

MINISTERSTWO EDUKACJI NARODOWEJ



Effective Governance of Education at the Local Level

Opening presentation at joint
Polish Ministry – OECD conference

April 16, 2012, Warsaw

Mirosław Sielatycki
Ministry of National Education



KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



The purpose of the seminar

Today's seminar serves two purposes and constitutes two events:

1. Second Thematic Seminar of OECD project *Governing Complex Education Systems* (GCES)
2. International conference of Polish systemic project *Strengthening Strategic Role of Local Governments in Education* (SSRLGE), organized by Polish Ministry of National Education





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Seminar for OECD GCES project

Second of 3 Thematic Conferences of GCES project:

1. Effective Governance from the Center,
November 21, 22, 2011, the Hague
2. Effective Governance at the Local Level,
today and tomorrow, Warsaw
3. Effective Multilevel Governance
planned for the end of 2012





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Conference of SSRLGE project

First of 2 conferences organized by SSRLGE project:

1. International conference, sharing experience and ideas with international experts, today and tomorrow, Warsaw
2. National conference Local Governments and Schools, sharing the experience and good practices with a wide audience of Polish local governments, May 8-9, Warsaw





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Polish experience of decentralization

Poland has nearly 20 years of experience of education decentralization:

- 1993 – transfer of primary schools to gminas on a voluntary basis
- 1996 – obligatory transfer of primary schools
- 1999 – transfer of secondary schools and many non-school education institutions



MINISTERSTWO
MINISTERSTWO

MINISTERSTWO EDUKACJI NARODOWEJ





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Overall allocation of competencies in education

Decisions level	% of total	Type of decisions taken
Central level	25%	national core curriculum, national external exams and assessments, approval of textbooks for use at school, salaries scale, instruction time
Local governments	25%	school network, opening and closing of schools, hiring and dismissal of principal, setting school budgets, setting school employment levels
School level	50%	hiring and dismissal of teachers, choice or development of school curriculum, choice of textbooks and software, assessment of students





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Years of successes and failures

Decentralization of education has brought Poland both successes and difficulties:

- Local governments became good owners of school facilities, invested in buildings and equipment, pushed forward consolidation of school networks
- Poland faces increased differentiation of schools and of local school systems





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Local governments as school owners

Today Polish local governments:

- Are responsible for school facilities and school networks
- Set school employment levels for teachers and non-teachers
- Finance salaries of school staff
- Decide and finance investments in schools

But have little influence on education quality





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Limitations of local competencies

Polish local governments are quite limited as school owners:

- Strict national rules regarding teacher salaries, working time, teacher redundancies
- Strong autonomy of school directors regarding hiring and assessing teachers
- Limited insight into specific school reasons for high or low student test results





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Key challenges for education governance

Poland faces serious challenges for effective governance of education at the local level :

- How to balance national concerns over education quality with local concerns over education costs
- How to balance requirement for universal access to good education with local decision making
- How to implement national education reforms





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Expectations from GCES seminar

We are looking towards this conference with great expectations:

- What are effective and ineffective rules and procedures at the local level ?
- How the center can support effective governance at the local level ?
- How to implement national projects and improve quality when all decisions are taken locally ?





KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



It is a pleasure for me to declare this
conference open!

Thank you for your attention.

