

**BARAKA POLICY INSTITUTE (BPI)**

**THE DISTRESSED AND UNDERPRIVILEGED  
SCHOOLS INTERVENTION PROJECT**

**(The DUSI Project)**

**REPORT**

**May 2016**

## **1. INTRODUCTION**

### ***1.1 Background***

Much of the problem with poor performance in deprived Schools lies in poor leadership and lack of adequate infrastructure. It is believed that identifying visionary leaders and providing needed infrastructure would turn around such schools into better performing schools.

With the distressed and underprivileged schools intervention project (The DUSI Project), BPI selects three (3) public Senior High Schools in deprived communities annually and audit their physical infrastructure, leadership effectiveness and academic performance. The most deprived among the three will be selected and profiled for urgent intervention. BPI will liaise with Ministry of Education (MOE), Ghana Education Service (GES), Corporate Bodies and NGOs and negotiate for improved infrastructure and leadership for improved performance.

The three (3) schools selected for the 2015/2016 DUSI Project are as follows:

1. Islamic Senior High School, Kumasi, Ashanti Region
2. Islamic Senior High School, Wa, Upper West Region
3. Islamic Girls Senior High School, Suhum, Eastern Region

### ***1.2 Core Objective***

The key objectives underpinning the DUSI project is:

- i. To assess the academic performance situation in the school
- ii. To audit educational infrastructural capacity of the school
- iii. To assess the effectiveness of school leadership on performance

### ***1.3 Methodology***

BPI selected three (3) public Senior High Schools in deprived communities, visited the schools and audited their physical infrastructure, leadership effectiveness and academic performance for the last 5 years. We also collected the WAEC results of the participating schools for the past 3 years (2013-2015) for analysis.

#### ***1.4 History of Schools***

##### **1.4.1. Islamic Senior High School, Wa, Upper West Region**

Islamic Senior High School Wa, was established in the year 1996 by individual Muslims in the Wa community and is located in the Wa Municipal. It school was established with the mission of Education for integrity, utmost dedication though piety and national cohesion and a Vision to create and harness a center of academic excellence to mould students for future prosperity by imbibing moral values in them thus, integrity, dedication and hard work towards a prosperous society. The total number of students in the school is a thousand five hundred and ninety –two (1,592), the school used to be private till government intervened during the 2007/2008 academic year. The school offers programmes in General Arts, Business, General Science and Home Economics, The percentage of Muslim students is 70% while non-Muslim is 30%. The school system also runs a day and boarding.

##### **1.4.2 Islamic Girls Senior High School, Suhum, Eastern Region**

Islamic Girls Senior high school was established in 1999 with just seven students. The school is located at Suhum district in the Eastern Region of Ghana. The school was founded by the Muslim community in the Suhum district. The school was established with the mission Providing of relevant education to all Ghanaian at all levels especially the girl-child, to enable them acquire the necessary skills, which will assist them to develop their potential to be productive to facilitate poverty reduction and to promote socio-economic development and vision To implement the

pre-tertiary aspects of the goals the Ministry of Education in other to achieve high quality education and training relevant to the manpower needs of the country and making it accessible to girl of school going age and in particular girls from the Muslims community. The school was later transferred to the government in 2006 / 2007 academic year. The courses offered by the school are; General Arts, Business, Home Economics and Visual Arts. The student's in-take per a year is about 400 students but every year 900 students are sent to the school implying ,the school is unable to absorb all student due to lack of facility. The school currently has a student population of 1,650 student which comprises of 1,350 boarders and 300 day students. It has a Muslim population of 1518 which represents 92% and non-Muslims are 132 which representing 8 % of the student population.

#### **1.4.3 Islamic Senior High School Kumasi, Ashanti Region**

Islamic Senior High situated in Kumasi has been in existence since the year 1968. The school was established by an Islamic organization called Ghana Muslim Mission. The school was then transferred to government in the year 2010. The school came into existence with the **Mission** to provide quality Islamic and secular education to Muslims and non-Muslims by adopting the best practices and procedures; and by applying the required rules and regulations to the letter without any form of discrimination. And with the **Vision** to become one of the best institutions for training of students to become self-reliant in all endeavors; to be responsible and God fearing leaders in future through firm and sound foundation. They offer courses such as Generals Arts, Business, Science, Home Economics and Visual Arts. The school has a population of four-thousand seven hundred and fifty-two (4,752). Four-thousand one hundred and fifty- one (4,151) represents Muslims and six-hundred and one represents non-Muslims that are 87.4% and 12.6% respectively. The system run by the school is both day and boarding.

## **2. CAPACITY OF SCHOOL LEADERSHIP**

### **2.1 Islamic Senior High School, Wa**

#### **2.1.1 Capacity of the Headmaster**

The headmaster of the school assumed responsibility in 2012. He holds a master's degree in education management which he obtained in 2009. He has served in the second cycle education for almost twenty-five years now; he held positions such as housemaster, an assessment officer, Head of department (Sciences) and a vice principal all in Tumu College of Education between 1998-2012. He also held the position of a house master in Navrongo Secondary School in the year 1986-1990.

The headmaster has achieved a lot together with his staff since he assumed responsibly. This was a major challenge the school was facing before he assumed office. He worked tirelessly by putting students to order then again he restructured the Board of Governors and they are functioning now. Since he assumed office he was the only headmaster without any assistant he worked towards it and the school has three assistant head teachers and in charge of academic, administration and domestic. Some classrooms, teacher's bungalows dining hall, electricity, access roads was built under his administration.

#### **2.1.2 Competence and Capacity of Teachers:**

The school has 59 teaching staffs who teach various subjects. Having a background check on the teachers it can be stated 90% hold a degree in the areas they are teaching. Even though, there are few case where teachers do not qualified. The teacher period ratio in the school varies from department to department. But the average period 24 and 28 maximum per week which is at least 45 minutes per period.

## **2.2. Islamic Senior High School, Kumasi**

### **2.2.1 Capacity of the Headmaster**

The headmaster who assumed responsibility of the school in the year 2005 till date, he has an educational background which makes him qualify for his position for example he holds a master's degree in planning and management and a certificate in education. He has been in the second cycle education for almost eleven years now; he held positions such as Form master at Garden City Senior High.

The headmaster has achieved a lot for the school since he assumed responsibility. His achievements are as follows; assisting in bringing more infrastructures such as classroom blocks, mosque, and dormitories. He managed to increase the student population from 19 students to 4,752. He helped to improve student's performance for example in the year 2014 the school became 3<sup>rd</sup> best in mathematics in the Ashanti Region and 21<sup>st</sup> in the entire country out of 800 schools.

### **2.2.2 Competence and Capacity of Teachers:**

The school has One Hundred and twenty-seven (127) teaching staffs who teach various subjects. Having a background inspection on the teachers it can be stated 100% holds a degree, but some of the subjects been handled by few teachers does not correspond to the degree they hold for example a teacher holds a Degree in Agric Science but teaches Government. A teacher holds a degree in finance and teaches social studies. The teacher ratio in the school varies from department to department. But the maximum period of teaching cycle is 28 and minimum is 24 per week which is at least 45 minutes per period.

## **2.3 Islamic Girls Senior High School, Suhum**

### **2.3.1 Capacity of the Headmistress**

The headmistress who assumed responsibility of the school in the year 2007 has an educational background in the following qualification; Post Graduate Department in Sociology in the year 1996, B.ED Physical Education in the year 2008, Diploma Physical Education in the year 2003 , 4 years certificate in the year 1986 and ‘O’ level general certificate examination in the year 1981. Her objective is to help both Muslim and Non-Muslim girls enter into the various tertiary institutions around the country especially the Muslim girls.

The headmistress has worked with Ring Road East Primary School ( 1986 -1986 ), Yahoushua Primary School LA ( 1986 – 1987 ), Yahousha JSS LA ( 1987 -1992 ) , SDA College Of Education – Koforidua ( 1996 ), Koforidua Sec. Tech School – Koforidua (1996 -2007 ) and currently with Islamic Girls’ Senior High School (2007 to date ).

The headmistress has achieved a lot with her staff since she assumed responsibility, such as able to increase the student’s population from 36 to 1650, she has replaced the unqualified teachers with qualified teachers and also increase teacher ratio .She has been able to change the school uniform to suite the Islamic culture and ways. She has brought discipline to the school to both teachers and students by initiating a system that prevent students and teachers from coming to school and class late. Also she has been able to increase student performance in terms of WAEC exams. She has been able to solicit for funds from various individuals to help improve the schools infrastructure. This shows that the headmistress is competent enough in managing the school.

### **2.3.2 Competence and Capacity of Teachers**

The school has 29 teaching staffs who teach various subjects. All teachers have a per-requisite qualification in all the subject they teach and all of them are at least first degree holders in education. The teacher period ratio in the school ranges from 28 period per week to 30 period per week. The teachers have a pre- requisite text book for teaching which is being approved by GES.



### 3. ACADEMIC PERFORMANCE

#### Analysis of WAEC Results of Participating Schools (2013-2015)

#### ISLAMIC SENIOR HIGH SCHOOL, WA - 0100105

<b>SUBJECT</b>	<b>YEAR</b>	<b>CANDIDATES SAT</b>	<b>CANDIDATES WITH PASSES BETWEEN A1 – C6</b>	<b>PERCENTAGE %</b>
ENGLISH	2013	790	439	55.5
	2014	309	91	29.4
	2015	255	81	31.7
CORE MATHEMATICS	2013	790	114	14.4
	2014	309	18	12.6
	2015	255	18	7.0
INTEGRATED SCIENCE	2013	790	472	59.7
	2014	309	46	14.8
	2015	255	52	20.3

**Source: WAEC/BPI**

#### ISLAMIC GIRLS SENIOR HIGH SCHOOL, SUHUM -0020204

<b>SUBJECT</b>	<b>YEAR</b>	<b>CANDIDATES SAT</b>	<b>CANDIDATES WITH PASSES BETWEEN A1 – C6</b>	<b>PERCENTAGE %</b>
ENGLISH	2013	357	272	77.3
	2014	167	80	47.9

	2015	229	219	95.6
CORE	2013	357	357	100
MATHEMATICS	2014	167	164	98.2
	2015	225	001	1.7
INTEGRATED	2013	357	355	99.4
SCIENCE	2014	167	155	92.8
	2015	225	194	86.2

**Source: WAEC/BPI**

**ISLAMIC SENIOR HIGH SCHOOL, KUMASI - 0050116**

<b>SUBJECT</b>	<b>YEAR</b>	<b>CANDIDATES SAT</b>	<b>CANDIDATES WITH PASSES BETWEEN A1 – C6</b>	<b>PERCENTAG E %</b>
ENGLISH	2013	557	434	77.9
	2014	456	119	45.0
	2015	609	441	72.4
CORE	2013	557	556	99.8
MATHEMATIC S	2014	456	456	100.0
	2015	608	000	00.0
INTEGRATED	2013	557	324	58.1
SCIENCE	2014	456	451	98.9
	2015	608	365	60.0

**Source: WAEC/BP**

#### **4. KEY FINDINGS**

1. The 3 schools have good leadership who are very dedicated to the cause of the schools;
2. Lack of facilities such as classrooms, toilet facilities, dormitories among others. The unavailability of facilities is hampering consistent good academic work.
3. In general, good academic performance but it could be better.

## **5. RECOMMENDATIONS:**

- 1. Wa Islamic Senior High School** should be selected and profiled for urgent intervention.
- BPI will liaise with Ministry of Education, Ghana Education Service, Corporate bodies and NGOs for urgent intervention in the area infrastructure and supervision.
- BPI** should appeal to cooperate bodies, NGOs and the general public to mobilize funds for the development of the school and also give in-service training to teachers from time to time.