

## EXECUTIVE SUMMARY

The Postgraduate Institute of Management (PIM) as part of its MBA teaching programme initiates an annual CSR project with the objective of improving the productivity of a rural government school, basis the productivity framework defined by the National Productivity Secretariat (NPS). PIM selected WP/MT/Devagoda Primary School as its 2018 CSR Project. The NPS conducts the National Productivity Awards annually. The assessment is carried out by NPS Officers and a school is required to score 850 points out of 1000 (Grade A) against the national productivity criteria at a final assessment, in order to qualify for the said award. The NPS criteria can broadly be classified under eight sub sections viz: Leadership, Physical Environment and Resource Management, Management of Effective School Syllabus and Co-curricular Activities, Awareness and usage of Productivity concepts, Promote Creativity and Innovation, Student Welfare, School and Community and Productivity Results.

The final deliverables of the Project included obtaining 850 points and qualifying WP/MT/Devagoda Primary School for the said award, establishing a Productivity Unit, Quality Cells (QC) and a Green Productivity (GP) Cell, establishing a model classroom, displaying a framed informative poster on the Project at the PIM premises, developing a webpage to be displayed on the PIM web portal to increase awareness amongst the greater PIM community, publishing the final project report, submitting the school's application form for the NPS Productivity Awards 2020, publishing an article in PIM's 'Professional Manager' journal and facilitating an interview for Rupavahini's TV program titled "Sanhinda".

The eight components of the NPS productivity framework can be described as follows: Leadership relates to the practice of accountable educational leadership and a participatory management style. The Project focused on developing a proper vision, mission and values for the school and forward looking succession plans keeping the productivity agenda in mind. Physical Environment and Resource Management refers to effective and efficient utilisation of physical resources within the school. The Project focused on 5S implementation through knowledge workshops, 5S competitions and active involvement of the entire community through "Seiri Day". Special focus was also placed on waste management, safety and hygiene projects.

Management of an Effective School Syllabus and Co-curricular Activities refers to aligning the school's objective and curriculum to national goals. The Project created awareness on the national educational goals and focused on improving engagement in sport and link languages such as English and Tamil. Awareness and Usage of Productivity concepts focuses on taking measures to provide a quality education. The Project delivered eleven QC projects and three GP projects to the school. The Creativity and Innovation component of the project was improved through the introduction of Kaizen concepts to the school and delivered six Kaizen projects with focus on IT.

The Student Welfare component placed emphasis on strengthening the students' physical and mental development. The Project engaged in various initiatives to support students through nutrition programs, scholarships and donations to needy teachers and poor families. School and Community focused on the relationships between the school and the greater community and various charity projects were carried out under this component. Productivity results were improved by conducting various workshops to aid students sitting the scholarship examination.

Previous attempts to improve the school's productivity failed due to lack of adequate knowledge on productivity concepts and their application. The lack of resources and proper leadership also caused productivity to be de prioritised. Together with the support extended by the Principal, staff, children and their parents, the Project Coordinators successfully introduced and implemented these initiatives. The project duration was three months (Sept – Dec 2018) and the project cost was LKR 1.2 Million of which PIM's contribution was LKR 254,133 with the balance LKR 972,537 being contributed by well-wishers and sponsors. Stakeholder management, interpersonal skills, flexibility and sound understanding of the project objectives were key to the Project's success. The Project Coordinators had to adapt work plans to accommodate the requirements of various parties. Goal setting and constant monitoring and planning were required to ensure that the project deliverables were met whilst adhering to time and budget. Clear communication via weekly face-to-face meetings, telephone calls, e-mails etc. to update the school Principal, PIM Supervisor and NPS Associate Director ensured confidence of the Project's progress. PIM is a reputed educational institute positioned at the forefront of developing the education system of Sri Lanka. Engaging in the productivity development of a rural school is testament of its commitment to take necessary steps to build the future leaders Sri Lanka needs.