Governance role
school board/headmasters

Social ownership versus stakeholders
From the example of Early Childhood Education and Care (ECEC)

Sofia Reis – AEEP
Portugal
What is governance?
What is governance?

http://en.wikipedia.org/wiki/Governance

**Governance** is the act of governing. It relates to decisions that define *expectations*, grant *power*, or verify *performance*.

It consists of either a separate process or part of *management* or *leadership* processes.

(...) In the case of a *business* or of a *non-profit organization*, governance relates to consistent management, cohesive policies, guidance, processes and decision-rights for a given area of responsibility.
What is governance?

Internal process associated to

• Leadership
• Accountability
• Sustainability
What is governance?

External influences

LEGISLATION

• Inspection

• Social responsibility
  (ISO 26000)

• Other sources & influences
Common challenges countries face in enhancing quality in ECEC curriculum are:

1) defining goals and content;
2) curriculum alignment for continuous child development;
3) effective implementation; and
4) systematic evaluation and assessment.

WHAT ARE THE CHALLENGES AND STRATEGIES?
Portugal has made several efforts in tackling these challenges by, for example, involving stakeholders in the design process to ensure stakeholder buy-in; aligning the guidelines with international conventions regarding children’s rights; carrying out a study to identify areas in need of materials to support the implementation of the curriculum guidelines by both staff and parents; and evaluating the implementation of the guidelines.
During a forum in June 2011, debates were organized with stakeholders discussing what should be included in the guidelines for ages zero to three and how the guidelines should be implemented.
aligning the guidelines with international conventions

Portugal’s Ministry of Education and Science is setting Learning Outcomes for all education levels, aiming at aligning the outcomes for different education levels. (…)

Additionally, the ministry is planning on developing guidelines for zero-to-three-year-olds and aligning them with the existing guidelines for three-to-six-year-olds.
The Ministry of Education and Science and the Ministry of Labour and Solidarity published a brochure with guidelines for staff and parents on how to support families and how families are supported by ECEC. The brochure presents information and strategies on how to incorporate socio-cultural development in ECEC and early learning.
Evaluating the implementation of the curriculum

The Directorate General for Innovation and Curriculum Development hired the University of Oporto to carry out a case study with 20 kindergartens to collect data on the quality of actual practices of how the curriculum guidelines have been used.

P: 41 http://www.oecd.org/portugal/Portugal%E2%80%99s%20ECEC%20country%20report.pdf
Who is governing?

• External influences: international organizations?
  • Researchers?
  • National Administration??
• School boards?
  • School headmasters?
• The media?
• Parents?
• Local stakeholders?
PISA

Launched in 1997 by the OECD, the Programme for International Student Assessment (PISA) is an international study which aims to evaluate education systems worldwide by testing the skills and knowledge of 15-year-old students.

PISA

PISA: Measuring student success around the world

http://www.oecd.org/pisa/
Sample of Portuguese students

Table:

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Portugal: results from 2000 to 2009
Social ownership?

What is the purpose of education?!

**Who is served by the school??**

- Values?
- School headmasters?
- Social cohesion?
- Boards?
- Stakeholders?
- Parents?