

REPUBLIC OF ARMENIA

EDUCATION

FINANCING AND MANAGEMENT REFORM PROJECT

Presentation by Karine Harutyunyan





General Education Reforms in Armenia

- 1. Decentralization of the education system**
- 2. Increasing efficiency in use of public resources**
- 3. Rationalization of the school system**



General Education Reforms in Armenia

4. **Financial and management reforms of the general education system**
 - Increase of school autonomy
 - Introduction of the new systems of: (i) governance through school management boards; (ii) financing on lump sum per capita basis; (iii) school accountability



General Education Reforms in Armenia

- 5. Increase of community and parent involvement in education**
- 6. Upgrading of the state curriculum and provision of secondary schools with core textbooks**
- 7. Development of Private Sector in Education**





Textbook Project Objectives

- 1. Establish a sustainable textbook publishing system based on school and student demand**
- 2. Create a self financing system for all required textbooks' production by ensuring the replenishment of the funds necessary for textbook publishing in the future.**

Textbook Revolving Fund Important Principles

- 1. Operate open and transparent, create trust in the parents**
- 2. Consult and discuss with schools and parents all operating procedures and guidelines**
- 3. Make procedures as simple as possible, precise and clear-cut**
- 4. Make the procedures similar to the method of textbook provision common during Soviet times**

Textbook Revolving Fund Important Principles

- 5. Ensure equity between schools and students**
- 6. Make textbooks affordable to the parents by providing the textbooks at the lowest possible cost**
- 7. Provide free books to those who can't afford**



Textbook Revolving Fund Important Principles

- 8. Create sustainable, school based funding to replace textbooks at the end of their useful classroom life**
- 9. Give the rental fee ownership to the schools and empower schools and parents to make decisions on their own funds**



Textbook Revolving Fund

Implementation techniques, approaches and methods

- 1. Public discussions and consultations with school directors, teaching staff, parents, local education departments and NGOs**
- 2. Posting on the school notice board information about rental fees, and bank statements on school accounts**
- 3. The schools maintain accurate recording and reporting system**



Textbook Revolving Fund

Implementation techniques, approaches and methods

- 4. School signs an annual contract with each student's parent**
- 5. Schools must prepare regular reports which are approved by school boards**
- 6. School completes its list of socially vulnerable students who qualify for rental fee exemption with the parent teacher association**



Textbook Revolving Fund

Implementation techniques, approaches and methods

- 7. School is allowed to increase its rental fee by a maximum of 10% by the joint agreement of the parents committee and the pedagogical board**

- 8. School teachers and parents must check all textbooks regularly to ensure their good condition**

- 9. Schools involve the students, parents and teaching staff in doing textbooks' slight repairs**



Textbook Revolving Fund

Implementation techniques, approaches and methods

- 10. School board makes decisions on the number of the textbooks per title to be purchased and amount of money to be withdrawn from their bank account**
- 11. The full ownership of the process and decision-making on the school revolving fund is given to the school**



**The schools
together with their
parents
committees and
pedagogical
boards have taken
the full
responsibility of
the textbook
provision process
to their children**



Pilot Reform Project Achievements

- 1. Most of the decentralization of school management has been successful**
- 2. Most elections of School Boards took place smoothly and transparent**
- 3. Selection and appointing school principles becomes responsibility of the school board**



Pilot Reform Project Achievements

- 4. New system offered the schools much more flexibility and freedom in making financial and institutional choices**
- 5. The Boards more often and actively are becoming decision makers**
- 6. Principals in the pilot schools became careful about spending, and are keen to make savings**

Pilot Reform Project Achievements

- 7. Training has helped considerably in building knowledge and consensus on the reforms for school autonomy**
- 8. The pilot schools enjoy a fair degree of autonomy in making financial and institutional decisions.**
- 9. The linkages between the Councils, principals, parents and community are functioning smoothly**

Pilot Reform Project Achievements

- 10. Increased involvement and interest of the parents in school activities**
- 11. Development of the per-pupil funding formula and its introduction is a success story**
- 12. Radically improved accountability system in the pilot schools**

Pilot Reform Project

Important Principles and Approaches used in Piloting of Reforms

- 1. Pilot before deciding for the country, improve process while piloting**
- 2. Involve parents and community leaders in the school management through creating boards**
- 3. Election of boards in an open and transparent way**

Pilot Reform Project

Important Principals, Approaches used in Piloting of Reform

- 4. New financing mechanism also assisted in involving parents in decision making and resource mobilization for the school**
- 5. Technical assistance and training to the school board members**



School Improvement Project (SIP)

SIP Objectives

- 1. Promote improvement of school performance and the quality of education**
- 2. Support the schools in the process of achieving autonomy**
- 3. Increase parent and community involvement in school management and operation**
- 4. Support the school capacity building**
- 5. Creation of out-of-budgetary funds**

SIP

Main Principles, Implementation Techniques and Mechanisms

- 1. Prior to each stage of work, development of timetables by marzes and schools**
- 2. Training of administrative staff in each school included in the SIP**
- 3. Create favorable conditions for active involvement of parents and community members into the school micro-project**

SIP

Community Meeting

The meeting was considered valid in case if:

- 1. Participating parents were not less than $1/5$ of the pupils' number**
- 2. Participating teachers were not less than $2/3$ of the teachers' number**
- 3. Head of the community or other community representatives were present**
- 4. More than half of the Parents Association members were present**

SIP

School Contribution

- 1. Minimum School Contribution should cover 10% of the total project cost**

School contribution may be:

- Monetary (contributions from parents, local authorities, school teachers and other sources)**
- In-kind (equipment, materials)**
- In labor**

- 2. Minimum 50% of school contribution should be made by parents**

SIP

Main Principles, Implementation Techniques and Mechanisms

4. Involvement of parents and communities in the design and implementation of the micro-project

School Board Responsibilities

- Ensuring the school and community contribution
- Approval of the interim and final progress and financial reports

SIP

School Board Responsibilities

- **Organization of regular community meetings, information of the micro-project status for the community**
- **Provision of publicity**
- **Support to the micro-project timely implementation**
- **Assurance of micro-project sustainability**



SIP

Main Principles, Implementation Techniques and Mechanisms

- 5. Ensuring transparency and equity**
- 6. Selection of the best micro-projects based on the weighted evaluation criteria**

SIP

Main Principles, Implementation Techniques and Mechanisms

7. **Technical assistance to schools during promotion and evaluation stages**
8. **Active monitoring of micro-projects**
9. **Provision of various educational services by schools to communities within the framework of the micro-project and serving to the needs of community - “Community Centers”**

































