

What's black and brown and looks  
good on a lawyers neck?

What's black and brown and looks  
good on a lawyers neck?

A doberman



What's grey and fuzzy and is always  
breathing on the private schools' necks?

What's grey and fuzzy and is always  
breathing on the private schools' necks?

## **BUREAUCRATS**



We're from the Government...  
And we're here to help...

Association of private schools (Portugal)



Our diversity is our richness

**Almost 500 members:**

**Catholic schools**

**Islamic school**

**Cooperatives**

**Associations**

**For profits**

**Regular schools**

**Music and dance schools**

**Professional training schools**

**Special education schools**

## Threats:

**Left wing anti-private ideology**

(13,18% PCP + BE / 28,08% PS / 38,65% PSD / 11,7% CDS-PP)

**Need more push for improvement**

**Financial crisis and unemployment of parents**

## Opportunities:

**State schools *problematic***

**Fiscal consolidation**

## Needs:

**Improve teaching**

**Improve accountability**

FOR OFFICIAL USE ONLY

INTERNATIONAL MONETARY FUND

Fiscal Affairs Department



PORTUGAL

RETHINKING THE STATE—SELECTED EXPENDITURE REFORM OPTIONS

Gerd Schwartz, Paulo Lopes, Carlos Mulas Granados, Emily Sinnott,  
Mauricio Soto, and Platon Tinios

January 2013





## B. Key Issues

65. The education system is somewhat more fragmented than in other EU countries, with public institutions covering the vast majority of students. (...) Private schools and charter schools now cover about 22 percent of pre-primary, basic, and secondary level students, up from 16 percent in 2000. **Charter schools (i.e., schools that are publicly funded but privately operated)** are subject to the same educational standards and curricula as public schools. In some cases the whole school is run under a charter agreement while in other cases it is only some classes. As of 2012, there were 81 licensed charter schools covering almost 46,000 students. **Their per-student cost is lower, and, on average, they produce better student test scores.**

74. There is evidence that **per-student costs are lower in charter schools compared to public schools.** Charter schools receive a fixed amount (...) to administer the same classes and curriculum as public schools. They hire their own teachers and do not charge fees (...) **Where they coexist with public schools, they are often the first choice for parents.** (...) While the charter school program is under revision until the end of the current school year, **the government maintains its intention to promote charter schools as well as freedom of choice between public schools and charter schools.**

## C. Reform Options

75. A main challenge for Portugal's education system is to enhance outcomes while reducing costs, i.e., **to do more with less**. To this end, the government will have to make **difficult choices based on cost-efficiency and effectiveness considerations**.

77. Achieving larger savings would require policy options that are geared toward making the education system more flexible and **limiting the state's role as a supplier of education services**. Under this approach, the **state's role would shift more toward setting standards and monitoring their compliance**,<sup>63</sup> and to pursuing cost recovery in a more equitable way. Key recommendations would be as follows:

***Implement a simple formula-based funding framework that allows money to follow the student.*** Portugal could opt for a more challenging reorganization of the education system by applying a per-student financing formula, (...) This would require giving autonomy to schools to hire teachers, and would need to be accompanied by a closer monitoring of school performance and schools being held accountable for education outcomes. If, under the new system, **costs were benchmarked to the charter-school** limit of €85,288 per class, per-student cost would fall (...).

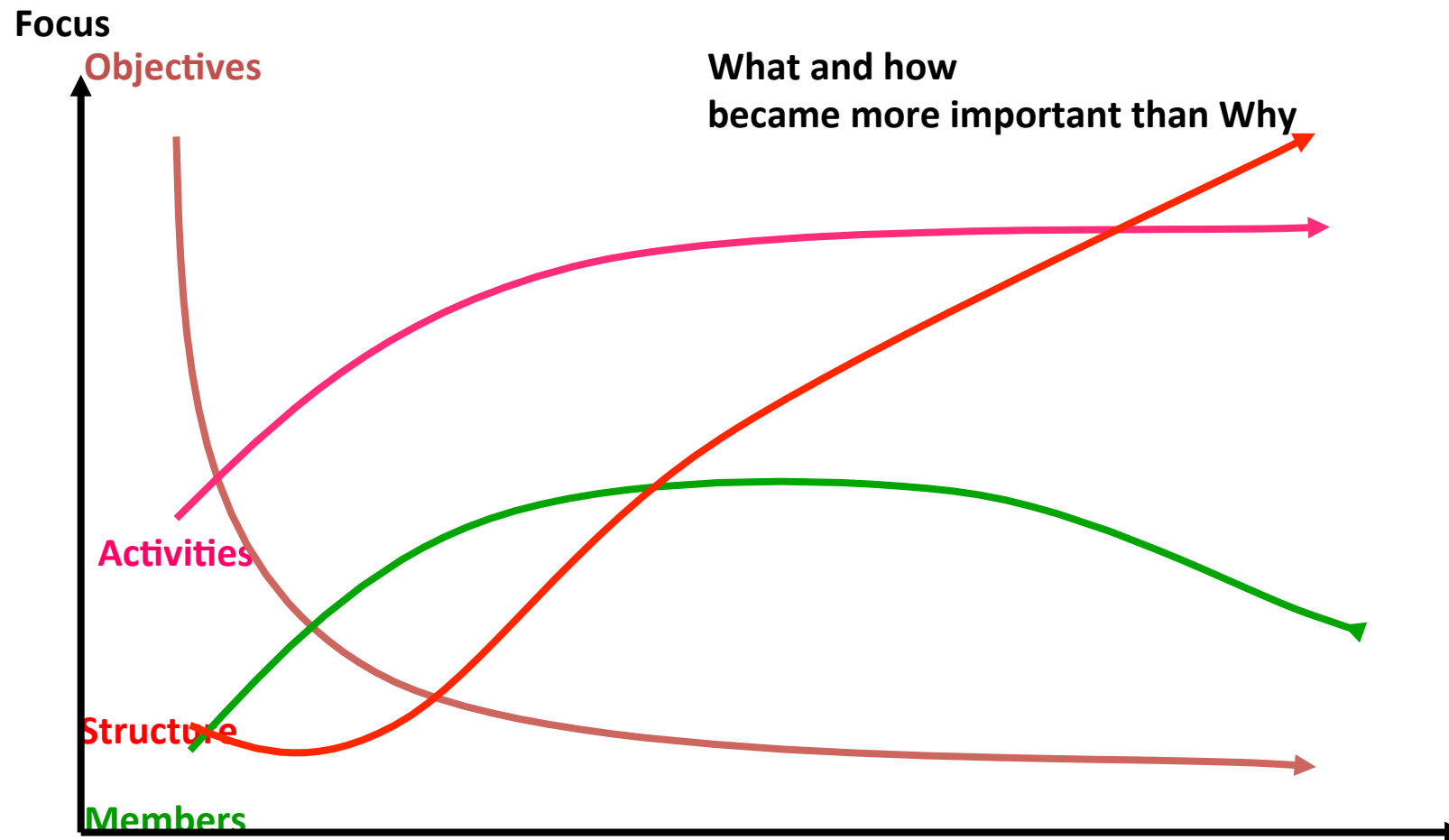
***Apply the special mobility scheme for surplus teachers.*** Unlike the current voluntary mobility options for teachers, a compulsory mobility scheme should be created for teachers deemed excessive (...) It could be designed to **allow permanent teachers to move to charter schools** without losing their permanent employment guarantee.

63. An example of such a system is the Netherlands

# The future of private schools and ECNAIS` role

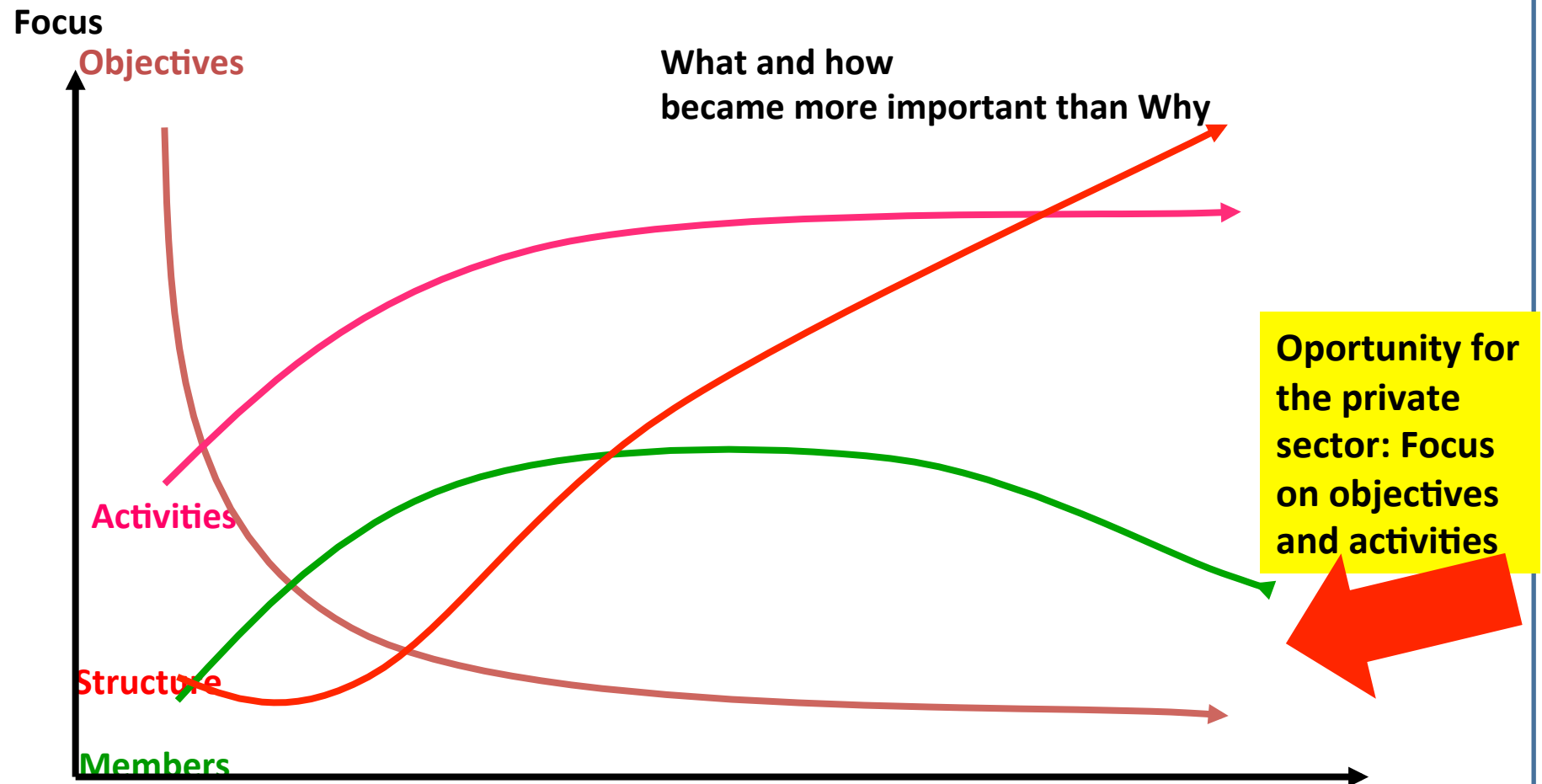
# The future of private schools and ECNAIS` role

## “Organizational analyses”



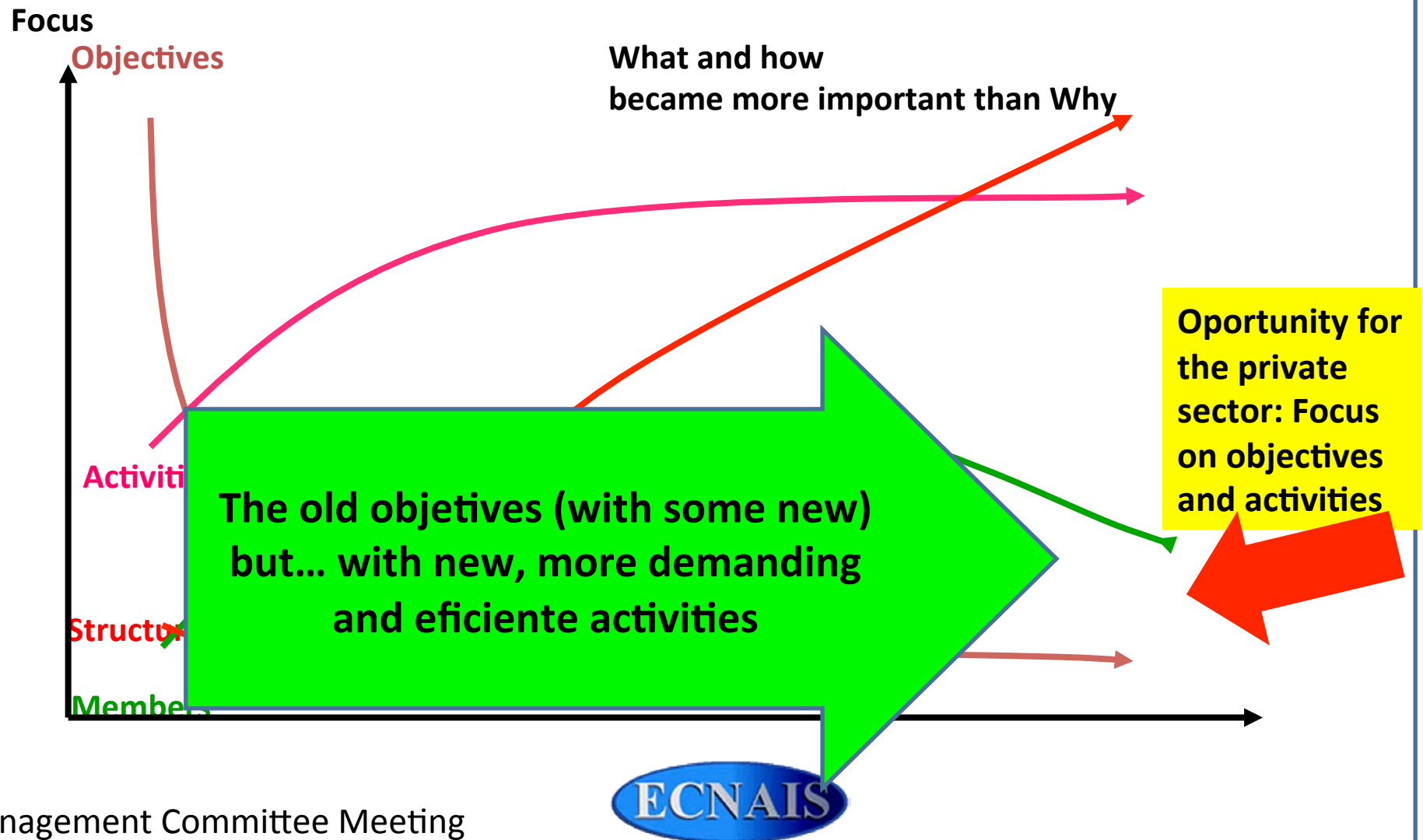
# The future of private schools and ECNAIS` role

## “Organizational analyses”



# The future of private schools and ECNAIS` role

## “Organizational analyses”



Legal  
knowledge

Pedagogical  
knowledge

Research

School

School

School

School

School

School

School

School

Legal  
knowledge

Pedagogical  
knowledge

Research

School

School

School

School

School

School

School

School



Legal  
knowledge

Pedagogical  
knowledge

Research

School

School

School

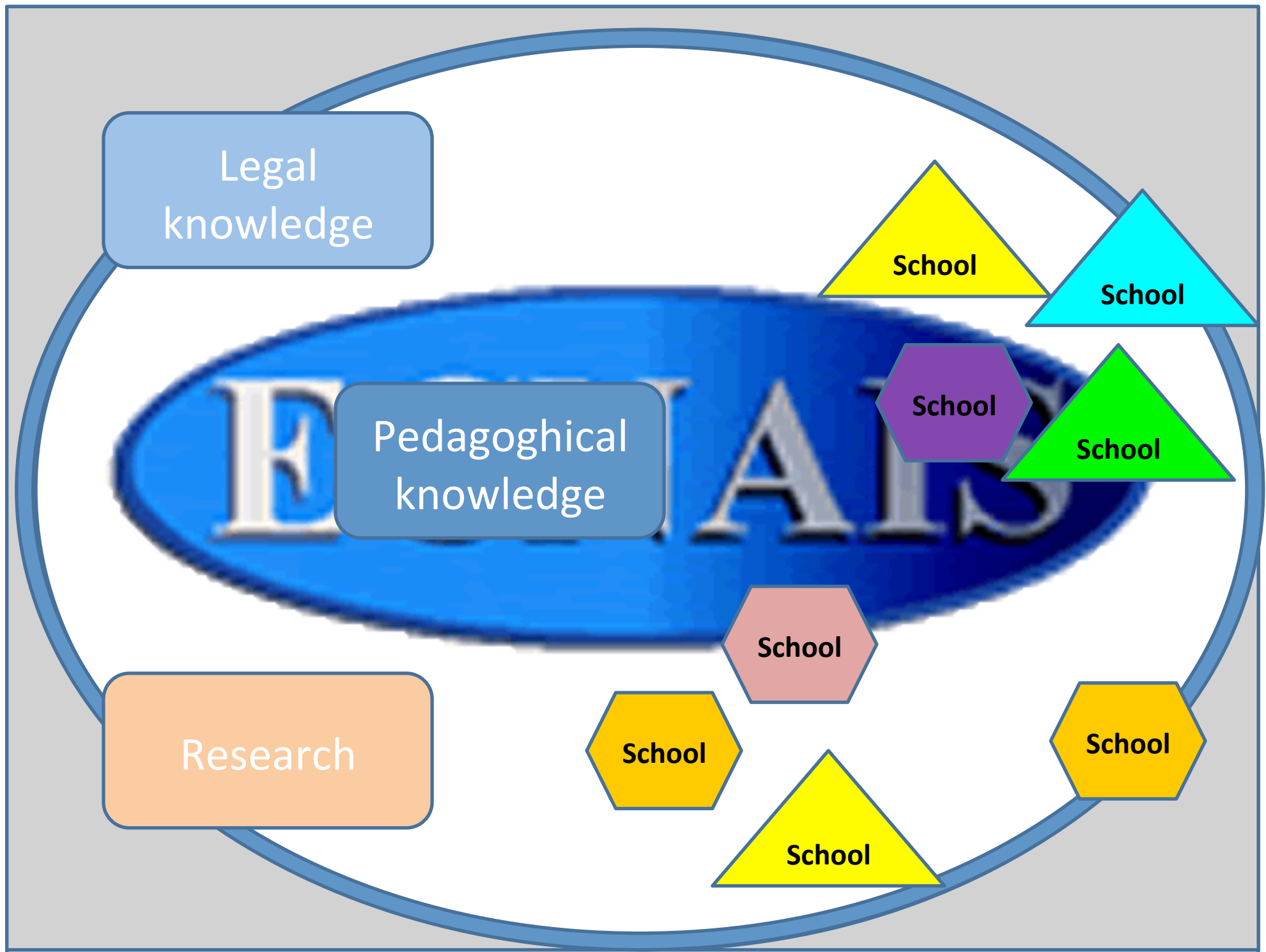
School

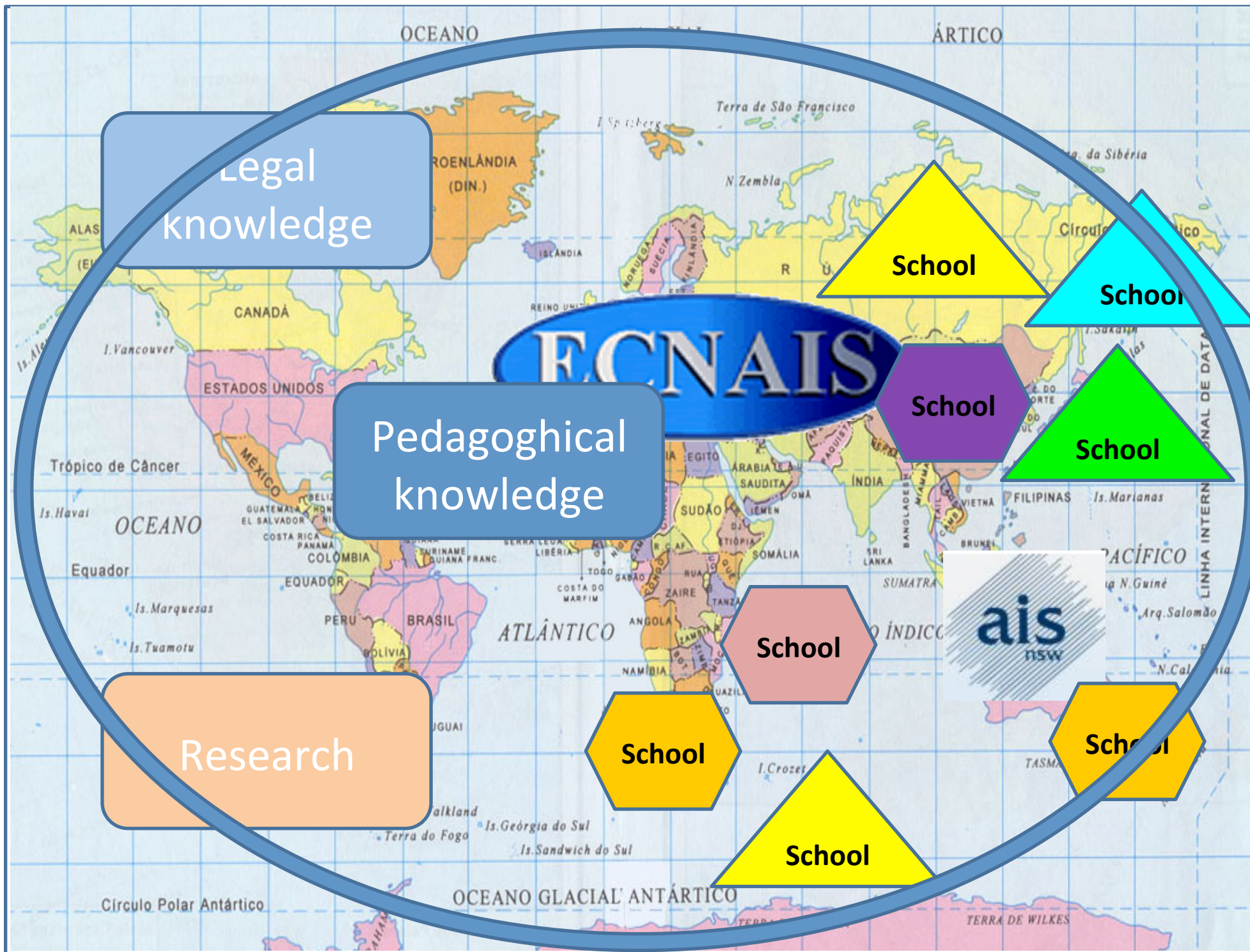
School

School

School

School





That`s too big... it`s just not possible







Can we beat  
the giant?







Can we beat  
the giant?

If we prepare  
and work hard  
we have a  
pretty good  
shot!





Can we beat  
the giant?

If we prepare  
and work hard  
we have a  
pretty good  
shot!

But we have to  
work together!





# The future of private schools and ECNAIS` role

From local to global: freedom as a universal value  
private schools as reservoirs of hope for humanity

ECNAIS as a global facilitator platform