



From Managers to Leaders: Augmenting Effective Education Delivery

The School Education Department (SED) makes earnest efforts to enable more and more children to access quality education. However, the governance machinery at the district and sub-district levels is clearly deficient in terms of its capacity to deliver reforms in an effective way, making the task cumbersome. One key reason for this is that most of the education managers at this level are basically teachers. As such, they do not have the managerial and administrative skills required of them to do justice to their assigned responsibilities. These capacity gaps also prevent them from utilizing the IT-intensive tools that SED has introduced in areas such as teacher training, classroom observation, and quality assurance, to name a few. To overcome this challenge, SED—with technical assistance from FCDO-funded PESP-II—developed a training and mentoring support package for the target beneficiaries.

“I was one of the 3,600 education managers from Punjab who benefitted from this training. I find myself disposing of my obligatory duties in a far more professional manner. The training has helped me understand the role and responsibilities that come with my position,” says Chaudhry Muhammad Aurangzaib, CEO of the District Education Authority, Gujrat. Referring to the post-training interactions with PESP-II experts for three full months, he says, “These interactions had a value of their own as it was during this time that we learned to put the knowledge and skills to the test. We also developed costed education plans for implementation at the district, tehsil, and Markaz levels,” he shares.

The training was imparted in two rounds—the first benefitted 3,600 education managers from all 36 districts of the province, while the second focused on

experience sharing and finalization of costed education plans for various tiers. These sessions also equipped the participants with the skills to use ICT tools such as online dashboards for Classroom Observation Tool and School Improvement Framework. The required knowledge and skillset for the education managers were identified in collaboration with the Quaid-e-Azam Academy for Educational Development (QAED) and SED. QAED’s field staff was also engaged in the provision of training and mentoring support and ensuring the development of communities of practitioners for delivery managers—a platform where they can share their learning experiences and find ways to overcome obstacles. The professional development programme culminated in leadership skills training to help the managers acquire professional skills. Tawakal Hussain Shah, DEO (Secondary) Layyah, sounds accomplished, “The planning and budgeting training and development of costed plans were useful indeed, but the leadership training has helped us amazingly.” Shah says this is the first time they have had a chance to develop such skills. Commenting on the sustenance of the programme, its focal person Shahzad Yousaf informs, “The content and training materials have been handed over to QAED, and QAED is committed to independently carrying out similar training sessions in the future.”



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