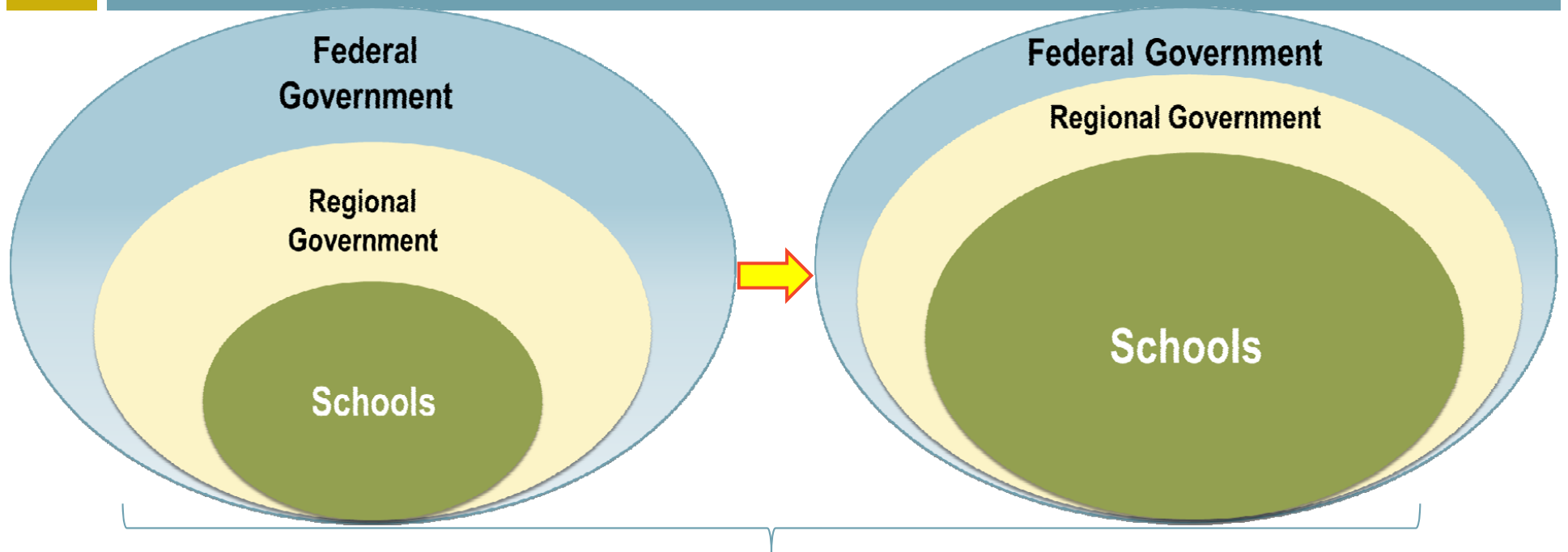


# **ASSESSING MANAGERIAL SKILLS OF SCHOOL DIRECTORS: MEXICO**

Rafael de Hoyos & Keiko Inoue

Bishkek, June 2015

# School based management is a decentralization process

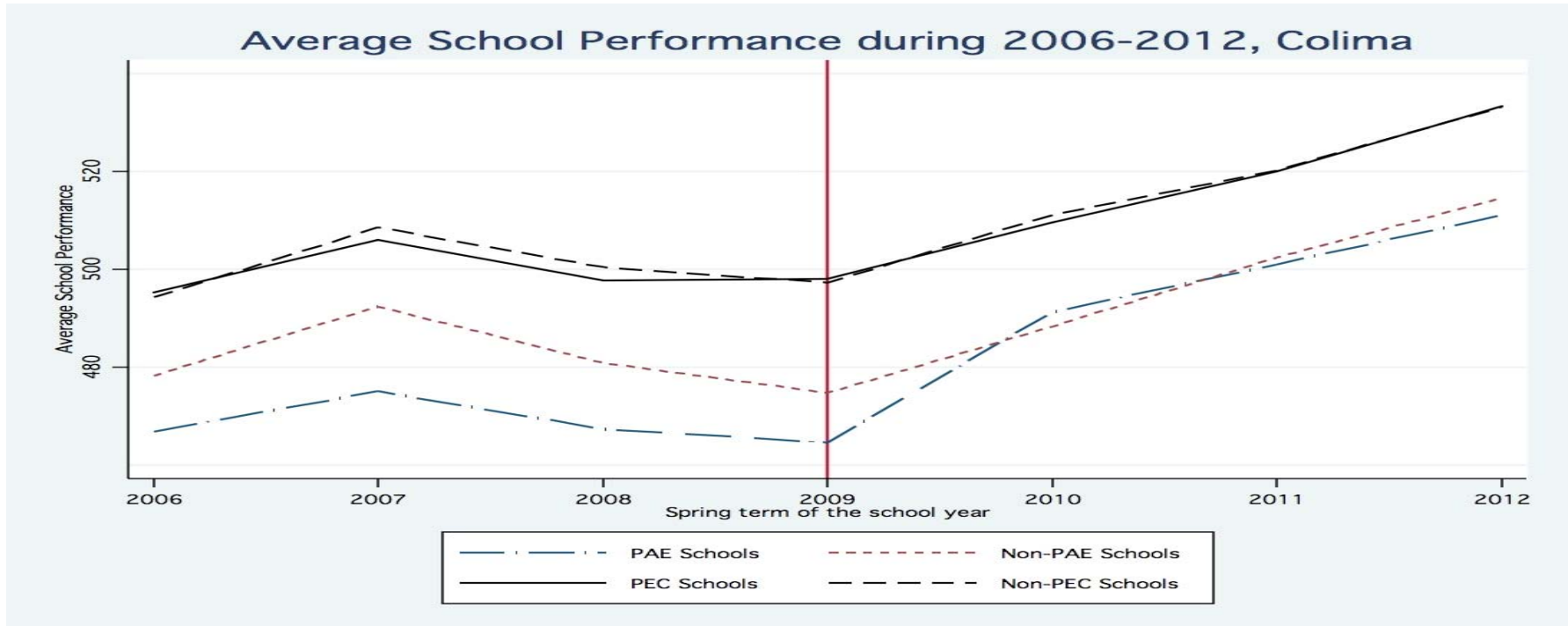


How do we ensure that a decentralized education system translates into better learning outcomes?

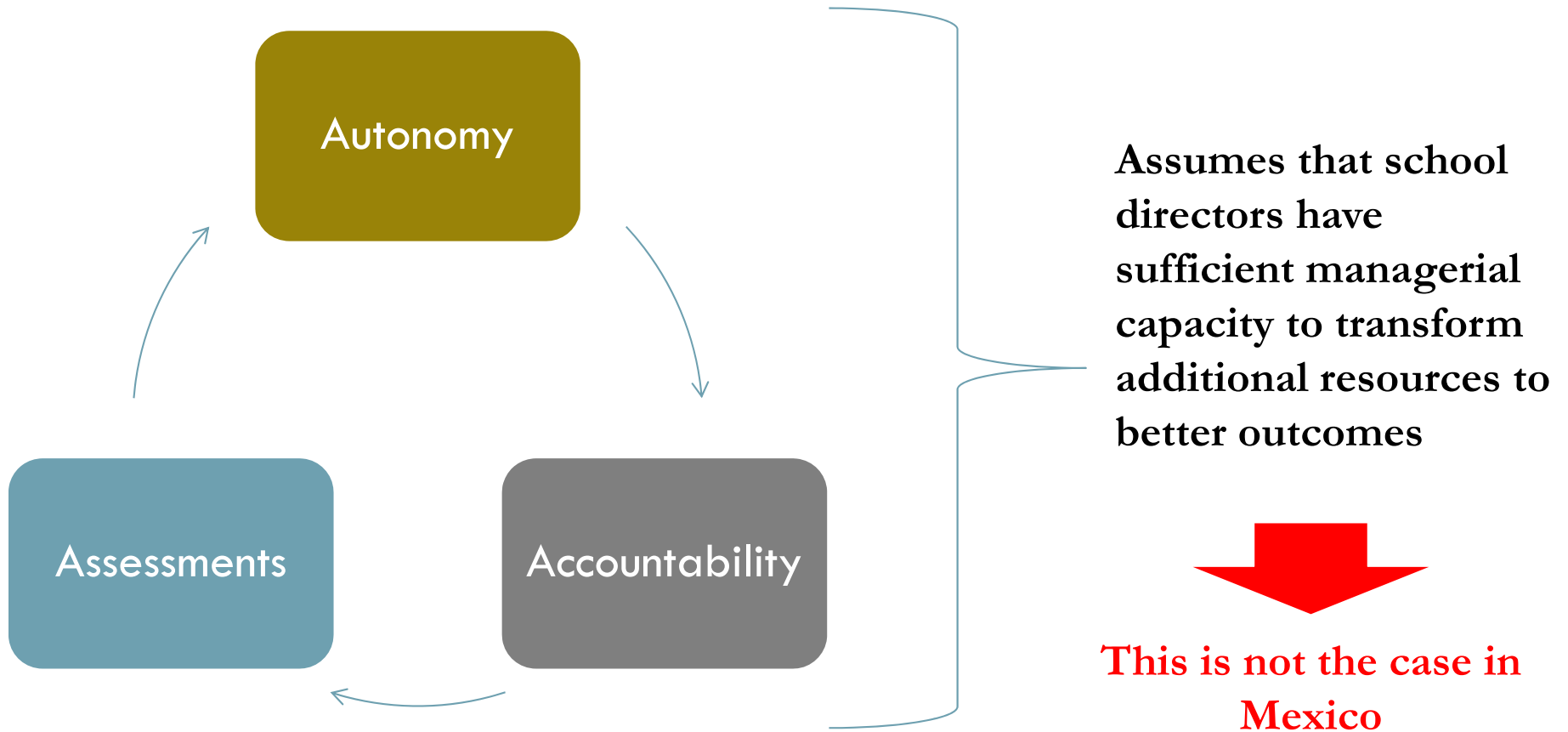
**Autonomy – Accountability – Assessment**

# Mexico's *Programa Escuelas de Calidad* (PEC)

- According to Murnane et al (2006), PEC improved social participation, transparency and accountability and it led to a reduction in dropout rates.
- However, there was no evidence of a positive effect of PEC on learning outcomes. → **WHY?**

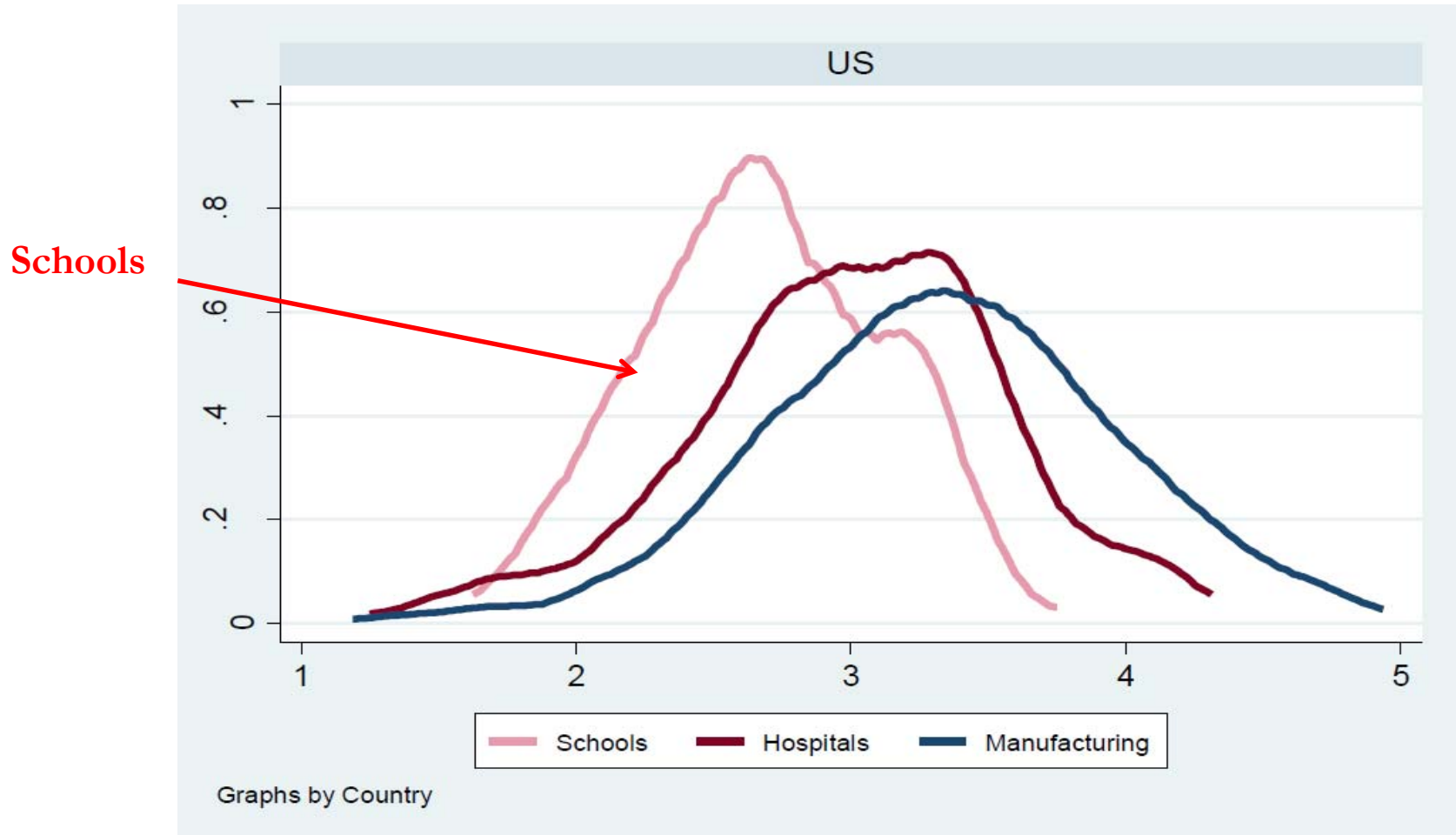


# School directors' managerial practices and learning outcomes



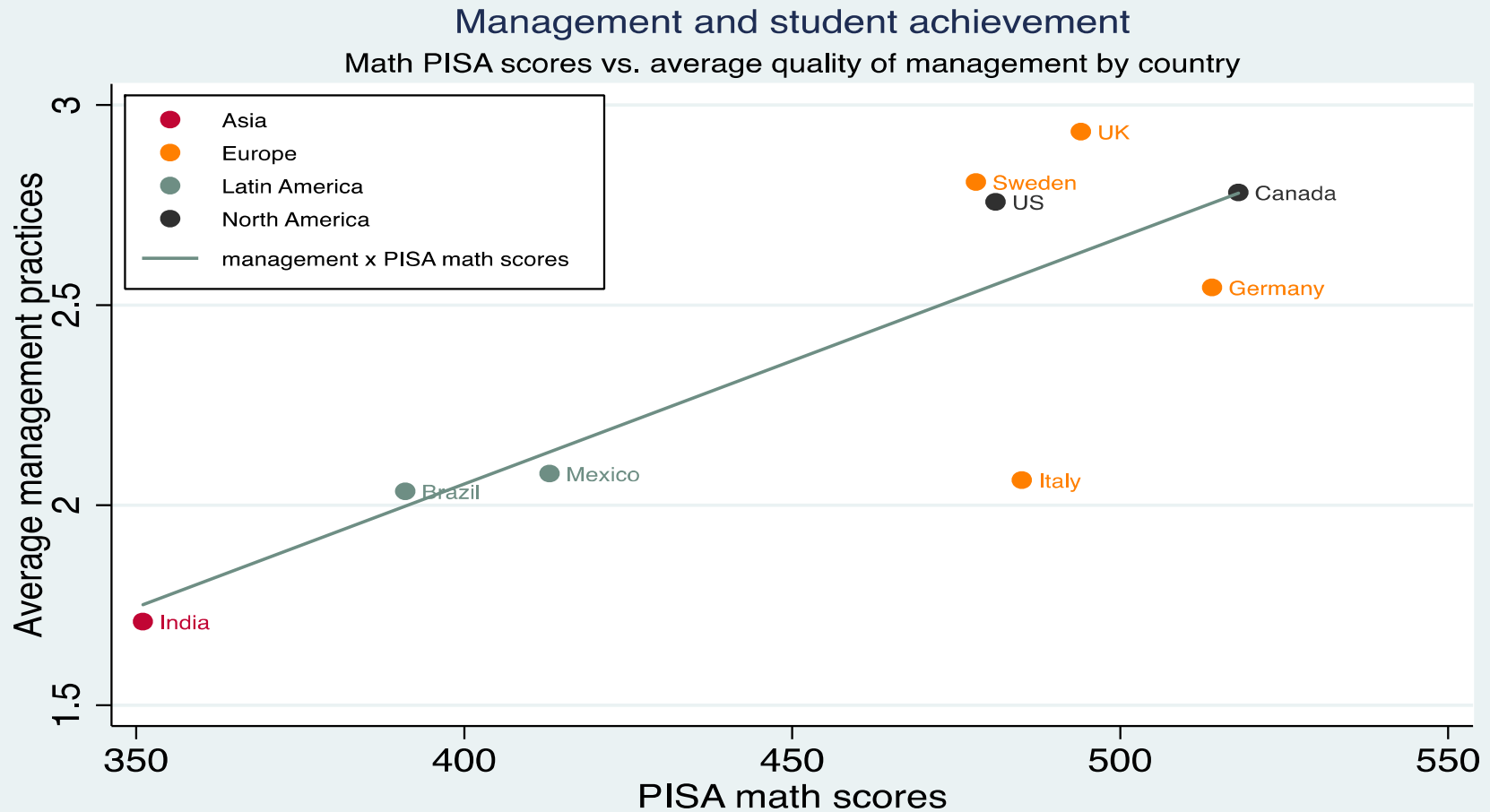
# World Management Survey (WMS)

is an instrument to measure managerial capacities



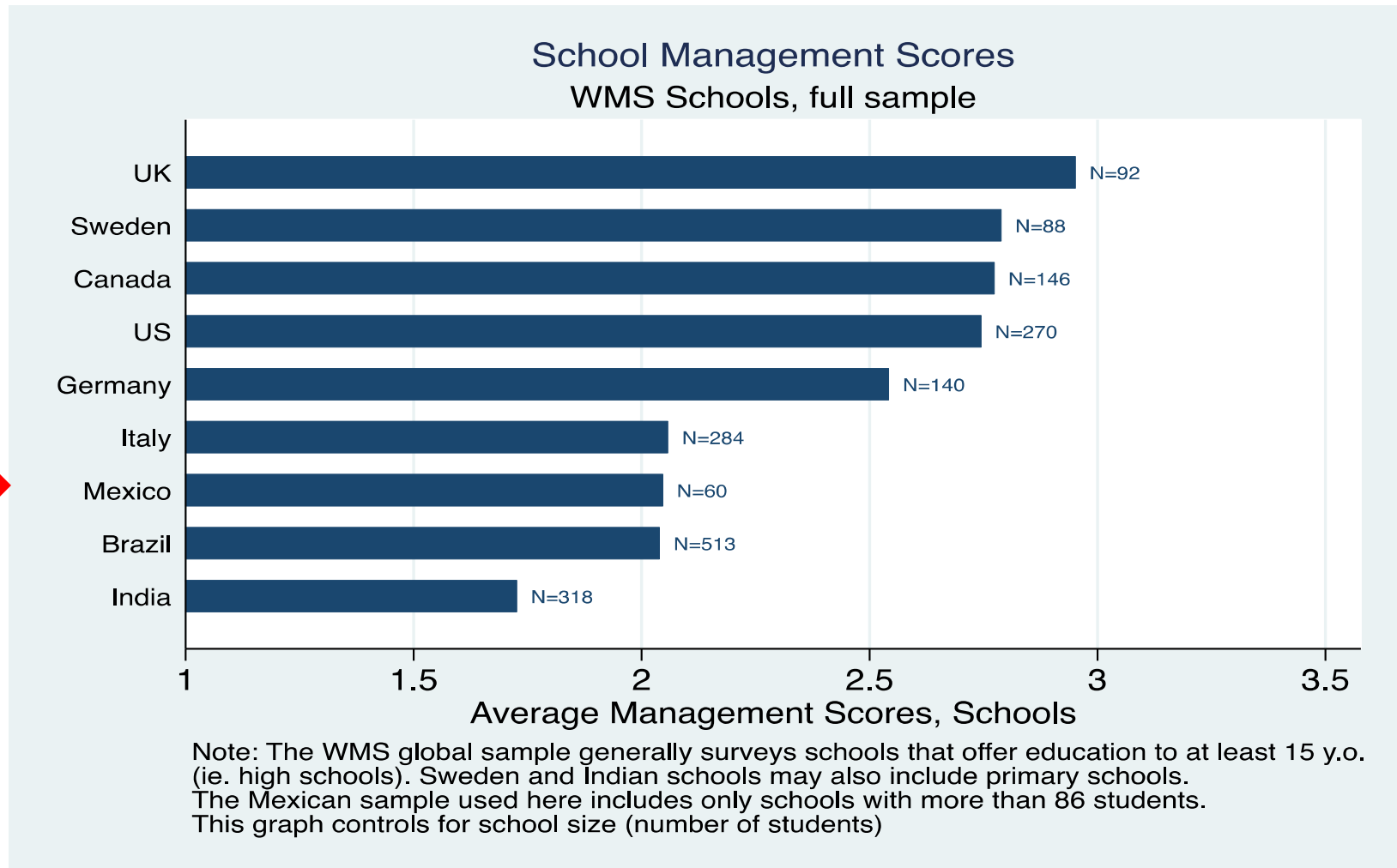
Source: Bloom et al (2014), Stanford and London School of Economics

# Managerial capacities are positively correlated with learning outcomes



Note: PISA scores are from 2012, with the exception of India. Indian scores are from 2009 and for Tamil Nadu only. Comparable Mexico scores are only for schools with more than 86 students.

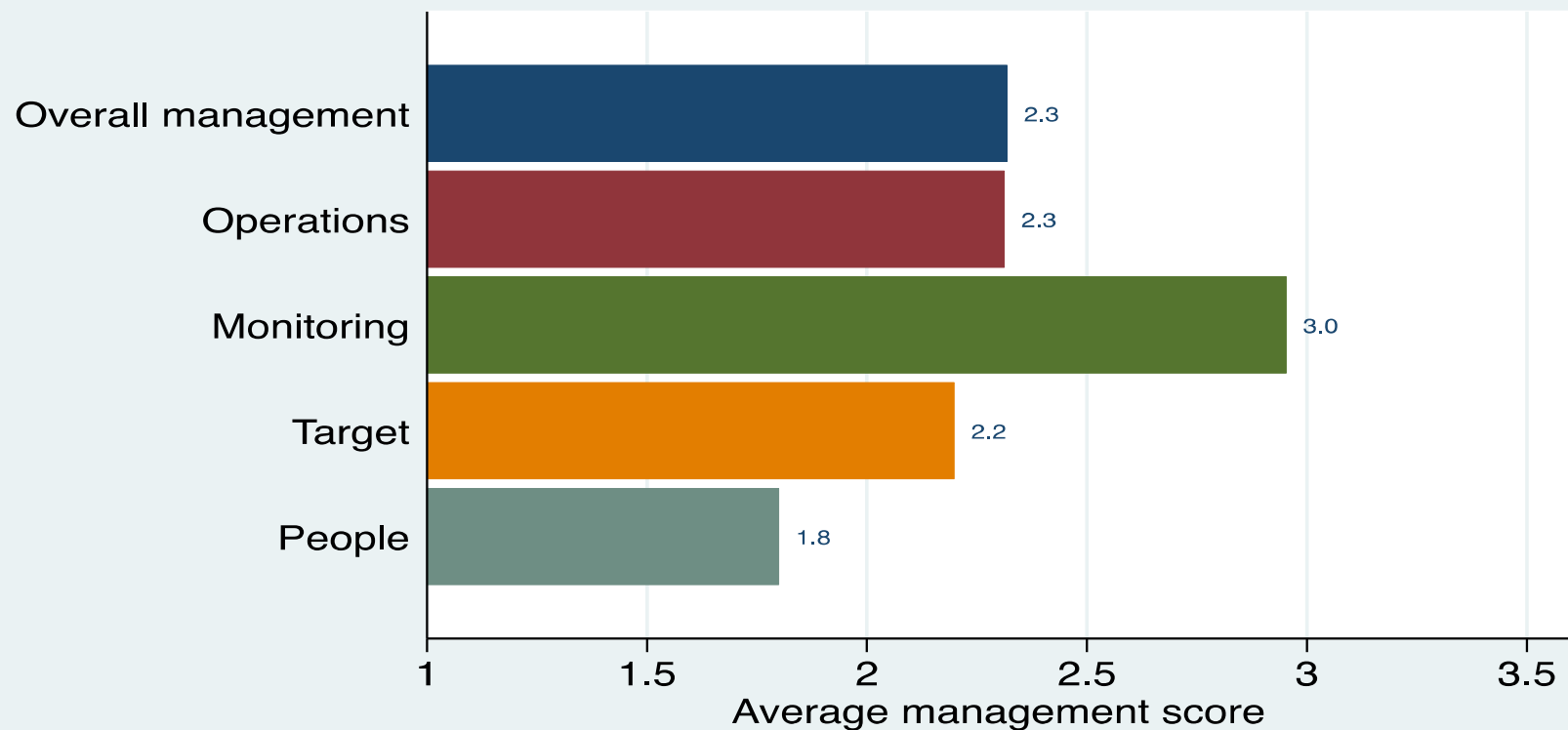
# Mexico built the WMS results into the SEC project design



# WMS allows you to disaggregate overall scores by area of management

School Management Scores, by area

Mexico



Note: N=107. School sample is a random sample of schools in Mexico.