The School Quality Enhancement Program at The South Delhi Municipal Corporation

THE EDUCATION ALLIANCE
enabling partnerships for quality education
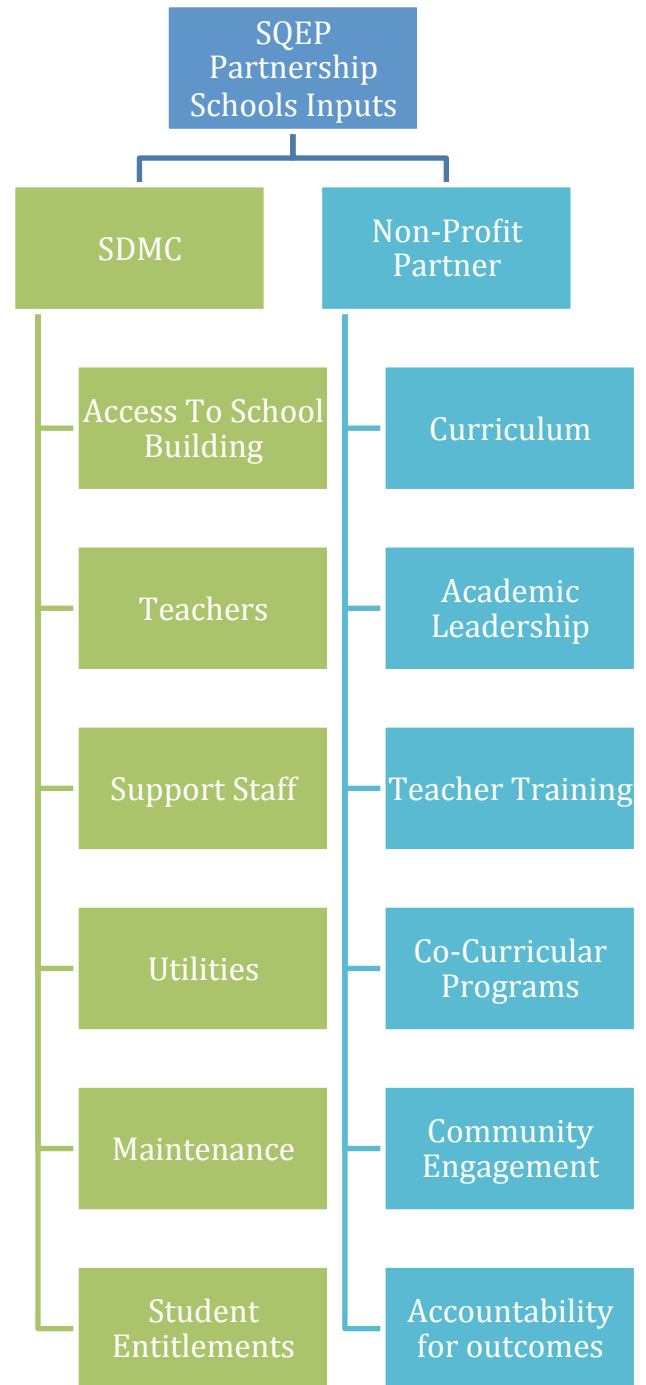
Progress Report: 2016-2017

Background and Model

The Education Alliance has been working closely with the South Delhi Municipal Corporation to introduce the Government-Partnership School model into its primary school system. The SDMC formally launched the School Quality Enhancement Program in 2016, **to improve enrolment and enhance the quality of education delivered in primary schools** through the G-PS model.

Under the SQEP, the SDMC partners with rigorously selected non-profit organizations with an extensive track record in the education sector to ensure that high quality, innovative and child-friendly teaching methods are introduced in the partnership schools. The partners take on accountability for delivering improved outcomes (enrolment, attendance, student learning) in these G-PS Schools. The SQEP is adapted from best practices from Charter school systems in the US and Academies in the UK, and is customized to the education policy environment prevailing in Delhi.

The partner organizations are responsible for the academic management of the school and are given the freedom to deploy any resource teachers, teaching and learning material required to support the proposed academic curriculum. They are subject to a rigorous performance monitoring framework with KPIs that are regularly tracked.

The following report discusses goals of the SQEP in its first year of operations, key achievements and the road ahead for the program.

SQEP Partnership Schools Inputs

SDMC
- Access To School Building
- Teachers
- Support Staff
- Utilities
- Maintenance
- Student Entitlements

Non-Profit Partner
- Curriculum
- Academic Leadership
- Teacher Training
- Co-Curricular Programs
- Community Engagement
- Accountability for outcomes

Goals and Objectives

Our overarching goal in the first year of implementation was to make the SQEP a flagship program in the SDMC, and move the government to being a 'true believer' in the partnership model. To this end, we had the following specific objectives:

Government

- Implement the program in 10 schools
- Prepare for expansion to 25 schools in the subsequent year
- Create a sustainable model for the long-term

Partner Pipeline

- Identify 5-7 high quality partners to run 10 schools
- Expand pipeline to support growth to 25 schools
- Create a supportive ecosystem for partners to thrive (government, funders, capacity building)

Evidence

- Establish a framework to hold partners accountable for performance
- Institutionalise student assessment as a key performance measure
- Establish a mechanism to track key metrics

Key Activities

Government

- Worked with government officials across levels to identify and shortlist schools and match them with the right organisations
- Piloted working with government teachers and staff, in order to improve sustainability of the model
- Collaborated with senior government officials to push for greater financial support from government for the project
- Worked to build capacity within the government to start holding partners accountable
- Liaised with the relevant officials to ensure timely allocation of teachers, completion of repairs and maintenance, and resolution of other common issues faced by partners
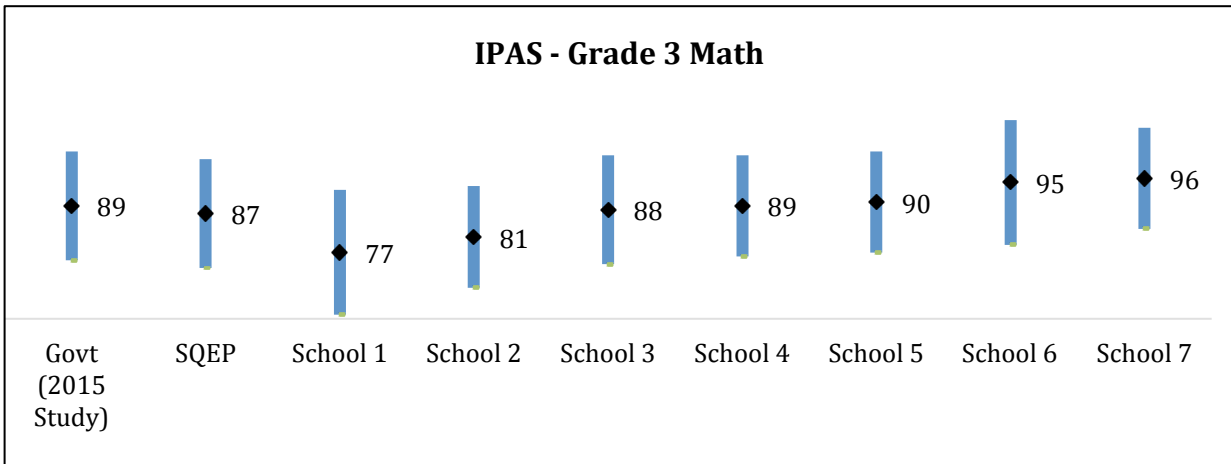
Partner Pipeline

- Generated a pipeline of 35+ organisations, conducted a rigorous due diligence and selected mission-aligned partners for the program. Expanded this pool further during the year, creating interest locally and from several prominent organisations outside Delhi, who applied for the subsequent year
- Supported selected partners on application submission, government liaison and fundraising
- Worked with interested seed funders to identify a suitable fund management partner, for funding the operating gap in schools
- Organised regular opportunities for partners to share and learn from each other

- Supported partners to plan and prioritise, in order to maximise tangible impact in the first year. As a result, enrolment in intervention grades went up from 585 to 1020 students, an increase of 74%

Evidence

- Created a KPI framework for tracking performance, and aligned government, partners and funders on the same
- Ensured regular visits to each school to track performance, identify strenghts, support required from govenrment, and areas for improvement
- Collaborated with partners to create a framework to assess schools against Minimum Quality Standards
- Identified a research partner for student assessments, and conducted the baseline assessments to establish the starting level of students. The data is given below - as expected, baseline levels in SQEP are similar at a aggregate level to the government average. Going forward, we will facilitate annual assessments every July to assess growth and track performance.
- Identified a technology partner and implemented the K-12 School Information System (SIS) to track school-level data on a real-time basis

IPAS - Grade 3 Math

	Value
Govt (2015 Study)	89
SQEP	87
School 1	77
School 2	81
School 3	88
School 4	89
School 5	90
School 6	95
School 7	96

Recognition and Media Coverage

SQEP schools have received significant interest and attention from key government officials including the Lt. Governor of Delhi, Senior BJP leaders in Delhi, and the SDMC Mayor and Commissioner. SQEP schools have also received significant interest from within the SDMC primary school system as teachers and principals from surrounding SDMC schools have visited them to understand the methods by which SQEP schools have raised enrolments and education quality.

The SQEP programme has also received extensive media coverage in its first year. We have included a list of links to media reports on SQEP schools in Appendix 2.

Achievements

Objective	Achievement	Status
Government		
Implement in 10 schools	• 12 schools started • Raised enrolment to 1020 students (74% rise)	Exceeded Expectations
Create sustainable model	• Successfully piloted working with government staff • Got an allotment of INR 1.5 Crore as a budget line item for SQEP	In Progress
Expand to 25 schools in Y2	• Expanded to 28 schools • Government relaxed criteria for school selection, enabling larger schools to be included	Exceeded Expectations
Partner Pipeline		
Find 5-7 partners for 10 schools	• Enlisted 8 partner organisations from a pipeline of 35+	Exceeded Expectations
Create a supportive ecosystem for partners	• Supported partners on government liaison and built their capacity • Established a fund through Villgro for single-window fundraising	In Progress
Expand pipeline for 25 schools	• Brought in 4 additional partners (many from outside Delhi)	Achieved
Evidence		
Create accountability framework	• KPI framework created • Minimum Quality Standards framework created	Achieved
Institutionalise assessment	• Conducted baseline student assessments	In Progress
Establish tracking mechanism	• Implemented K12 SIS to track key metrics	Achieved

⟳ In Progress   ✔ Achieved   ✔✔ Exceeded Expectations

Intended Impact

The vision of the School Quality Enhancement Program is to empower government schools to create the next generation of leaders. To this end, the program has two primary long-term goals:

Significantly improve outcomes (enrolment, attendance, student learning) in SQEP schools	**Use learnings from SQEP to improve the broader system**

We have already made significant progress on the first one – enrolment has gone up significantly, attendance is on an upward trend, and while it is early to assess student learning through external benchmarks, internal assessment data of operators is showing that many more children are meeting grade-level expectations.

We have also started taking some steps towards the second goal. The program has brought in partners who have codified and replicable solutions, which once proved, can rapidly be scaled across the system. **We are also piloting a Resource Centre model this year**, whereby proven operators become professional development hubs for several neighbourhood schools around them.

We are confident that with the support of the government and our funders, SQEP will be able to significantly move the quality of education upward – and set an example for other governments to emulate.

Appendix 1: Before-After Photographs of Infrastructure and Teaching in SQEP Schools

Before:

After:

Appendix 2: Media Coverage of SQEP

1. **Times of India**
   http://timesofindia.indiatimes.com/city/delhi/South-Corpn-school-makes-a-turnaround/articleshow/55101930.cms

2. **Millennium Post**
   http://millenniumpost.in/NewsContent.aspx?NID=330444

3. **Business Standard**
   http://www.business-standard.com/article/pti-stories/lg-opens-smart-classrooms-sdmc-plans-proj-at-14-more-schools-116102701626_1.html

4. **Dainik Bhaskar**
   http://www.bhaskar.com/news/UT-DEL-HMU-NEW-MAT-latest-new-delhi-news-031504-1272519-NOR.html

5. **Aaj Tak Dilli**
   https://www.youtube.com/watch?v=IaK2k5y_g6g

6. **Three Minute Stories**
   https://www.youtube.com/watch?v=p2gXU9sSB1Q

7. **The Asian Age**
   http://www.asianage.com/delhi/sdmc-school-gets-smart-classrooms-cctvs-and-library-599

8. **Aaj Tak**
   http://aajtak.intoday.in/story/lg-inaugurates-smart-classrooms-sdmc-plans-proj-at-14-more-schools-1-894568.html

9. **Daily Pioneer**
   http://www.dailypioneer.com/city/now-digital-classroom-for-students-of-sdmc-schools.html

10. **Hindustan Times**
    http://www.hindustantimes.com/photos/cities/smart-learning-delhi-s-municipal-school-gets-digital/photo9-dRtFg5Gdo3esm9OvXYGswK.html