



# THE REFORMERS



EDITION - VII

## HEAD MASTERS / MISTRESSES **RECRUITMENT**

SED rejuvenates school leadership  
for improving standards of education



SED SET TO LAUNCH  
**HRMIS**

Now-a-days, the concept and reality of reform in the education sector has become inevitable in order to bring the education system up to the required level to meet the global challenges. Under the able guidance of the Chief Minister Sindh, Honourable Syed Murad Ali Shah, and the Minister for Education & Literacy Department, Jam Mahtab Hussain Dahar, the School Education Department has been making concerted, continuous and untiring endeavours to introduce and execute a series of such result-oriented reforms.

Merit based appointments of qualified personnel have internationally been recognized to be the backbone of the strategies formulated for achieving everlasting results, particularly in the field of teaching and education management. Following the principle, the School Education Department, recently succeeded in filling one thousand plus posts of Headmasters / Headmistresses by way of a competitive process through Sukkur IBA, Sukkur.

Besides, Recruitment Policy 2017 has also been recently approved by the Chief Minister Sindh, whereby all appointments in School Education Department will be through screening test to be held by a well reputed third party firm to ensure transparency and merit in all future recruitments. This shall definitely be a step-forward in ensuring first time recruitment of teachers, specialized for the subjects of Science, English, IT and Mathematics. Besides, keeping in view internationally accepted standards, necessary amendments in the recruitment rules for the teaching and administrative posts are also in offing. In order to ensure provision of basic facilities of infrastructure and equipment in public sector schools, a comprehensive plan is in place. This will significantly improve the quality of education. Besides, realizing the importance of girls' education, it has been ensured that our educational plans accord priority to and should encourage female education.

Under a well-thought and well-worked strategy, a scheme of enhanced enrolment has been introduced. All the field formations have been motivated to make that scheme a big success. This strategy has started to give good results in the shape of enhanced enrolments. Besides, in order to ensure transformation of existing early education in to the professional and standardized classes, Early Childhood Care and Education (ECCE) Policy has also recently been launched. In order to make headway in making the closed schools functional and to rectify the anomalies in the lopsided placement of personnel, whereby there is a huge scarcity of teachers in remote and rural area schools, while excessive glutting in urban and semi-urban centres, a policy has been finalized. The said policy will soon be put in place and implemented effectively. With the grace of God and untiring efforts of the School Education Department this strategy worked well and culminated in making the 2076 closed schools fully functional.

**“REALIZING THE IMPORTANCE OF GIRLS’ EDUCATION, IT HAS BEEN ENSURED THAT OUR EDUCATIONAL PLANS ACCORD PRIORITY TO AND SHOULD ENCOURAGE FEMALE EDUCATION.”**



**ABDUL**  
Aziz Uqaili

**SECRETARY**  
School  
Education  
Department

## QUALITY EDUCATION IS OUR PRIME FOCUS

It is a matter of great pleasure to present this 7<sup>th</sup> edition of “The Reformers”. This issue will bring very informative news to the readers. World Bank Sindh Education Reform Program – II closing at 30<sup>th</sup> June 2017. Sindh Global Partnership for Education (S-GPE) is in the 3<sup>rd</sup> year and is making good progress. Development of HRMIS, strengthening of Sindh School Monitoring System (SSMS) & full functionality of Communication activities are proceeding in a timely manner. There are also many other initiatives being done for quick and tangible improvements in our public schools. The most highlighted one is the filling the gaps of basic missing facilities at schools. Under the Directives of Chief Minister Sindh, such provision is now being made available by re-appropriating the un-utilized School Specific Budget and Consolidated Schools Budgets. Given the long duration of load shedding and sizzling summer, efforts are afoot to equip at least 1500 to 2000 public schools with electricity through solar panels and availability of clean drinking water tanks besides to repair the existing non-functional washrooms and damaged boundary walls within Current financial year 2016-17.

Outgoing quarter was quite challenging yet interesting. The School Education Department with the support of Regional Directorates & District Education Field offices have delivered their commitment for re-opening of closed schools through transfer of teachers while maintaining the Student Teacher Ratio 30:1, which has been haunting the department for so many years. Now 2076 public schools have been re-opened throughout Sindh during the last five months and for further transparent verification the department has ensured to provide the data on the web-site. In addition, Standardized Achievement Test (SAT) – V has been completed.

Our upcoming highlights include SEMIS Profile 2016-17, Early Childhood Care and Education Policy Launch and Joint Education Sector Review-III. Hope you will enjoy reading it. And please do not forget to send us your comments and feedback.



**“2076 PUBLIC SCHOOLS HAVE BEEN RE-OPENED THROUGHOUT SINDH DURING THE LAST FIVE MONTHS”**

**FAISAL**  
Ahmed Uqaili  
**CHIEF PROGRAM MANAGER**  
Reform Support Unit

## ASIAN DEVELOPMENT BANK IDENTIFIES POTENTIAL AREAS FOR INTERVENTION IN SINDH

Officials representing Planning and Development Department and School Education Department had a joint meeting with Asian Development Bank (ADB) Mission on March 10, 2017 in Karachi. During the discussion ADB team expressed their interest in working for the betterment of education sector in Sindh. The ADB has conducted Pakistan Education Sector Assessment. ADB, based on the findings from assessment, identified the following four areas of intervention:

- **Teacher Quality and Management**
- **Curriculum and Assessment**
- **Access - construction and providing missing facilities**
- **Public Private Partnership**

## SEMIS PROFILE 2016-17

Sindh Education Management Information System (SEMIS) Profile is a flagship publication of School Education Department (SED), Government of Sindh. SED has been publishing SEMIS profile on an annual basis since 1991. The SEMIS profile plays a key role in policy making, research and planning for the government and other stakeholders.

**The upcoming issue of SEMIS Profile 2016-17 contains 25 years' data which will give a complete picture of growth in enrollment, schools, teachers and other relevant indicators.**

The profile will not just consist of data but will also provide comparative analysis as well. Furthermore, the profile will come in handy whenever there is a need to look at trends and challenges over the period of 25 years.



## HEAD MASTERS/HEAD MISTRESSES RECRUITMENT

School Education Department (SED) has transparently completed the hiring of 1039 Head Masters/ Head Mistresses (HMs) for the government schools across the province. These HMs have been hired, through a written examination administered by a third party, with great expectations of effective school management.

A total of 7000 candidates applied for the announced vacancies. However 1,080 cleared the written examination and 1,039 applicants were finally recommended by the evaluation committee after their requisite credentials verification.

**7000 candidates appeared in the written examination, of them 1080 cleared, and 1,039 applicants were finally recommended by the evaluation committee.**

The department has ensured strict adherence to transparency at every stage of the hiring process. To avoid undue influences the selection was primarily based on written examination with no weightage for the interviews. Similarly, the department has shared all the relevant information regarding the process including merit list and posting details over the official SED website and social media. The merit list of the successful applicants has also been publicly shared to enable the concerned candidates to approach the department in case they have any grievances. The SED has also notified a committee under the chairmanship of Additional Secretary (Law) to forward their recommendations regarding received grievances to concerned authorities after due verification process on merit.



The qualified HMs also go through biometric registration with the department. They will receive their offer Letters with their respective picture and bar-coded to further maintain strict transparency. High expectations are set from these qualified successful HMs that they will effectively lead their schools ensuring education excellence. They are set to commence their job post summer vacations.

**"NEWLY HIRED HEAD MASTERS/HEAD MISTRESSES AND  
GREAT EXPECTATIONS"**

### HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)

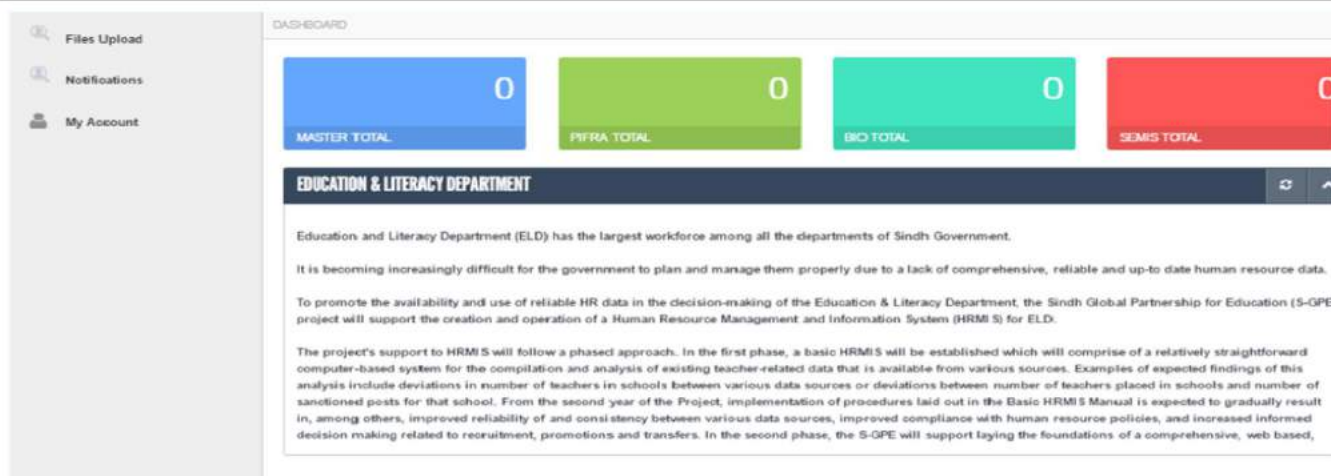
School Education Department (SED) has the largest workforce but lacks comprehensive, reliable and updated data about its employees. Availability of rationalized human resource data is very crucial for the decision making vis-à-vis movement of staff, promotions, disciplinary actions, training of staff etc. In order to fill this gap, the department has done biometric mapping of all its employees (teaching and non-teaching) under Sindh Global Partnership for Education (SGPE). Drawing on a biometric database, Human Resource Management Information System (HRMIS) is being developed for SED.

## LOGIN



The HRMIS helps in analyzing the existing staff's allocation. The system is guided by a comprehensive HR Manual. The system is expected to achieve improved reliability of and consistency between various data sources, value-added compliance with human resource policies, and informed decision making related to recruitment, promotions and transfers.

## DASHBOARD

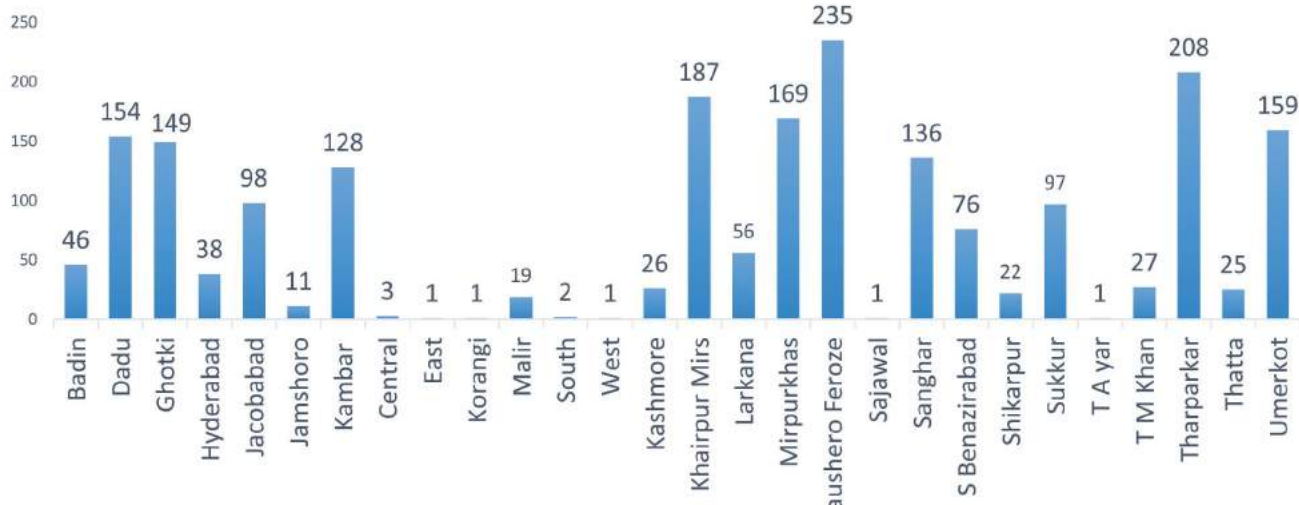


# 2076 CLOSED SCHOOLS RE-OPENED IN SINDH

In the wake of education emergency, School Education Department, Government of Sindh, has fast tracked its efforts for improving quantitative and qualitative education indicators in Sindh Province. The department is particularly making headway with archaic challenge of closed schools. More than 50 percent such schools have been made functional in the last five months. Out of a total of 4123, so far 2076 non-functional closed schools have been re-opened across the province by rationalizing "Students Teacher Ratio (STR)". Under the STR Policy, Education Directorates & Education Field Offices reviewed the entire situation in their respective regions and reopened the closed schools.

**The STR policy indicates that students' teacher ratio of 30:1 should be maintained**

**District wise Re-opened Schools**



Community, civil society, School Management Committees and parents are encouraged to come forward to verify details of these schools. Moreover, School Education Department would like them to visit these schools and offer their positive and constructive contribution in making all these schools fully operational and functional, so that our all such sincere efforts for these schools could turn them into a real success. All the details of schools are available on SED website (<http://www.sindheducation.gov.pk/>). Feedback and comments can be emailed at [reopeningofschools@sindheducation.gov.pk](mailto:reopeningofschools@sindheducation.gov.pk)

## EARLY CHILDHOOD CARE & EDUCATION (ECCE)

### First National Conference

First National Conference on Early Childhood Care & Education was held in Islamabad on 27<sup>th</sup> and 28<sup>th</sup> March 2017 at Allama Iqbal Open University. On behalf of School Education Department (SED), Government of Sindh Mr. Faisal Ahmed Uqaili, Chief Program Manager, Reform Support Unit and Dr. Fouzia Khan, Head of Curriculum Wing, attended the Conference. The Ministry of Federal Education and Professional Training in collaboration with the ECD Network of Pakistan (ECDNP) and other development partners organized the conference in order to develop an integrated approach to ECCE in the country. The conference brought all stakeholders under one forum and provided them an opportunity for networking. The participants reviewed the current status of ECCE in Pakistan, and charted a road-map for a future direction in terms of its growth. Mr. Uqaili shared the progress on early childhood education in Sindh and then showed a documentary on the ECCE Policy, which was developed by Communications Unit of RSU, SED. The event served as an excellent platform for learning best practices, sharing experiences and disseminating research work that is being done in the field of ECCE.



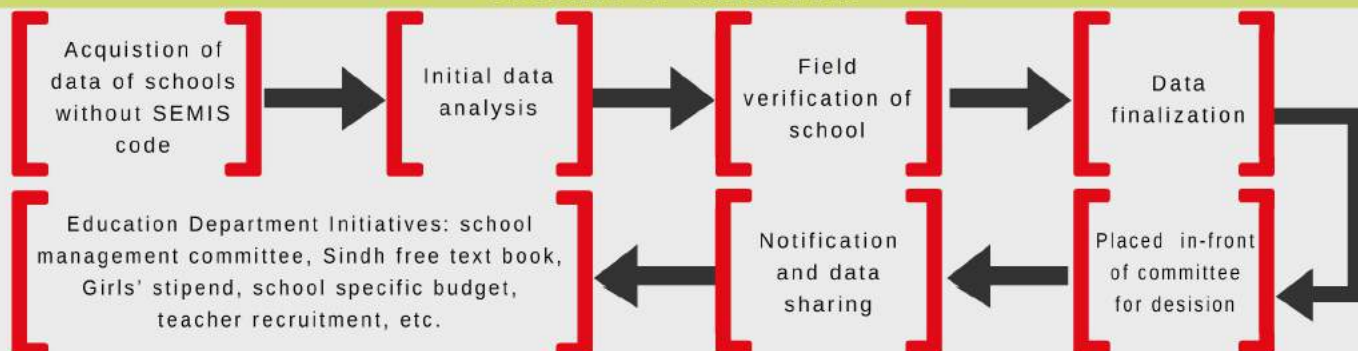
# CRITERIA AND PROCESS FOR ALLOTMENT OF SEMIS CODE

In order to receive government funds it is necessary for all government schools to have SEMIS code. Approved criteria for schools to be awarded SEMIS Code is:

- School should be reported in Annual School Census for past 3 years
- Schools should have more than 30 students enrolled
- Schools should have its own building and there is no other government school within 1000 meter radius or school without its own building and there is no other government school nearby 1500 meter radius

The provincial committee scrutinizes schools as per the above mentioned criteria. So far, 443 cases were examined by the committee, out of which 192 schools met the required criteria. The recommendation for allotment of SEMIS Code and notifications to these schools have been issued and the information is updated.

## PROCESS OF ALLOTMENT

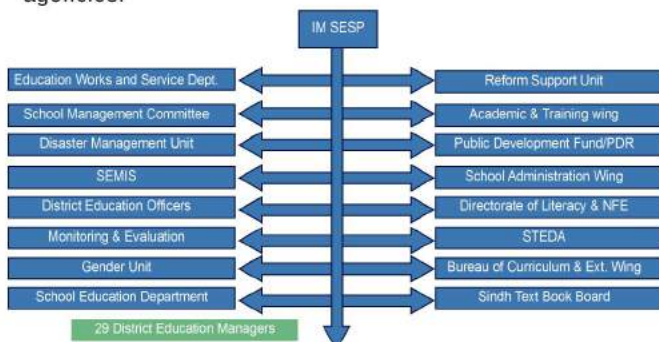


## SINDH EDUCATION SECTOR PLAN 2014-18 IMPLEMENTATION & MONITORING SYSTEM

IM SESP is a web-based System, developed for monitoring status on implementation of Sindh Education Sector Plan 2014-18 by Reform Support Unit, School Education Department. In this system, three different types of dashboards have been developed i.e. one for each Implementing Agency, one for each District and one for Super admin of IM-SESP.

**System will enhance coordination among sub entities within SED who are responsible for implementing different sections of the SESP**

Since it provides up to date information about SESP implementation it is hoped that this system will enhance coordination among sub entities within SED who are responsible for implementing different sections of the SESP. Furthermore, it will enable top-decision makers to review progress on a regular basis and take corrective measures accordingly. Login IDs of implementation agencies have been created and the progress is regularly updated by the agencies.



## PLANS AFOOT TO ORGANIZE THIRD JOINT EDUCATION SECTOR REVIEW

School Education Department, Government of Sindh has planned to hold 3<sup>rd</sup> Joint Education Sector Review for the year 2016-17 in September 2017. A core committee and five thematic groups have been notified to collect relevant information about the progress and challenges in implementing education reforms and to execute the event smoothly. SED undertakes sector-wide review every year to measure the performance of the education sector against the indicators established by Sindh Education Sector Plan 2014-18 (SESP) and the recommendations of the previous Joint Education Sector Reviews.

The third review holds significance for it will not only follow from JESR II recommendations, but it will further broaden the canvas of the education sector activities stretching them beyond SESP to globally agreed targets of Sustainable Development Goals (SDGs). The Education Department will align its own annual targets with the global education agenda of 2030 to "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all". The next sector plan of post 2018 will, therefore, coincide with the global education targets to steer struggle for common universal objectives to be attained by 2030. Joint Reviews are a multi-sectoral dialogue between ministries, development partners and other stakeholders to provide support for improved sector coordination and accountability and to highlight impediments for effective delivery of education services. With a defined timeline, School Education Department is in the process of devising strategies to add sustainability to the process of education transmission.

## LONG-TERM STRATEGY FOR CURBING MENACE OF CHEATING IN EXAMS

Why do students cheat in exams at all? Commonly there are at least three aspects of this issue: the examination aspect, the pedagogical aspect and social aspect; and all three are intertwined. A review of the examination papers indicates that the exams encourage and reward memorization and reproduction of information. Examinations have backwash effect; the exams that rely on memory and reproduction encourage a dull pedagogical practice in classrooms that emphasize regimentation and drilling of examination papers rather than creating love for learning. Such classrooms have detrimental effect on creative minds. Students hardly find interest in the class or in textbooks and continue to resort to the use of unfair means during examinations to go through the difficult times. Most importantly, we have to see how our society looks at this culture of cheating.

So, how to stop cheating? We have to work at all levels simultaneously – examination system, pedagogical aspects and social aspects. The examination system needs complete, the papers should encourage conceptual questions as some well reputed private Examination Boards do. The conceptual examinations demand more engaging pedagogy because the examination papers cannot be predicted based on past papers and questions always come with some twists that require thinking, not memorization. However, implementing this type of examination abruptly at the matric or intermediate level will invite criticism from students, teachers and community; hence it needs to be implemented gradually from at least secondary classes. Orientation sessions need to be organized for the students and teachers on the modern examinations. Relevant stakeholders need to be taken into confidence as it is essential for making this strategy successful. The examination authorities along with education department may launch public awareness raising campaigns.

**MOST IMPORTANTLY, WE HAVE TO SEE HOW OUR SOCIETY LOOKS AT THIS CULTURE OF CHEATING. SO, HOW TO STOP CHEATING? WE HAVE TO WORK AT ALL LEVELS SIMULTANEOUSLY – EXAMINATION SYSTEM, PEDAGOGICAL ASPECTS AND SOCIAL ASPECTS.**

The examination authorities need to play a leadership role here with the support of, media and society in general.

**Contribution for “The Reformers” by  
Dr. Sajid Ali, Associate Professor and Head of  
Graduate Programmes AKU-IED  
sajid.ali@aku.edu**



### SINDH ENHANCING RESPONSE FOR REDUCTION OF STUNTING PROJECT (SERRSP) 2016 – 2021

The Government of Sindh has recently adopted an Accelerated Action Plan (AAP) for reduction of stunting and malnutrition from 48% to 30% by 2021 and to 15% by 2026 by increasing and expanding coverage of multi-sectoral interventions. The Education component of AAP has two key interventions:

- 1. Improve access to Early Childhood Care & Education (ECCE) in the public schools**
- 2. Improve knowledge of nutrition and healthy living among girls enrolled in high schools in the public sector. There is a need to develop curriculum and supplementary material for training of teachers and adolescent girls in schools.**

The multi-sectoral programme involves Health, Agriculture, Livestock and Fisheries, Planning and Development (P&D), Population, Social Welfare and School Education Department (SED). A provincial task force, headed by the Minister P&D, has been set up to steer the project in right direction. All the secretaries, from the concerned departments, would be members of the task force including Chairman Planning & Development Board. The geographical coverage of the project is the entire province but will target those districts where the most vulnerable segments of population live and the stunting rates are above 30 per cent. The 2014 Multi-Indicator Cluster Survey (MICS) for Sindh found that 48 percent of children under five years suffered from stunting. The School Education Department (SED) has identified the following main activities under SERRSP:

- **Teachers' Training**
- **Mother care Group**
- **Inclusion of lessons in textbooks**

Successful implementation of the above activities with the support of PITE, BoC and Curriculum Wing will create awareness among students, teachers and head masters about stunting.

# EVENTS' HIGHLIGHTS



SECRETARY EDUCATION VISIT TO SCHOOLS IN DISTRICT SUKKUR  
TO REVIEW ENROLLMENT DRIVE AND DEVELOPMENT PROJECTS



INTERNATIONAL MOTHER LANGUAGE DAY-2017



INAUGURATION OF GOVT. GIRLS ELEMENTARY SCHOOL,  
WALLIDAT JOKHIO, UC SARI, TALUKO THANA BOLA  
KHAN, DISTRICT JAMSHORO BY JAPAN INTERNATIONAL  
COOPERATION AGENCY (JICA)



CHIEF PROGRAM MANAGER, RSU  
PRESENTING AT THE CONFERENCE ON  
SOCIAL RESPONSIBILITY  
AT IBA KARACHI



POLICY DIALOGUE ON EARLY CHILDHOOD  
CARE AND EDUCATION  
AT RSU



SECRETARY EDUCATION LAYS FOUNDATION STONE  
OF OFFICE COMPLEX OF EDUCATION WORKS DEPARTMENT  
UPPER SINDH REGION AT SUKKUR



MEDIA BRIEFING ON EDUCATION INITIATIVES

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