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The impact of the Sindh Education Sector Reform Project (SESRP) on educational quality in Primary schools within the Hyderabad Region Pakistan

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ABSTRACT

The Sindh Education Sector Reform Project (SESRP) was a Sindh government project in Pakistan that refers to expanding the quality of education in primary schools within the Hyderabad region. For the first time, the Sindh government has taken steps to assess how school leadership affects basic education quality. They also intend to examine all other aspects that affect primary school education quality and suggest appropriate steps to improve primary education quality. This study aims to investigate and expand our basic knowledge of (SESRP), leadership, and educational quality. by adding to the body of knowledge During the collection of a representative sample, the researchers used purposeful and judgmental sampling approaches. The study used thematic analysis to analyze material that was passed from one person to another. Content analysis and documentary analysis were used to conduct face-to-face interviews. The findings revealed that school leaders (headmasters) have worked extremely hard to provide quality education in primary schools throughout the Hyderabad Region, despite numerous challenges. If this project is not fully implemented, education will suffer, and the efforts of Headmasters will be wasted. On top of the domino effect, the recommendation is based on a literature review.

Introduction

The government is carrying out a comprehensive Education System Reform Program to encourage governance and openness in the education sector. Building the foundation for evidence-based decision-making in human resources, school, and budget management is the major reform of the Education Department. One of the system's ground-breaking reforms are to make sure that every employee is registered in a human resource and management information system and can be tracked to their place of employment. Data is regularly analyzed through the Sindh School Monitoring System and compared monthly with the Accountant General payroll data. With the use of these two technologies, the education department's 45,000

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schools and 200,000 staff may be better managed using data-driven decision-making. Schools are also receiving funding from the government over and done with school-specific grants and school management committee grants. These donations enable the school to manage minor maintenance on a local level, as well as ensure the availability of instructional materials and co-curricular events. The government also conducts an annual large-scale, third-party-led evaluation of Grade 5 and 8 pupils to measure their learning outcomes in schools. To ensure that school resources are used efficiently, the government is also implementing a school merging initiative. A recruitment process to promote educational leadership and bring on board more than 900 talented head teachers and principals has been completed. More than 16,000 instructors have been hired as a result of a test-based recruitment procedure. Effective educational leadership development is essentially and irreversibly an interpersonal, relational process that necessitates face-to-face contact, in-depth contemplation, involvement, and collaboration (Fusarelli, 2004). Leadership that is both effective and transformative is a two-way relationship between leaders and followers. If school leader preparation is to be transformative, it must be built on a foundation of contemplative, demanding, participatory experiences that promote personal growth and development. The formation of heart, mind, and soul habits is required for effective educational leadership practice. Effective leadership development programs create leaders who are so immersed in the work that they have created a sort of muscle memory. They have practiced and role-played enough theory-to-practice scenarios that they can apply their knowledge and experience to new situations even when faced with a new challenge. Well-prepared principles are intuitive, adaptive, and varied in their thinking to generate novel ideas.

LITERATURE REVIEW

In terms of nominal gross domestic product and 24th in terms of purchasing power parity (PPP), Pakistan's economy is the 42nd largest in the world. With a nominal GDP per capita of $1,428, Pakistan, the sixth-largest country in the world with 190 million people, was ranked 147th in the world in 2016 Sindh, one of Pakistan's four provinces, is the country's third-largest by land and, along with Karachi, boasts Pakistan's second-largest economy. In 2010, its GDP per capita was $1,400, which was 50% higher than the rest of the country and 35% higher than the

national average. Sindh's contribution to Pakistan's GDP has historically ranged from 30% to 32.7 percent. Sindh's rich culture, art, and architectural environment have piqued historians' interest. Only Sindh remained constant at 48 percent, according to NER, While the percentages in Punjab and Khyber Pakhtunkhwa decreased from 64% to 59% and 54% to 53%, respectively. Baluchistan's population has decreased significantly, from 39% in 2013–14 to 33% in 2015–16. At the national and provincial levels, the total gross enrolment rate at the primary level for the age group in 2015–16 was 87%, down from 90% in 2013–14, representing a 3% decline. In the fiscal year 2016, Pakistan's state expenditure on education as a percentage of GDP was forecast to be 2.3 percent, the lowest in the region. In the fiscal year 2016, public education expenditure as a proportion of GDP was anticipated to be 2.3 percent, up from 2.2 percent in the fiscal year 2015. Since the fiscal year 2012, education spending has been steadily increasing. In the fiscal year 2016, education-related expenditures totaled Rs 663.36 billion. During this fiscal year, they climbed by 10.74 percent to Rs 599.05 billion. Education in today's society isn't what it used to be. Before making any statements on this matter, I believe we should review the primary goal of education. As far as I can tell, education is intended to fulfill a variety of purposes. It should allow the student to see the world in a new light than simply existing in it. Education is the process of training a person to deal with the challenges that arise in everyday life. It alters our personality and manner of speech, and education enables us to exist in and comprehend this world. It is only through education that you can express your viewpoint. In today's world, I believe that life without education is a waste. Sindh's culture, folktales, art, and music weave a tapestry of human history. According to Pakistan's Economic Survey, the country's literacy rate has fallen from 60% to 58 percent (2016-2017)and the human resource is no longer head counts; it's all about what each head contributes to the business in terms of knowledge, skills, and abilities. Business run on systems people operates within systems. Make sure your HR systems are brain-friendly and are getting the best from your people whether it's in hiring or promotion and valid and reliable assessment tools to get the right people with the right abilities and personality traits. To meet the goal of 4.0 percent of GDP by 2018, the Pakistani government is attempting to improve funding for the education sector by ensuring appropriate and timely utilization of money. To meet the goal, the provincial governments are also allocating a sizable portion of

their Annual Development Plans (ADPs) to education.

The emphasis on achieving the advantages of Quality education is characterized as influences on the learning, learning, and benefits of their education that develops over time and is subject to social, economic, and environmental conditions. UNICEF (2004) describes quality education as the right to access education, but also the right to good-quality education (Michaelowa, 2001). Organizational performance and leadership have a direct cause-and-effect relationship. Values, culture, change tolerance, and motivation are shaped by leaders. They affect how well an organizational strategy is implemented. It is imperative to emphasize that leaders are present at all organizational levels and are not limited to management (Igbaekemen, 2015). As a result, leaders affect everyone to accomplish team and corporate goals. It has been acknowledged, however, that using the appropriate leadership approach at any particular time is a medium for organizational performance. Any organization's leadership is its lifeblood, and its importance cannot be emphasized. A leadership style, Armstrong's opinion According to Sofi, M.D., a management technique is how managers carry out their leadership responsibilities (2015). It is defined as a specific action carried out by a company leader to allow employees to carry out the organization's aims. In today's enterprises, leadership style is essential. A leader's communication preferences and approach to carrying out their duties as a leader are referred to as their leadership style (Xenikou, 2017). Leaders need to be able to assess whether their approach to leading helps or hurts their followers (Saleem, 2015). This might affect how willingly subordinates follow their bosses; subordinates or followers who don't respect their bosses might feel let down, which might make them want to leave. According to certain research, leadership styles can affect how happy an employee is at work, and leadership style influences job satisfaction (Iqbal, 2015).

The Government of Sindh's School Education and Literacy Department recognized the value of school leaders in academic progress and the formation of high-quality human capital. Sindh's government recently launched the Sindh education sector reform project (SESRP) to improve the province's basic education standards. To boost education standards, the Sindh School Education & Literacy Department recently appointed 957 Head Teachers (BPS-17) in public schools. Although SESRP is a new and partially implemented project, it is a challenge for

Pakistan's education sector because it is attempting to break old processes. The goal of this program is to increase system governance and accountability through school leaders (head Masters). In addition, the Sindh government has implemented a management information system, a human resource management system, and a budget management system to raise educational standards. However, there is a paucity of research on the involvement of school leaders in the change management process in Pakistan, particularly in Sindh province. (Bank of England, 2017) As previously stated, there could be a variety of implementation issues. For example, the current study aims to learn about and scrutinize the impact of change agents on educational quality.

This study attempts to bridge this gap according to four main objectives and suggested the best possible recommendations.

- To explore initiatives taken by newly appointed school leaders to improve education quality.
- To explore hurdles faced by school leaders during the change process.
- To explore, measures taken by educational leaders to cope with resistance to change.
- To explore, the experiences of teachers regarding the quality of education.

RESEARCH METHODOLOGY

The choice of a research approach has a big impact on the research's outcome. If statistical data is collected and analyzed for research purposes using mathematical modeling tools (e.g. SPSS), a quantitative study is best suited to the nature of the research. In this scenario, a qualitative research strategy would be beneficial in collecting and analyzing data related to the social components of the study while avoiding statistical conclusions. In addition, case studies, personal experiences, thoughtful life narratives, interviews, observations of historical events, interactional manuscripts, and visual materials are examples of empirical materials used in qualitative research to describe common and challenging moments and meanings in people's lives. A 2005 publication by Denzin and Lincoln (2019, Aspers and Corte) Because current research does not demand quantitative data such as estimates, particular results, numbers, or any other measurable elements, it focuses primarily on the study and analysis of (SESRP) current implementation and how it functions for education in Sindh's second major city i.e. Hyderabad and covered it's all region including

Dadu, jamshoro, Tando Allahyar, Tando Muhammad khan, Matiyari, Badin, Sajawal, and Thatta).

DATA COLLECTION

Interview techniques are one of the primary data collection sources for the study among the various techniques available to support the current research. A judgmental-structured interview style is also used since it provides greater insight into the research issue, allows researchers to acquire responses, and the researcher, on the other hand, gathers some more information from the interviewees that may be valuable in later writing. Furthermore, in our instance, judgmental-structured interview styles are worth contrasting with structured interview styles since semi-structured interview questions are more generic and interviewees can freely express their thoughts on the topic.

DATA ANALYSIS

This research is based on semi-structured interviews done at numerous schools in Pakistan, including Dadu, Jamshoro, Tando Allahyar, Tandu Muhammad Khan, Matyari, Badin, Sajawal, and Thatta) in the Hyderabad region. in the year 2021, in September Headmasters and school teachers' level authorities were interviewed. All respondents were informed of their personal information, including their names and identification numbers, as well as their right to privacy. Individuals who were questioned were disputed or formally questioned and taped to help researchers better understand the scientific dataset. Interviews were recorded as well. The interviews took place in three different languages: English, Sindhi, and Urdu. After the interviews, the data After multiple consecutive interviews, data was transcribed from the interviews (through dictation). Thematic analyses are performed to interpret the interviews.

The table provides the descriptions of the interviewed participants.

School case	Hyderabad	Jamshoro	Tando Muhammad khan	Matyari	Badin	Tando Allahyar
Gender	Male/ Female	Male/ Female	Male/ Female	Male/ Female	Male/ Female	Male/ Female
Designation in the school	Middle-level Mgt (HM) Or (ST) 5	Middle-level Mgt (HM) Or (ST) 1	Middle-level Mgt (HM) Or (ST) 3	Middle-level Mgt (HM) Or (ST) 2	Middle-level Mgt (HM) Or (ST) 1	Middle-level Mgt (HM) Or (ST) 1
Experience# of years)			04 to 04			TOTAL # 13

Because this research is based on a project

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DATA FINDINGS VIA THEMATIC ANALYSIS

The empirical results of the thematic analysis include Building teams, Time Punctuality, personal examples, academic reform learning by doing, Extra curriculum activities, and charity are the major initiatives taken by educational leaders of SESRP to improve education quality.

Perception or concept of SESRP and its implementation

- How HMs perceive SESRP and its implementation education sector?
- What nature and kinds of resistance do you face in initiating and implementing SESRP within and outside schools in initiating SESRP activities?
- Level of SESRP and its implementation practices

- Which approach to implementation of SESRP is used in the education sector?
- What is the status of stakeholders' engagement in the education sector?
- Seeking information and Decision making
- Do you believe that signing in with Global Communication can help education earn a world reputation?
- Is there anything else you'd like to say that's relevant to this situation?
- Challenges and opportunities
- Do cultural and economic factors are the barriers to SESRP activities?
- Do you suggest other dimensions of SESRP?

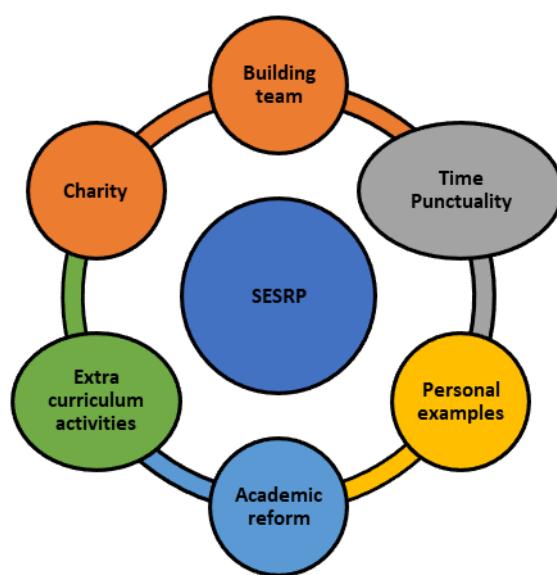A detailed evaluation of every theme is discussed below.

Fig. 1 shows the theme

Building Team

Schools are increasingly using professional team-building services to foster a healthy culture of achievement and collaboration. Impact Training and Development is a leader in teaching students, instructors, and administrators how to communicate effectively. Increased student achievement, instructor satisfaction, and overall student, teacher, and administration retention are all benefits of this vital communication. We engage with kids, athletes, and club members to teach them how to collaborate and how sharing results in better outcomes. It's also a lot of fun! Our tried-and-true team-building workshops

typically provide hard-won outcomes, but they seem like fun. Better communication is a direct result of effective team formation. Students, teachers, and administrators begin to pull in the same direction as a group. As a result, students learn more effectively, have higher morale, and perform better. This is the ideal educational environment. We were able to assist you in achieving your goal.

As team training becomes increasingly common, it's important to understand the efficiency of various delivery methods, particularly the importance of simulation-based teaching. While an exhaustive review of the literature on active learning is beyond

the scope of this article, I do rely on several English-language books and articles, ranging from how-to handbooks for college teachers to social-scientific research articles on active learning in large-scale college classes. As it turns out, the literature on active learning contains recommendations that include logistical, pedagogical, and even ethical aspects. (2020 Chris Oliver)

Time Punctuality

In poor countries, teacher attendance is one of the criteria for universal learning. However, during the previous few decades, investigations from all around the developing world have indicated national rates of teacher absenteeism ranging from 3 to 27%. As a result, increasing the number of instructors in the classroom and ensuring that class time is spent teaching can significantly improve a country's production and inclusive prosperity. the evidence for teacher absenteeism in Mozambique's elementary schools is examined in this Time to Teach study. Using the concept of time-space paths, we explore how young people choose controllable educational pathways and experience educational engagement in alternate educational environments. Gordon, Holland, and Lahelma (Gordon, Holland, and Lahelma, 2000). Many young people in alternative settings were disengaged from mainstream school settings due to tight time–space routes (e.g., reaching school on time), as mainstream schools did not fit their lifestyles and requirements. It goes into greater detail about the problem by looking at how young people in different educational contexts, for example, deal with it. despite expressing a desire for and To accommodate their tough life situations, they require more flexible time–space pathways. nonetheless require features of tight time–space paths to engage with education. In alternative educational environments, we examine ways that allow young people to establish a rhythm inside themselves by using their time-space trajectories and a sense of agency and control in their learning environment. These tactics allowed for dialogue and the building of positive interactions with teachers, which resulted in a sense of belonging and increased students' interest in learning. Teachers are the most important members of any educational institution because they pass on their expertise to students. They are, however, more than just information conduits. Teachers should provide students with the tools they need to analyze, solve problems, think creatively, and effectively use knowledge - abilities that are essential for living a healthy and productive life.

Teacher absence and reduced time on task squander money, short-change children, and are one of the most severe hurdles to reaching the Sustainable Development Goal of inclusive and high-quality education, as well as the new education strategy's linked goal, Every Child Learns. Because any impediment to the development of human capital has a detrimental impact on long-term development in all industries, low teacher attendance can result in much greater economic losses. One type of teacher absenteeism has long been acknowledged by policymakers and researchers: teacher absence from school. As a result, several programs have been established globally in the last two decades to improve teacher school attendance as a means of improving student learning. Because any impediment to human capital development has a negative influence on sustainable development across sectors, low teacher attendance can result in much greater economic losses. One type of teacher absenteeism has long been acknowledged by policymakers and researchers: teacher absence from school. As a result, several programs have been established globally in the last two decades to improve As a strategy of increasing student learning, teachers should attend school.

(1) not attending school;
(2) inattentiveness (early entrance and/or early leaving from school); late entrance and/or early leaving from school;
(3) absence from class (when enrolled in school); and
(4) less time spent on the task (while in the classroom).

Personal Example

Effective teachers— Students' success depends on people who know what they're doing, why they're doing it, and how to do it well. Our qualities, capability, and prior information affect our opinions, analyses, and judgments, but teachers must have the intellectual, social, and instructional abilities to act. Teaching is, after all, a form of performance art. Let's start with lousy teachers and instruction. From our own classroom experiences, we know what bad teaching looks like. Some of us went into teaching as a result of those bad experiences, hoping to provide a better learning environment than we experienced. But how can we avoid leaving a terrible impression on our future students? How do we become the "other" instructors you remember, the ones that created a vibrant, engaging, and effective learning environment in their classroom? We'll talk about certain of the "things" that make effective teachers so good and so memorable in a decent manner in this part on

Effective Teaching. Effective teachers motivate and optimize learning, but it's tough to pinpoint exactly how they do it. There is no secret formula or list that can miraculously turn someone become a good teacher. To see an example of a teacher's interpretation of a student/situation, analysis, action, and final impact, watch the video below.

Academic Reform (Learning by Doing)

The focus here is on some of the fundamental ways that experiential learning can be organized and delivered, with a special emphasis on the use of technology and approaches that aid in the development of the knowledge and skills required in the digital era. (See Moon, 2013 for a thorough explanation of experiential learning.)

The importance of laboratory instruction in modern science and engineering education is something we nearly take for granted. For a variety of skill development and creative arts development activities, workshops and studios are required. Among the crucial services or objectives that labs, workshops, and studios accomplish are:

- Students should be allowed to observe science, engineering, or trade work in progress to:
- develop motor abilities when using tools from science, engineering, industry, or artistic mediums;
- Teach pupils about the benefits and restrictions of laboratory experiments; allow students to observe science, engineering, or trade work in action
- Provide students with hands-on practice selecting and utilizing common scientific, engineering, or trades tools
- The ability for pupils to transition from the concrete to the abstract (through experiencing occurrences) is one of the major educational advantages of laboratory instruction (understanding the principles or theories that are derived from the observation of phenomena). The laboratory has the added benefit of educating students about a core cultural principle of science and engineering, namely that all hypotheses must undergo thorough investigation before being accepted as "true."One of the most common criticisms of old-style educational labs or workshops is that they lack the technology and capabilities that today's scientists, engineers, and tradespeople require. As scientific, technical, and crafts equipment becomes extra complex and expensive, it becomes more difficult to deliver direct access to such equipment to students in schools, and progressively today in colleges and

universities. Furthermore, typical teaching labs or workshops require a significant amount of capital and personnel, making them difficult to scale, which is a significant disadvantage in rapidly growing educational options.

Extra Curriculum Activities

Extracurricular programs, also known as extra-academic activities, are those that are not required as part of the core curriculum of a school and are structured around a particular activity, goal, or purpose. Sports, student government, volunteer work, employment, the arts, leisure pursuits, and academic clubs are just a few examples of extracurricular activities.

Extracurricular activities are all beneficial to an academic program. While some events, such as high school programs, are organized by age group, this is not always the case. Your teen might, for example, volunteer with a local charity or work part-time. Extracurricular activities at school are a great way for your teen to meet new people, explore new interests, and get leadership experience. Studies have shown a correlation between high school extracurricular activity participation and better long-term outcomes. Service-learning is a sort of service program implemented in schools, Moreover, as service-based internship programs and public service (Furco, 2002). While still learning in the classroom, students are encouraged to participate in public service programs (Flecky & Gitlow, 2011; Furco, 2002). To meet two societal needs—the need for youth and the growth of education—this notion was developed (Billig H., 2000). Furthermore, service-learning events help children succeed academically as well as socially and emotionally (Marcus et al., 2019). Students can link and utilize existing knowledge at school to build skills and aid individuals in need. In each service-learning project, students become attentive to current complications, take action to address them, and actively participate in the community. Students' personal and social abilities will be strengthened as a result (Furco, 2002), leading to positive social skills such as collaboration, friendship, respect, and social solidarity (Alcón, 2016). Learning in schools involves not just the transfer of knowledge, but also the development of specific approaches and skills that students will need in the future, such as social skills. For this reason, that students, being social beings, are unable to survive alone and require assistance from others. Enhancing social skills, talking, and engaging with others are the main components of social development, particularly for children and youngsters (You, Kim, & Lee, 2017). One of the primary skills in the twenty-first century,

according to the Metiri group, is interactive communication abilities that incorporate social and individual knowledge. (2018, Nakaya) One of the most important abilities for students to master is social skills. They were created to make interaction easier and to benefit the community as a whole. Furthermore, social skills benefit college students by acting as academic stimulators (Gresham, 2015). In this study, social skills are referred to as a collection of positive attitudes and behaviors that students exhibit in social settings, such as being receptive to social circumstances, empathetic, caring, and communicative, as well as being active in student participation and involvement in resolving social problems.

Charity

The goal of the charity is to create a better society, and what better way to achieve that than to provide the next generation with the tools and resources they need to reach their full potential? The educational charity aims to guarantee that our children's futures are bright despite the growing number of global difficulties. In this article, we'll examine five educational charities that are inspiring others and

think about what we can learn from them about enhancing educational institutions.

CONCLUSIONS

This study focused on key elements of SESRP: leadership, change management, and quality of education, and how each of these elements should be considered to succeed. The study was conducted as a case study in the Sindh-based education sector of Pakistan. The information was gathered by studying the beginning point and needed adjustments in SESRP team meetings, interviewing employees of the case schools in Hyderabad region cities in Sindh, namely Hyderabad, Dadu, Tando Muhammad Khan, Matyari, Tando Allahyar, and Sajawal, about the components, and monitoring actions relevant to the topic. Based on the empirical data gathered, I discovered that to successfully run, the findings revealed that school leaders (headmasters) have worked extremely hard to provide quality education in primary schools throughout the Hyderabad Region, despite numerous challenges. If this project is not fully implemented, education will suffer, and the efforts of Headmasters will be wasted. On top of the domino effect, the recommendation is based on a literature review.

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