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Strengthening of School Management

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Education is an inevitable fundamental need of human being for the holistic development. Quality of life is possible upon the qualitative education. Despite the significant achievement in access to education, there is an utmost need of the additional efforts for the enhancement of quality of education.

In this regard, School Sector Reform Program (SSRP) focusing on an equitable access to quality of education and school management has been adapting the policies and strategies to implement various initiatives to ensure right to education for all. Single effort of the government for the successful implementation of the national campaign on "Education for All " may not be adequate. It needs collective effort and commitments of educational stakeholders and actors including development partners. In this regard, the government has been initiating capacity development of all stakeholders from the center to the grassroot level for the formulation and updating the School Implement Plan (SIP) with the technical support from SISM2. The Project activities focuses on strengthening school management adopting decentralized education planning approach. The Project has been providing technical support in the formulation and updating SIP. Also, the project has been supporting capacity development of the stakeholders from Central, Regional, District, Resource Centers and to School levels following cascade module training, and development and distribution of training and reference materials in collaboration with Department of Education since the current year 2014/15.

I do believe that the enhancement of educational quality is possible through the improved school management following the decentralized educational plan and its effective implementation. Similarly, it is expected that the Project will be crucial in bridging the educational plans of various levels contributing to educational development in Nepal in days to come.

Successful Completion of District Training of Trainers (D-ToT) for Capacity Development in SIP Formulation and Updating in 30 Districts

SISM2 conducted D-ToT for capacity development in SIP formulation and updating in 30 districts of Central and Western Regions. It started in December 2014 and completed in early March. There were great effort and dedication of DEOs, D-ToT facilitators, School Supervisors, RPs, teachers, other DEO officers, and participants to achieve the objective of the training. SISM2 would like to thank all the stakeholders involved.

DoE and SISM2 also conducted D-ToT joint monitoring in five selected districts (intensive monitoring districts): Dadeldhura, Sankhuwasabha, Kalikot, Bhaktapur, and Kapilbastu, collaborating with the government. This time, joint monitoring teams consisted of MoE/DoE officer, RED, and SISM2 team members. Resource Center-level Workshop (RCW) and School-level Workshop (SLW) will also be monitored jointly in the five districts from March 2015 onwards.

The following are the reflections from six districts about D-ToT. Also, Mr. Arjun Dhakal, Section Officer of Program and Budget Section, DoE, shares his experience of joint monitoring of D-ToT in Kapilbastu.



Kavrepalanchok: Ms. Yamuna Pokhrel, School Supervisor



“Success comes with planning” -this becomes true only when there is an effective implementation. When the related stakeholders have an active participation with ownership, it will bring effective implementation.

SIP has been implemented in all schools since 2001/02 for the overall development of schools along with decentralization in the country. This year, capacity development training for SIP formulation and updating has been conducted with the coordination of the government and JICA's technical support. The training assures the active participation of all stakeholders in SIP formulation. This cascade training was the most effective one among the trainings in the past at school-level.

SIP is a micro plan developed by local stakeholders of schools based on identification of the school needs. It is also one of the schemes of

decentralization of education plan. In the current situation, SIP is considered as a capable improvement mechanism to fulfill the target of SSRP. SIP includes some specific topics identified by the stakeholder's workshop, and it is finalized and approved by SMC. In my experience, SISM cascade training model is appropriate one among the different training structures related to education. It was a good opportunity to participate in the training like Regional-level ToT (R-ToT) and District-level ToT (D-ToT). This cascade training model covers from the central to the regions, districts, RCs, and schools. What I found and learned from R-ToT and D-ToT are: importance of preparation before the training, adequate and complete training materials, effective facilitation by facilitators, series of planned activities, objective and practical presentation, exercise of SIP formulation based on the real information, active participation of participants, punctuality, review of each day sessions, work distribution for the next day, and strategic formulation for effectiveness.

Makwanpur: Mr. Khemnanda Bhusal, ADEO



The three-day D-ToT program was conducted with strong leadership of Mr. Ganesh Prasad Poudel (DEO). Mr. Khemnanda Bhusal (ADEO) and Mr. Krishna Prasad Poudel (SS) facilitated the training with assistance of Mr. Chandra Man Jonchhe, representative of SISM2.

In the training, based on the analysis of the current status of the school which was presented by Mr. Mohan Prasad Sharma, head teacher of Siddhartha Higher Secondary School, major problems were found and problems/needs were prioritized. Through the theoretical and practical exercises, participants identified necessary activities and prepared the outline of SIP. Moreover, participants learned how to use SIP-Formulation Guidebook, SLW-Manual, SSA Checklist, Operational Guides and other

reference materials published by DoE with technical support of SISM2/JICA.

It was the first training that focused only on SIP by participating all DEO staff including ADEOs, officers, SSs, and RPs. It was very effective in enhancing the capacity of developing SIP. We learned importance of the planning process as well. We hope that the parents will be motivated to take care of their childrens' teaching-learning activities as well as participate in the formulation and implementation of SIP.

It will be easy for facilitators (HT and SMC representative) to conduct SLW because all necessary training materials were distributed to each school. RCW in all 18 RCs will be accomplished by the end of February, and the SLW will be conducted in March. We believe that all 520 schools will formulate their SIP by May 2015.

Gorkha: Mr. Janardan Rijal, ADEO

SIP is considered as a local level planning in education sector since 1999. Following this, three-day D-ToT was successfully completed in Gorkha. DEO provided strong leadership and facilitated the sessions very effectively. It brought the energy to the participants.

Participants' view of the training:

- Well informed and clear about SIP
- Well prepared code of conduct and followed by the participants
- There was clarity of subject matter thanks to experienced facilitators.
- DEO played an active and important role in clarifying subject matters and issues.
- All participants actively joined.
- Due to inadequate budget allocation for RCW and SLW, it will be challenge to maintain same quality of D-ToT.
- Time was not sufficient for the additional discussions.

My impression of the training:

- Rich diversity of participants from head teacher to ADEO as well as young to old.
- Active participation and facilitation due to full-time participation of DEO
- We realized that SIP should be prepared based on fact/data of the school with the active participation of stakeholders.
- SISM2 team motivated participants to be positive.

Conclusion:

SIP is very challenging because it is planned based on the real needs identification of schools. We felt that D-ToT was successful in spite of this challenge. We hope that all schools will formulate SIP this year based on the needs of the schools.



Sarlahi: Mr. Ram Hari Rijal, ADEO



We conducted three-day D-ToT and successfully completed with the total of 35 participants. It was well facilitated based on the Operational Guide 2 (OG-2) which was carefully designed for D-ToT. Our team and SISM2 representatives (Mr. Chandra Man Jonchhe and Mr. Rojan Maharjan) made 100% effort for the successful completion of D-ToT. The training made all participants ready to conduct RCW.

SIP focused only on physical aspects before. Therefore, it was more like a demand paper. After the implementation of SSRP, school was able to receive Rs.1,000 as a grant every year to update SIP, but due to the lack of lively training, SIP implementation was not in practice. Though SIP-FGB was published by DoE and distributed to every district, SIP has not been regularly

formulated and updated for past eight years in Sarlahi, because of the lack of a practical guidance as well as a training. This year, however, SISM2 supported the training and provided all training materials to each school. We are relieved now to be able to formulate SIP through RCW and SLW. The schedule of RCW has been prepared during the D-ToT, and it will be conducted according to the plan. Thanks to the exemplary management of SISM2 project, well designed and effective training was conducted in Sarlahi. We hope all schools in this district will prepare SIP based on the real situation.

Parbat: Mr. Ram Prasad Sharma, Section Officer

Two facilitators, Mr. Ram Prasad Sharma (SO) and Mr. Netra Prasad Sapkota (ADEO), conducted the training, and it was supported by Mr. Bishnu Prasad Acharya and Ms. Basudha Gautam, representatives of SISM2.

In the training, theoretical and practical exercises were conducted; What is SIP? Why SIP is necessary? Who, by When and How SIP will be formulated and updated, etc. Based on the data of Balmandir Primary School, the present condition of the school was investigated, and problems that appeared from the data of the school were focused. Through the analysis, participants developed the outline of SIP.

SIP is a practice of institutional planning of school that is a part of decentralized educational plan, and it is also a practice of micro-planning of educational management at the local level. SIP is an institutional five-year periodic plan to make their school a better school with better teaching and better learning focusing on improvement of the quality of education. Moreover, the main objective of SIP is to establish long term and regular practice for the overall development by increasing the involvement, participation and ownership of the parents, social workers, educational devotees, students, and all stakeholder groups.

RCW will be conducted in Falgun (February-March) in 16 RCs in 18 groups, the SLW will be completed in Chitra (March-April). We believe that all the schools will formulate SIP within Baishak (April-May).



Tanahun: Mr. Bharat Raj Baral, School Supervisor

In the D-ToT, participants fully discussed the issues and challenges that are faced at a local level especially in schools. According to the daily schedule, all participants were fully engaged for whole three days. They shared their field experiences and practices especially how to accomplish the SLW and how to improve the student's achievement through SIP to achieve the goal of SSRP.

Presentation of school data by head teacher from a school and their analysis made the training more realistic and practical. Participants were impressed with group discussion and HaPaMa (Hand Prepared Materials) presentations. It was effective in clarifying the subject matter. All participants were satisfied with D-ToT program and motivated to conduct RCW and SLW. They committed to making successful workshop at RC level as well as school level.

Achievement:

- Group facilitation and HaPaMa presentation impressed the participants.
- Training materials contain adequate contents and ideas. It can help to develop skills of the participants to formulate SIP.
- SIP formulation guidebook gives simple and applicable ideas as well as format to formulate SIP.
- Some participants commented that D-ToT program actually gave them basic knowledge for SIP formulation.
- Participants were motivated through the program.
- Participants realized that SIP gives basic information for formulation of VEP and DEP.
- The training supports the school based management, and it will improve the students' achievement.

Future:

- Conduct RCW according to the action plan which was developed during D-ToT
- Make effective monitoring
- In FY 2014/15, DEO Tanahun has started SIP formulation and updating campaign through 513 schools.



Effective Joint Monitoring in Kapilbastu

Arjun Dhakal, Section Officer
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Monitoring is a tool that enhances effective implementation of the program. It helps to promote implementation status as well as to address challenges and problems that are encountered during the implementation. It ensures achievement of the goal and objectives of the programs. Although all schools in Nepal have been encouraged to formulate SIP under decentralized educational plan since last several years, the results are insignificant. It is mainly due to uncertainty about resources for capacity development initiatives and lack of the cordial relationship between like-minded institutions that have similar and different education programs.



Thus, the government initiated capacity development activity on SIP adopting cascade training. In 2014/15, capacity development on SIP formulation and updating from central to school-level has been implemented. After completion of Regional-level ToT (R-ToT), training materials were delivered to all 69 DEOs by technical support from SISM2. Also, 30 DEOs of Central and Western Regions, which were supported by SISM2, successfully completed D-ToT in December, 2014-March, 2015. In addition, 30 DEOs of Eastern, Mid-Western, and Far-Western Regions completed D-ToT so far.

During implementation of D-ToT, a joint monitoring team consisted of Ms. Maya Rai, Regional Director RED Western, Mr. Arjun Dhakal, Section Officer of DOE, and Ms. Masami Watanabe, SISM2 carried out an intensive monitoring of D-ToT in Kapilbastu on February 3-5, 2015. In addition, MoE monitoring team headed by Mr. Surya Prasad Gautam, Joint Secretary, together with Mr. Krishna Prasad Dhungana and Mr. Laxmi Khadka, Under Secretary of MoE, took part in the opening session of the event. There were 32 participants including Resource Persons, School Supervisors, Head Teachers and other DEO officers in the D-ToT.

General observations:

- The sitting arrangement and training materials were well organized with interactive participation of all participants.
- The training materials preparation was very good. The participants became enthusiastic to have joint monitoring team. Also they were impressed with facilitators' presentation skill of the subject matters.
- The head of the MoE monitoring team clarified the queries of the participants about the education act, rule and regulations during the opening session, which yielded synergy effect to the participants.
- The intent and interactive participants as well as rigorous discussion on the subject matter were outstanding.
- The D-ToT enabled all the participants to conduct RC and School level SIP workshop with common and unified understanding on SIP that strengthen school to prepare and update SIP as well.



Suggestions:

- It would be better to share collective experiences rather than that of individual one. It is more relevant, realistic and simple for the topics of SIP.
- The reference materials should have been used with better preparation by the facilitators.
- The sitting arrangement should have been changed regularly to have equal active participation during the sessions.
- Updated and advanced facilitation skills should have been introduced to manage the time and to make better understanding.

Conclusion:

The D-ToT was found very effective and unique. The sitting arrangement, training materials preparation, and session timing were significant. This cascade model proved that available resources were utilized properly with well-organized training package. Training materials and other overall managements of the training, however, need to be updated over a period.

UPCOMING ACTIVITIES (April-June 2015)

No	Activity	Month	Place
1	RCW and SLW in 69 Districts	March 2015 - May 2015	69 Districts
2	Joint field monitoring of RCW and SLW in selected five districts and other districts	March 2015 - May 2015	Dadeldhura, Sankhuwasabha, Kalikot, Bhaktapur, Kapilbastu, etc.
3	Counterpart Training in Indonesia	April - May 2015	Indonesia
4	Monitoring of testing and follow-up districts	May 2015 - June 2015	Dhading, Rasuwa, Rupandehi, Doti, Jumla, Solukhumbu
5	GoN and JICA joint mid-term evaluation	May 2015 - June 2015	Kathmandu