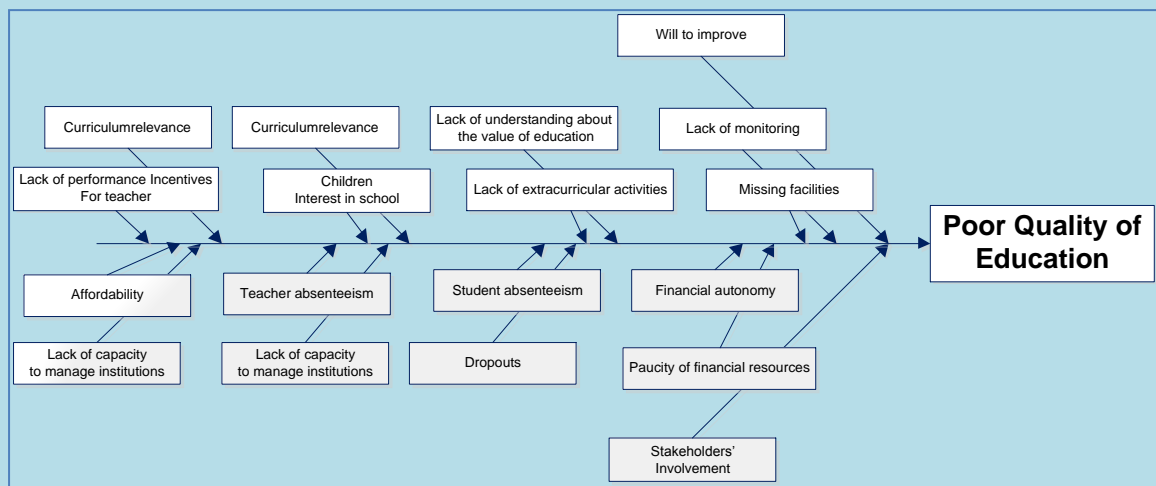


Figure 1: Issues and constraints hampering quality of service delivery of education

2- Project Goal

The project has been implemented with the overall goal to develop a scalable model for the improvement of quality of education in primary and higher secondary education. In order to achieve this goal the project aimed at developing a model of school management which is self sufficient to meet the financial requirements of educational institutions, whereby teachers and students are motivated, and parents are taking due interest in the management of the institutions.

3- Expected Outcome

Successful implementation of the project will result in development of a **Model for Management of Educational Institutions**, which has the capacity to improve the education in short term, and improved quality of education in Narowal and other areas of Pakistan in the long run.

4- Project Design

The project design is based on a methodology i.e. Understanding the context – stakeholders Consultation—Participatory Solution Development—Implementation—Participatory Monitoring—Participatory Learning.

The visual presentation of the model is depicted in the figure below.

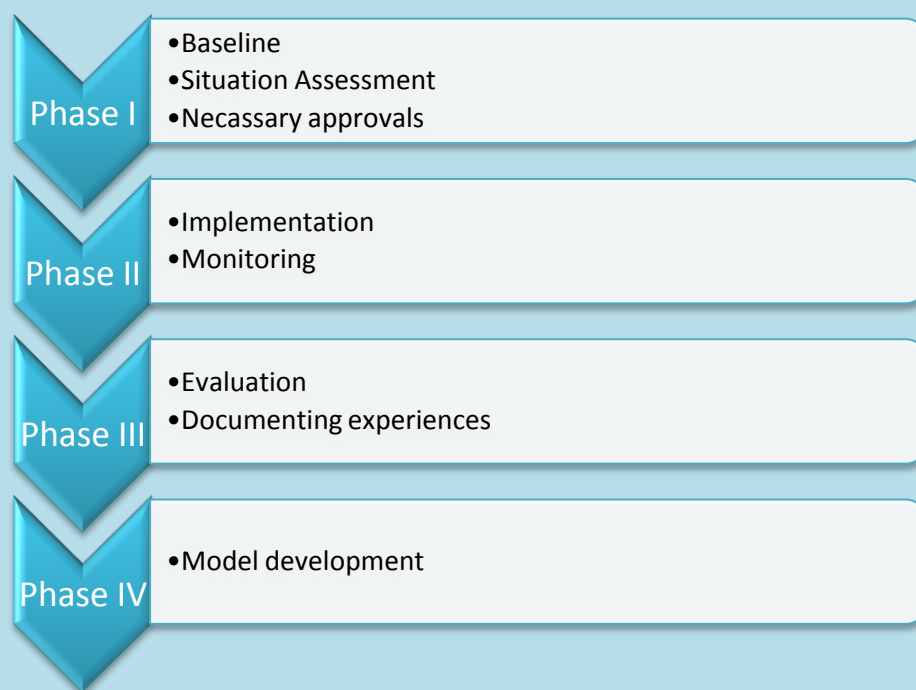


Figure 2: Project Design

5- Summary of Achievements

The project started in October 2011. At the initial stage, the focus remained on developing liaison and coordination with the district government official for necessary approvals. The most important step was to select the schools for the project implementation. This was accomplished by signing a MOU with the district government for taking approval for the selection of schools. After selecting the schools in consultation with the district government, as a first step, MOJAZ conducted diagnostic study of 10 schools to find out problems and causes of poor service delivery in respective schools in Narowal. The results of the diagnostic study were shared with key stakeholder in a workshop. The participants of the workshop included EDO Education, Narowal, Deputy Education Officer, Head Teachers from schools selected for the project. The EDO education appreciated MOJAZ efforts in taking up the challenge to improve the quality of education in elementary schools and requested the key stakeholders to extend their full cooperation and support to facilitate MOJAZ in the implementation of the project.

The community involvement in the improvement of quality of education has been considered as an important aspect under the project. In this regards MOJAZ formed ten school management committees. These committees have representation from parents and head teachers. MOJAZ focused on capacity building of these committees. Members of these committees are taking active part in the implementation of the project.

After conducting the diagnostic study and sharing results with the key stakeholders, School Education Improvement Plans were prepared, which included the major areas in which the respective schools

needed improvements like; infrastructure improvement, learning environment improvement, improving student's attendance, introducing extracurricular activities in schools etc. On the basis of these plans MOJAZ planned and implemented identified drawing competition, sports events and capacity building of School Management Committees, performance incentives, income generation activities, and resource mobilization.

6- Key Outcomes

The goal of the project, implemented in Narowal, was to develop a model which is financially self sustainable able to improve the quality of education. The project achieved the following outcomes;

- Model Development for education management
 - A model for the management of education institutions is developed, which has been successfully implemented and resulted in achievement of overall goal i.e. improved education performance.
- Ownership of the model by Stakeholders
 - The success of any development intervention is dependent on the ownership by the stakeholders, the implementation of the project has resulted in creating ownership by the stakeholders i.e. district government, parents, alumni, students, local philanthropists.
- Internal Resource Mobilization Mechanism
 - The project has been able to mobilize resources—financial and in-kind—and in almost all schools stakeholders has contributed towards improving quality of education. Each of the project school is linked with an economic activity, which is supporting schools to attain financial self-sufficiency.
- Improvement in student performance
 - The students' performance in terms of educational attainment and attendance has shown a marked increase.
- Improved teachers performance
 - A sense of achievement and recognition is inculcated among the teachers, which is attributable to the incentives given to the best performing teachers. The teachers' absenteeism has been controlled and teachers are performing their duties with commitment.
- Improved learning environment
 - Schools' physical environment has been improved considerably, as more resources are available than before
- Capacity for Strategic Management
 - The capacity to manage schools through "Strategic Management" has been developed in the school management. This capacity to developed strategic management plan has been instrumental in project implementation and in supporting overall quality of education.
- Establishment of Monitoring Mechanism
 - A system for monitoring of schools performance has been established, now monitoring is done through the School Management Committees supported by Management Information System

7- Project Achievements- Phase 1

The following sections describe various preparatory activities, essential for project implementation, conducted under the umbrella of the project.

7.1 Stakeholders' Engagement

The stakeholders' participation is the cornerstone of any development intervention, so all relevant stakeholders were engaged which led to successful implementation of the project. In this regard, an MoU was signed with the district government under which MOJAZ Foundation was permitted to operate in selected schools of district Narowal. Schools' selection was carried out in consultation with the district education department. The list of schools is given below;

| S.No | Name of School | EMIS Code | Type | Level |
|------|---------------------|-----------|-------|------------|
| 1 | GES Mohar Sharif | 34410173 | Boys | Elementary |
| 2 | GES Ghaziwal Khurd | 34410190 | Boys | Elementary |
| 3 | GES Kotli Sindhowan | 34410139 | Boys | Elementary |
| 4 | GES Chandowal Kalan | 34410051 | Boys | Elementary |
| 5 | GHS Manak | 34410030 | Boys | High |
| 6 | GHS Ransinwal | 34410053 | Boys | High |
| 7 | GGES Aima Qazian | 34410080 | Girls | Elementary |
| 8 | GGHS Saddo Wala | 34410036 | Girls | High |
| 9 | GGES Dhudiala | 34410076 | Girls | Elementary |
| 10 | GGCMES Faleez Pur | 34410483 | Girls | Elementary |

7.2 Project Orientation Workshop:

An orientation workshop was organized to introduce the project to key stakeholders, as it was one of the basic components in project design. The objectives of the Orientation Workshop are; Sharing the project design, creating rapport among stakeholders, getting buy-in from stakeholders

Following officials participated in the Orientation Workshop.

- CEO MOJAZ Foundation, Mr. Ramesh Arora
- EDO Education, Narowal
- Deputy Education Officer
- Head Teachers from schools, selected for project
- Manager Micro Finance
- Project Coordinator
- School Coordinators
- Management Executive Microfinance



Picture 1: Orientation workshop

The workshop resulted in establishing a working relationship among key stakeholders.

7.3 Assessment of the Selected Schools

A baseline study was conducted in each of the ten schools to find out the prevailing situation at the time of project initiation, so that impact can be measured. These studies were conducted by using a structured

methodology i.e. through administering a survey based on a checklist, an in-depth investigation through focus group discussion and through community meeting in larger groups. Baselines studies for each school was finalized after triangulating the information collected from multiple sources to add creditability to the information.

7.4 Diagnostic Study

Based on baseline studies, a diagnostic report has been compiled covering the key areas for improvement and identification of resources required for such improvements. The diagnostic report has been used as an input to the process of strategic management, and developing school specific Education Improvement Plans (SEIPs).

7.5 Formation of School Management Committees:

Formation of School Management Committee is formalizing the process of stakeholder management in school Management. Under the project School Management Committees were formed for each school their capacity building was done by Mojaz Foundation. For creating financial discipline their accounts has been opened and funds transferred to their accounts for inculcating financial autonomy, which is one of the fundamental component of project design. .

7.6 School Improvement Plans

After completion of the baseline study and preparation of diagnostic report, the major step towards planning improvement in the quality of education in selected schools was preparation of ten schools specific School Education Improvement plans. These School Education Improvement Plans served as the basis of the overall implementation of activities aimed at improving quality of education in selected schools. The key areas defined under SEIPs are summarized below.

- ✓ Infrastructure Improvement
- ✓ Improve Learning Environment
- ✓ Improve Students' attendance and reduce absenteeism
- ✓ Introduce extracurricular activities in schools
- ✓ Performance Incentives for teachers
- ✓ Performance incentives for students
- ✓ Stakeholders' involvement and resource mobilization

- ✓ Improve general health and hygiene situation of school

Synopsis of Project Achievements

- Baseline studies of 10 schools compiled
- Diagnostic report based on 10 baseline studies prepared
- Orientation provided to the key stakeholder through Orientation workshop
- School Management Committees formed in all ten schools:
- Regular monthly meetings conducted for planning, implementation and monitoring
- Mentoring sessions held for each of the committees;
- A coordination mechanism between committees—school management—Mojaz Foundation has been established
- School Education Improvement plans prepared for 10 schools
- Extra Curricular Activities as per the School Improvement Plan conducted for ten schools which include; Drawing Competition, Sports Days, Health and Hygiene Workshops, walks and other activities.
- IT Infrastructure provided to schools
- Financial sustainability mechanism in progress
- Grand Prize distribution ceremony conducted
- District Administration widely acknowledged efforts done under the project and want this process replicated in other schools of Narowal
- 10 Agreements of land for Tunnel Farming
- Plantation Event conducted in 10 Project Schools
- Registration of 10 School Management Committees
- Training on Tunnel Farming for SMC members
- Exposure visit at MOJAZ Agri farm for SMC members

8- Project Activities

As per the SEIPs the identified activities were implemented in each school. Tables given below provide a snapshot of the activities in each school, and the following sections describe activities in details.

School Name: GES Mohar Sharif

| Activities | Activity Status |
|--|--|
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committees (SMC) formation | Formed and 10 meetings conducted |
| School Education Improvement Plan (SEIP) preparation | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |
| Sports events | Completed |
| Student data collection | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Muhammad Sarwar Best teacher |

| | |
|---------------------------|--|
| | Award) |
| Scholarships for students | Ali Haider Class 5 Best student |
| MIS for school | Deployed |
| Medical camp | Conducted on 19 th September 2012 |
| Enrollment campaign | Completed |

Table 1: Performance Indicator GES Mohar Sharif- Narowal

| School Name: GES Ghaziwal Khurd | |
|--|--|
| Activities | Activity Status |
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committee (SMC) formation | Formed , 10 meetings conducted |
| School Education Improvement Plan (SEIP) preparation | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 participated by 3 Students (Aleem, 7 th class, Muhammad Abdullah, 6 th class, Shamaon 7 th class) |
| Sports events | Completed |
| Establishment of library | In process (meetings with SMC/Alumni) |
| Student data collection | Completed |
| Enrolment campaign | Completed, resulted in 57% % improvement |
| Incentives for teachers on good performance | Conducted, (Azhar Ali, Best Head teacher due to increase highest Enrollment), (Azra Majeed, Best Teacher) |
| MIS for school | Deployed |
| Large Community Meetings (LCMs) | LCM conducted once for the formation of SMC |
| Medical Camp | Conducted on 22 nd September 2012 |
| Plantation Event | Completed |

Table 2: Performance Indicator GES Ghaziwal Khurd- Narowal

| School Name: GES Kotli Sindhwan | |
|--|---|
| Activities | Activity Status |
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committee (SMC) formation | Formed, 9 meetings conducted |
| School Education Improvement Plan (SEIP) preparation | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |
| Health & Hygiene Week | Conducted from 4th May, 2012 |
| Meetings with School Management | Conducted meetings with SMC 9 times |
| Sports events | Completed and got first position in Cricket Match and received cricket kit(track suit and cricket tools |

| | |
|---|--|
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Jan Muhammad. Best Teacher), (Nazir Ahmad Head teacher, awarded kits of Cricket team) |
| MIS for school | Deployed |
| Large Community Meeting | LCM conducted once for the formation of SMC |

Table 3: Performance Indicator GES Kotli Sindhowan- Narowal

School Name: GES Chandowal Kalan

| Activities | Activity Status |
|---|--|
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committees (SMC) formation | Formed, 9 meetings conducted |
| School Education Improvement Plan preparation | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |
| Health & Hygiene Week | Conducted from 3rd May, 2012 |
| Sports events | Completed |
| Establishment of library | Established |
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Shakila Ishaq Best Teacher, Manzor Ahmad Chohan, best head teacher due to good result among Boys Elementary Schools), and awarded kit of Foot ball team and tools. |
| Scholarships for students | Provided to (Shahid Majeed 5 th class, Honey Masih 8 th class, Muhammad Usama 8 th class) |
| MIS for school | Deployed |
| Plantation Event | Completed |
| Large Community Meeting | LCM conducted once for the formation of SMC |

Table 4: Performance Indicator GES Chandowal Kalan- Narowal

School Name: GHS Manak

| Activities | Activity Status |
|--|---|
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committees (SMC) formation | Formed, 9 meetings conducted |
| School Education Improvement Plan (SEIP) preparation | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |

| | |
|---|--|
| Large Community Meeting | LCM conducted once for the formation of SM |
| Sports events | Completed |
| Establishment of library | Books provided |
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Muhammad Ali,Best teacher),Muhammad Arif Khokhar,Best Headteacher awarded Shield due to good result among high Schools |
| Scholarships for students | Provided to (Azhar Mushtaq,5 th class, Muhammad Mobeen Zubair,5 th class, Shehzad Phool,8 th class, Usman Nazeer,8 th class) |
| MIS for school | Deployed |
| Plantation Event | Conducted |

Table 5: Performance Indicator GHS Manak- Narowal

| School Name: GHS Ransiwal | |
|---|--|
| Activities | Activity Status |
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committees (SMC) formation | Formed, 8 meetings conducted |
| Prepared School Education Improvement Plan (SEIP) | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |
| Sports events | Completed |
| Establishment of library | Books provided |
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Pervaiz Shehzad ul Haq, Best Teacher) |
| Scholarships for students | Provided to (Muhammad Muzammal Toor,8 th class, Muhammad Bilawal,9 th class) |
| MIS for school | Deployed |
| Large Community Meeting | Conducted LCM once for the formation of SMC |
| Plantation event | Conducted |

Table 6: Performance Indicator GHS Ransiwal- Narowal

| School Name: GGES Aima Qazian | |
|--|---|
| Activities | Activity Status |
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committee (SMC) formation | Formed, 10 meetings conducted |
| School Education Improvement Plan (SEIP) preparation | SEIP compiled |

| | |
|---|--|
| Drawing competition | Conducted on 10 April, 2012 |
| Health & Hygiene Week | Conducted from 5 th May, 2012 |
| Sports events | Completed |
| Establishment of library | Books provided |
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Shama Nawaz,Best Teacher Khalida Shamim, Head teacher awarded 20 thousands |
| Scholarships for students | Provided to (Bushra Nazeer,5 th class, Amara Shehazadi,5 th class, Afshan Nazeer,8 th class, Tehmina Andleeb,8 th class) |
| MIS for school | Deployed |
| Plantation Event | Conducted |
| Large Community Meeting | Conducted LCM once for the formation of SMC |

Table 7: Performance Indicator GGES Aima Qazian- Narowal

| School Name: GGHS Saddo Wala | |
|---|--|
| Activities | Activity Status |
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committees (SMC) formation | Formed, 9 meeting conducted |
| Prepared School Education Improvement Plan (SEIP) | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |
| Health & Hygiene Week | Conducted from 2 nd May, 2012 |
| Sports events | Completed |
| Establishment of library | Operational |
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Kaneez Fatima,Best Teacher , Tabassam Nazli, Head teacher awarded 20 thousand |
| Scholarships for students | Provided to (Iqra Qabir, 8 th class,Soha Yaqoob, 9 th class,Khalida Khadim, 9 th class,Zarnab Ashraf,10 th class, Nabila Karamat 10 th class) |
| MIS for school | Deployed |
| Large Community Meeting | Conducted LCM once for the formation of SMC |

Table 8: Performance Indicator GGHS Saddowala Uncha- Narowal

| School Name: GGES Dhudiala | |
|----------------------------|-----------------|
| Activities | Activity Status |

| | |
|---|--|
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committees (SMC) formation | Formed, 8 SMC meeting conducted |
| Prepared School Education Improvement Plan (SEIP) | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |
| Sports events | Completed |
| Establishment of library | Books are provided |
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Rahila Yasmeen,Best teacher, Naseem Akhtar,Headteacher awarded Sheild due to 100% result in 5 th and 8 th class) |
| Scholarships for students | Provided to (Fariha Shabir,5 th class,Nabila Abdul Kareem 5 th class, Ayesha Zahid,8 th class, Deebea Saddique 8 th class) |
| MIS for school | Deployed |
| Large Community Meeting | Conducted LCM once for the formation of SMC |

Table 9: Performance Indicator GGES Dhudiala- Narowal

| School Name: GGGCMES Faleez pur | |
|---|--|
| Activities | Activity Status |
| Baseline | Completed |
| Provision of ICT Infrastructure | Computer and other peripherals provided |
| School Management Committee (SMC) formation | Formed, 10 SMC meeting had been conducted |
| Prepared School Education Improvement Plan (SEIP) | SEIP compiled |
| Drawing competition | Conducted on 10 April, 2012 |
| Sports events | Completed |
| Establishment of library | Books have been provided |
| Attendance collected of each student of all classes | Completed |
| Results collected of each class | Completed |
| Enrolment campaign | Completed |
| Incentives for teachers on good performance | Conducted, (Sumaira Hanif,Best teacher, , Misbah Sherazi,awarded 20 thousands |
| Scholarships for students | Provided to (Ayesha Bibi,8 th class, Rimsha Sattar 8 th class,Hira Jaffar 8 th class) |
| MIS for school | Deployed |
| Large Community Meeting | LCM conducted once for the formation of SMC |
| Plantation Event | Completed |

Table 10: Performance Indicator GGGCMES Faleezepur - Narowal

8.1 Teachers Training Workshop

A workshop was conducted for training head teachers in institutional management and improving quality of education, this workshop was participated by head teachers from 10 schools, and project staff. The workshop was highly productive as the participants shared that they had never been engaged in similar activity during their career.



8.2 Literacy Walk

For creating awareness about the significance of early education among parents of children in school going age various activities were conducted during the project lifetime, like door to door literacy campaign, mobilization of parents for enhancing enrollment. A much appreciated event was the literacy walk. People from all walks of life participated in this activity. At the

end of the walk participants resolved to do extensive efforts for bringing out of school children in schools.

8.3 Tree Plantation Campaign

School's physical environment is equally important for creating a learning atmosphere, in this context a need to plant trees in schools was highlighted in almost all of the school improvement plans. Arrangements with district forest department were made and free saplings were provided to schools for plantation and saplings were planted. School management decided that tree plantation will be a regular feature and through this, they can make schools physical environment healthy.





8.4 Medical Camps

Three medical camps were organized under the project in collaboration with district health department. The purpose of these medical camps was to screen children for their basic health, over 600 children attended and benefit from these camps. District health department and school administration agreed on making this activity a regular feature and hold similar medical camps at least twice a year.

8.5 Drawing Competition

A drawing competition was organized at Govt Elementary School Mohar Sharif for students from all 10 schools. The competition was organized on the invitation of UNESCO on Global Action week planned from 22-28 April 2012. The theme of the contest was "Early Childhood Care and Education". Children were asked to draw by asking questions like, "What is your favorite activity?" "What do you enjoy doing when you are at school/home", "How do your parents and other family members show their care towards you?" The drawings, selected based on the quality, were then submitted to UNESCO online. The activity provided



not only an opportunity to be part of a larger activity but also it provided students an opportunity to express their artistic capabilities. Students and school management expressed their keen interest in similar activities, and they were of the view that similar activities be conducted in future for creating a pleasant learning environment.

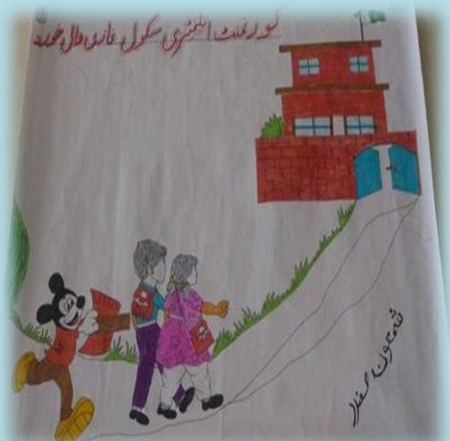
Student's views on the drawing contest:

Aleem's:



Before this event I used to draw but never realized that it could be that much fun. Never knew that I can do it at school also. Now when I see my drawing hanging on my classroom wall, I feel so good. I believe that

all my friends should also learn this art.



Shamaon's view:



My drawing placed on the wall of my classroom reminds me of my potential

8.6 Health and Hygiene Workshop:

MOJAZ education project team, while conducting baseline survey of 10 schools selected for the project, came across the information that revealed that a large majority of students and teachers were not aware of the importance of the personal hygiene. Very often, this resulted in school absenteeism. Therefore, in order to contribute toward reducing absenteeism from schools, the health and hygiene improvement has been included in the school education improvement plans formulated for 10 schools on the basis of the baseline study.

Under the Punjab Government health sector reforms programme, the government has devised school health education programme for all government schools of Punjab and this programme is aimed at improving health condition of children. One of such activities is Referrals/screening of children above 5 year for which the government has appointed medical officers at BHU and THQ level. Among other activities is celebration of MNCH (Mother and child health) weeks. This year, the first week of May was celebrated as MNCH week. MOJAZ in collaboration with district government Narowal celebrated this event in all of the project schools.



The specific objectives of the celebration were as follows:

Objectives:

- To raise awareness among students and teachers on health and hygiene
- To promote proper hand washing practices amongst students
- To facilitate screening and referral of students

These events were participated by teachers, students, parents, and school management committee members. All the participants were of the view that similar events should be organized more frequently as they provide multiple benefits like, creating awareness, improving health, and provide an opportunity to interact. In total over **1400** students participated in these workshops.

8.7 Sports Events:

Avenues for extracurricular activities create an enabling environment for education at schools, and the opportunity for extracurricular activities came as a need during the development of SEIPs. In this regard Mojaz Foundation organized grand sports events separately for boys and girls.

For boys, cricket and football matches and for girls athletics were organized. The purpose of organizing such activities was to provide a healthy learning environment.

The sports event was conducted during 16th to 19th May 2012 at District Complex Ground Narowal. Students from six project schools (GES Chandowal, GES Kotli Sandowan, GES Ghazi wal, GHS Ransinwal, GHS Manak and GES Mohar sharif) actively participated in the events.. The DCO, Narowal and CEO, MOJAZ were invited as chief guests. The children seemed very excited to



participate in these events and expressed their desire to have more such events in future.

8.8 Resource Mobilization

Internal resource Mobilization, through harnessing the potential of indigenous philanthropist, holds a pivotal role in attaining financial self-sufficiency for educational institutions. Following resources have been mobilized for the respective schools.

| School Name | Resource Mobilized |
|-------------------|--|
| GGCMES Faleez Pur | <ul style="list-style-type: none">Rana M. Yousaf will donate electric water cooler after vacationAll SMC members will donate furniture for class nurseryMr. Abdul Rasheed donated land (1 Acre) for tunnel farming |

| | |
|---------------------------------|---|
| GGES Dhaddiala | <ul style="list-style-type: none"> • Mr. M. Arshad Malhi donated land (1.5 Acres) for school ground • Mr. M. Ashfaq donated an electric water cooler • Mr. M. Arshad Malhi donated furniture • All SMC members will provide a land for tunnel farming |
| GBHS Ransinwal | <ul style="list-style-type: none"> • All SMC members donated plants for school |
| GES Mohar Sharif | Mr. Allah Ditta donated 150 takhties for class Nursery, One, Two & Three |
| GGES Aima Qazian | <ul style="list-style-type: none"> • SMC and School Management collected funds and constructed a room for students • Mr. Abdul Ghafoor donated 27 school bags for position holders and a shield for H/M • All SMC members donated plants for school • All SMC members will donate land for tunnel farming |
| GES Kotli Sindhwan | <ul style="list-style-type: none"> • Whole community of the village and SMC members collected funds Rs.25000/- school ground leveling • All SMC members provided plants for school |
| GES Ghaziwal | <ul style="list-style-type: none"> • Mr. Haji M. Rafique donated uniforms for 30 students • Mr. M. Ashraf donated uniforms for 9 students of Rs. 12600/- • Mr. Haji M. Ali donated 50 trolley load for school ground leveling • Mr. Iftikhar Ahmed donated Rs.10000/- for ground leveling • Rs. 3000/- were contributed from school fund for ground leveling • School Staff contributed Rs. 2000/- for ground leveling • Haji Shaukat donated Rs.7000/- for School ground leveling |
| GGHS Saddowal | <ul style="list-style-type: none"> • Mr. M. Ilyas donated 3000 bricks for construction of school boundary wall • School management provided plants for school • SMC members will try to transfer a land of State Land (Shamlat) for extension of |

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| | school ground |
| GES Chandowal | <ul style="list-style-type: none"> • SMC and School Management provided plants for school • SMC members donated 9 dust bins for class rooms • SMC members donated 12 geometries for position holders |
| GGCMES Faleez Pur | <ul style="list-style-type: none"> • Rana M. Yousaf will donate electric water cooler after vacation • All SMC members will donate furniture for class nursery • Mr. Abdul Rasheed will donate land (1 Acker) for tunnel farming |
| GGES Dhaddiala | <ul style="list-style-type: none"> • Mr. M. Arshad Malhi donated land (6 kanal) for school ground • Mr. M. Ashfaq donated an electric water cooler after vacation • Mr. M. Arshad Malhi will donate furniture for class three after vacation • All SMC members will provide a land for tunnel farming |
| GBHS Ransinwal | <ul style="list-style-type: none"> • All SMC members donated plants for school |

8.9 Financial Self Sufficiency Mechanism

During the process of strategic management paucity of financial resources emerged as major constraint in education improvement. It was highlighted the regular budget does not permit creativity in school management, so it was decided in the strategic management process that income generation activities will be financed and initially supported by Mojaz foundation. A consensus was evolved on developing model tunnel farms for each school, which can augment financial resources of schools.

Philanthropist of the area donated Land and Mojaz Foundation provided financial and technical resources necessary for establishment of farm. In this regards orientation sessions were organized at model farm Kartapur, district Narowal, and members of school management committees have been trained in the operation and maintenance of tunnel farms. 10 tunnel farms have been established one for each school. These economic opportunities will help educational institutions in attaining financial autonomy and creating vibrant educational facilities.

9- Configuration of the Educational Model

Based on the experience acquired during the implementation of the education project, a model is evolving, which can help in improving the quality of education. It is required that more time be given for the incubation of the model and observe its impact. However, it is expected that there are various dimensions of the educational model, expressed in the space below.



Figure 3: Visual description of Model for Quality of Education Improvement

- 1- Understanding the context- Baseline: conducting ground assessment is the basic building block for development of any model. The baseline should include information on physical, human, and financial resources.
- 2- Strategic Planning: Subsequent to taking stock of the pre-project situation i.e. Baseline, a strategic plan is developed based on what is the short term objective and long terms goals, and resources required for achieving those targets.
- 3- Resource Mobilization: Based on the strategic plan resource mobilization plan is developed which covers areas like; timing of resource mobilization, type of resources required i.e. financial, human, technical.
- 4- Stakeholders' engagement: Stakeholders should be identified and should be taken on board at every stage of decision making.
- 5- Inclusive Management: This is of fundamental importance as the appropriate management can make or break an institution, so an effective school management committee with appropriate capacity and authority plays an apex role in improving quality of education
- 6- Financial Autonomy: Paucity of financial resources is an impediment towards delivery of quality education, and financial autonomy has positively contributed towards improving quality of education.
- 7- Capacity Building: An effective model comprise of measures for improving the capacity of teaching and administrative staff of an educational institute, it has been found that capacity building

- 8- Incentive regime for students and teachers; Incentives have been found as having strong correlation with quality of education and it is suggested that there should be a mix of cash and non cash incentive system available for any educational institution
- 9- Continuous monitoring and improvement: Continuous monitoring by the key stakeholders and authorities is important for improvement of quality of education, and lessons learnt during the monitoring should be used for the quality enhancement

10- Issues/ Recommendations

Although the project has achieved its important milestones and the planned activities are completed but the **scale-able** model is evolving and needs more time for incubation.

An investment has gone into the project, so discontinuity in the funds availability will hamper the realization of the expected benefits, so it is requested to the funding agency that financial support to the project may be continued for another year.

Currently MOJAZ has successfully achieved all the milestones, except for the financial self sufficiency arrangement. The community and the line agencies are on board, taking active part in the project activities and a substantial progress has been made in the project implementation by completing all the activities planned and heading towards the goal. In order to create financial self sufficiency model(s) it is essential that the model should be incubated for another year through engagement with the key stakeholders, financial and technical support.

Annex-1 School Management Committees Members List

| Members Name | Designation |
|--|----------------------|
| Govt. Faleezpur Girls Community Model Elementary School | |
| Misbah Sherazi | Chair Person |
| Abdul Rashid | Co -Chair Person |
| Chaudary Roshan | Parents Member |
| Muhammad Sain | Parents Member |
| Saeed Masood Hussain | Parents Member |
| Haji Muhammad Sharif | General Member |
| Rana Muhammad yousaf | General Member |
| Govt. Girls High School Sadowala | |
| Tabassam Nazli | Chair Person |
| Muhammad Ismail | Co -Chair Person |
| Razia | Parents Member |
| Barkat Ali | Parents Member |
| Haneefa | Parents Member |
| Zubaida | General Member |
| Muhammad Shehzad | General Member |
| Govt. Elementary School Ghaziwal | |
| Azhar Ali | Chair Person |
| Shoukat Ali | Co -Chair Person |
| Rehmat Ali | Parents Member |
| Mushtaq Ahmad | Parents Member |
| Muhammad Kabeer | Parents Member |
| Muhammad Ramazan | General Member |
| Muhammad Ashraf | General Member |
| Govt Boys High School Ransinwal | |
| Iftikhar Ahmad | Chair Person |
| Akbar Ali | Co -Chair Person |
| Muhammad Ramazan | Joint Account Holder |
| Ayoub Masih | Parents Member |
| Muhammad Bashir | Parents Member |
| Shoukat Ali | Parents Member |
| Niaz Ali Azad | Parents Member |
| Abdul Sattar Samad | Parents Member |
| Mair Din | General Member |
| Muhammad Hussain | General Member |
| Muhammad Rafeeq | General Member |
| Govt. Boys High School Manak | |
| Haji Muhammad Arif Khokhar | Chair Person |
| Muhammad Iqbal | Co -Chair Person |
| Doctor Muhammad Sadaq | Parents Member |
| Malik Ajaz Ali | Parents Member |
| Malik Sakhawat Ali | Parents Member |
| Malik Ghulam Rassol | Parents Member |
| Muhammad Awais | Parents Member |
| Muhammad Jamil | General Member |
| Nazeer Ahmad | General Member |

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| Govt. Girls Elementary School Dhudiala | |
| Naseem Munawer | Chair Person |
| Ishfaq Ahmad | Co -Chair Person |
| Naseer Ahmad | Parents Member |
| Tahira | Parents Member |
| Haji Sikhawat | Parents Member |
| Hazra Bibi | Parents Member |
| Khalida | Parents Member |
| Shahid Mehmood | General Member |
| Muhammad Arshad | General Member |
| Govt. Elementary School Kotli Sandowan | |
| Nazeer Ahmad | Chair Person |
| Muhammad Ishfaq | Co -Chair Person |
| Khadam Hussain | Parents Member |
| Arif Hussain | Parents Member |
| Muhammad Rafiq | Parents Member |
| Khalid Mehmood | General Member |
| Muhammad Ashiq | General Member |
| Govt. Elementary School Chandowal | |
| Manzor Ahmad Cohan | Chair Person |
| Muhammad Anwer | Co -Chair Person |
| Hafiz Ghulam Muhammad | Parents Member |
| Muhammad Arshad | Parents Member |
| Shahid Mehmood | Parents Member |
| Asif Naeem | Parents Member |
| Ijaz ul Hassan | Parents Member |
| Muhammad Yousaf | General Member |
| Muhammad Ali | General Member |
| Govt. Girls Elementary School Aima Qazian | |
| Kalida Shamim | Chair Person |
| Bushra Hamid | Co -Chair Person |
| Shaista Perveen | Parents Member |
| Safina Kousar | Parents Member |
| Rehana Khalid | Parents Member |
| Tasneem Kousar | Parents Member |
| Farzana Kousar | Parents Member |
| Zulqarnen | General Member |
| Muhammad Daod | General Member |
| Govt. Elementary School Mohar Sharif | |
| Arfan Nadeem | Chair Person |
| Muhammad Akram | Co -Chair Person |
| Fiaz Hussain | Parents Member |
| Hadalet Ali | Parents Member |
| Muhammad Asghar | Parents Member |
| Muhammad Sadique | Parents Member |
| Ghulam Fared | Parents Member |
| Akbar Ali | General Member |
| Muhammad Akram | General Member |