



هيئة جودة التعليم والتدريب
Education & Training Quality Authority
Kingdom of Bahrain - مملكة البحرين

Directorate of Vocational Reviews

First Monitoring Visit Report

Al Hayat Institute for Human Resources Development
Sehla
Kingdom of Bahrain

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Date of the 1st monitoring visit: 7 March 2018
VO045-C3-Ma002

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Monitoring visit

The purpose of monitoring visits is to evaluate the progress made by an institute in addressing the key issues for action identified by the review report.

Information about the provider

Al Hayat Institute for Human Resources Development (Al Hayat) was established in 1999 and it is licensed by the Ministry of Education (MoE). It mainly offers tutorial courses based on the Ministry of Education's school curriculums in mathematics, English, Arabic, science, chemistry and physics, for learners in the primary, intermediate and secondary levels. The Institute also offers General English language courses beside basic and a few locally designed Information Technology (IT) courses. However, none of the IT courses and only a few of the General English conducted during the last year of operation.

Al Hayat operates from one premises located in Sehla. The Institute has enrolled learners ages six years old and above. Enrolment data is not robustly reliable; since the last review visit, the Institute states that they enrolled an average of 654 learners on various regular courses up to the date of this visit. Al Hayat has verbal work agreements with its employees and teachers. The Institute is managed by a team comprising of a managing director, three secretaries, a transport coordinator and a number of drivers. The Institute utilises a pool of twelve part-time teachers who work as and when required. All staff members, including the managing director, work at the institute on a part-time basis.

Last review

The overall effectiveness of Al Hayat was judged as inadequate in the last review and therefore the institute is subjected to monitoring visits to assess the progress it is making in addressing the recommendations detailed in the review report. The review outcomes concluded that all aspects of the provision are also inadequate. Moreover, Al Hayat capacity to improve was judged as inadequate due to insufficient measures to quality assure the provision, did not have clear development directions nor significant plans for improvement and lacked capable human resources.

Any significant changes to the provider since the last review:

- There were no significant changes done to the provision since the last review except that the learning environment has slightly improved as some general maintenance work carried out. The Institute also started keeping some records on learners' performance, however no learners' work are kept.

Criteria for judging progress on an issue / recommendation and the provider's overall progress:

Table 1: Judgement per recommendation

Judgement	Standard
Fully Addressed	The provider has demonstrated marked progress in addressing the recommendation. The actions taken by the provider have led to significant improvements in the identified aspect and, as a consequence, in the overall effectiveness of the provider, particularly in the outcomes for learners.
Partially Addressed	The provider has taken positive action to address the recommendation. There is evidence that these actions have produced improvements and that these improvements are sustainable. The actions taken are having a positive, but as yet incomplete, impact on the quality of provision and outcomes for learners.
Not Addressed	The provider has not taken appropriate actions to address the recommendation and/or what actions have been taken have had little or no impact on the quality of provision and outcomes for learners. Weaknesses still persist within this aspect of provision.

Table 2: Overall Grading

Grade	Grade Description	Standard
A	Sufficient progress	The provider has fully addressed the majority of the recommendations contained in the review report, and/or previous monitoring report, and includes those which have most impact on learners' achievement, and the rest have been partially addressed. No further monitoring is required.
B	In progress	The provider has at least partially addressed all of the recommendations contained in the review report and/or previous monitoring report.
C	Insufficient progress	The provider has made little or no progress in addressing the majority of the recommendations contained in the review report and/or previous monitoring report.

Progress on recommendations

Recommendation 1:

Improve the learning environment to ensure that it provides a safe and healthy atmosphere for learners and staff

Judgment: not addressed

Comment:

There are limited actions taken regarding this recommendation since the last review visit. Al Hayat management has carried out some general maintenance work such as painting the walls of all classrooms and increase the external lightings around the Institute, however a number of the ceilings and light fittings are damaged. Al Hayat also attended to a few issues related to health and safety such as maintaining the fire extinguishers where it is fitted properly. Although the Institute has a fire alarm system at the premises, there is no log book demonstrating that it is fully functional and that it is tested regularly. Also, there are still important aspects to be resolved in this area and others needs further improvement in order to have general safety and hygiene of the place such as sufficient number of hygienic rest rooms, a trained first aider to deal with young learners, clear evacuation floor plans with sufficient exit signs and clearly identified assembly points.

Recommendation 2:

Ensure that learners enrolled in the tutorial courses develop appropriate skills and knowledge and make sufficient progress, particularly in English

Judgement: not addressed

Comment:

Since the last review visit, the Institute management has not taken sufficient measures to address this recommendation. From the available learners' performance records and the samples of courses' files, the Institute still lacks effective mechanism to assess learners' prior attainments, thus establishing a more defined starting points, from which learners' progress

could be measured precisely and learners' needs could be addressed more effectively. Besides that, the available learners' performance records are not reliable and are not supported with any evidence to reflect on learners' actual work nor the level of assessment to gauge to what extent learners make progress and achieve over a period of time. From the observed tutorial lessons for different subjects from the current and last semester, learners generally develop suitable skills and knowledge particularly in mathematics and physics courses. However, a significant minority of other tutorial courses, learners struggle to develop the minimum required competency and they are unable to achieve successfully the lessons' objectives they aim for particularly in English courses. In the less successful lessons, the ineffective teaching methods and the poor lesson planning affected learners' attainments and their abilities to work independently.

Recommendation 3:

Ensure that assessment methods are rigorous and consistent

Judgment: not addressed

Comment:

Since the last review, the Institute does not take effective actions to address this recommendation. Whilst teachers use suitable formative assessments through using questioning techniques and book exercises, they do not sufficiently check learners' understanding. Teachers do not provide sufficient time to learners to work independently or give them opportunities to learn from their mistake; they focused only on those who participate. Besides that, the assessments are mostly done through verbal questions to the whole group where individual checking of learner's understanding is not sufficiently assured and therefore learners' individual needs are not met. The Institute does not keep any samples of learners' work to gauge the rigorousness of assessment.

Recommendation 4:

Ensure that courses are well planned, structured and resourced to meet the needs of learners and stakeholders

Judgment: not addressed

Comment:

Since the last review, the Institute still does not have a mechanism to update and review courses. Al Hayat has added a few new tutorial courses, including Arabic, science, accounting, physics and chemistry. Also, it has extended the lessons' duration to two hours for the government school subjects' tutorial courses specifically for intermediate and secondary levels. However, these actions that have been taken do not lead to address this recommendation as still the courses are ineffectively structured, planned and are insufficiently resourced to meet the needs of learners. Teachers use adequate worksheets which are mostly not designed by the Institute and sometimes supported with handouts which varies in their qualities. Al Hayat also offers a one level of General English which is not properly planned nor structured and its design is left completely to the teachers.

Recommendation 5:

Ensure that learners are well supported and guided to achieve better outcomes

Judgment: not addressed

Comment:

Al Hayat has not taken any effective measures to meet this recommendation since the last review visit. The Institute still lacks formal and explicit procedures to ensure that learners are provided with the required support and guidance to overcome their learning difficulties and improve their achievement. The management uses only the Short Messaging System (SMS) and 'WhatsApp' application to communicate with parents and learners regarding matters such as type of courses provided by the Institute, examination revisions' class times and holidays. The situation of the support and guidance provided to learners remains the same as described by the previous review report such as informing parents about learners' performance throughout the course is still insufficient.

Recommendation 6:

Improve the leadership and management by:

- developing smart strategic and operational plans based on critical self-assessment
- ensuring that achievement data is kept, aggregated and analysed, and that the outcomes are used for improvements
- developing an effective quality assurance system that includes comprehensive policies and procedures and, critically, an internal lessons observation system.

Judgment: not addressed

Comment:

There is no improvement regarding this recommendation since the last review visit. The Institute did not develop an effective strategic plan with clear key success indicators and monitoring plans which are based on critical self-evaluation processes in order to ensure continuous improvement of its provision. Moreover, the Institute did not take effective measures to transfer previous review recommendations into a clear action plan.

The Institute still does not keep sufficient records about individual learner's achievements. Only limited records are made available, but these are not aggregated for various groups as the current approach is neither systematic nor consistent. Moreover, there was no relevant evidence that the kept records are accurate nor reliable. The lack of sufficient records hinders the management to monitor learners' attainments and their progress as the nature of the current available data does not allow management to develop useful indicators for trends analysis over time to inform the improvement decision making.

Since the last review, the management has not taken any considerable steps towards having effective arrangements to ensure the quality of its provision where it is until now does not have the key elements of internal quality assurance processes including comprehensive polices and following procedures such as those relevant to the verification and moderation processes.

Al Hayat still lacks an internal system to monitor the lesson observations to ensure continuous quality improvement where teaching and learning are inadequate for the majority of the observed lessons and particularly in the English courses.

Overall Judgement and Further Recommendations

Overall Judgement: insufficient progress

Comment:

The Institute management has not taken considerable measures to address the review recommendations identified by the previous review report in order to improve the provision. Apart from the mathematics and physics tutorial courses, the quality of teaching does not improved since the last review where still the engagement, motivation and acquisition of skills by learners and more specifically in the English courses are limited. A significant minority of teachers use insufficient variety of teaching methodologies. Accordingly, learners are not progressing as expected and hence impacted negatively on learners' attainment. Also, the assessment of learners' understanding is not effective to promote learning and most of the provided feedback do not help learners to identify precisely what they need to do to improve further. Moreover, the Institute still lacks effective mechanisms to support and guidance learners to help them reach their full potentials. Most courses are neither well planned nor structured to meet the full range of the learners' needs. Moreover, the used resources are not sufficient to enrich the learning experience and still the Institute lacks an effective mechanism to review and update courses regularly.

Health and safety aspects are insufficiently addressed and needed to be attended immediately; the institute premises still requires additional efforts to meet the minimum requirement of a healthy, safe and hygiene study place. No serious actions have been taken to address the recommendations relevant to improve leadership and management such as developing of an effective strategic plan. The Institute still lacks essential elements of internal quality assurance system and that teachers' performance is insufficiently monitored to ensure continuous quality improvement.

In addition to the previous review recommendations, Al Hayat needs to address the following:

- enhance lesson planning and ensure that teachers use more effective teaching strategies to engage and motivate learners productively.

Summary of progress grades

Overall progress grade	Grade: C	Description: Insufficient progress
Recommendations		Description
Recommendation 1		Not addressed
Recommendation 2		Not addressed
Recommendation 3		Not addressed
Recommendation 4		Not addressed
Recommendation 5		Not addressed
Recommendation 6		Not addressed

The Institute has not taken adequate steps to address the review report recommendations and improve performance. The Institute has been graded an 'Insufficient progress' status due to the ineffective steps taken to address any recommendations. As per Education & Training Quality Authority (BQA) regulations, the Institute will be subjected to a second monitoring visit.