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

Assumes that school directors have sufficient managerial capacity to transform additional resources to better outcomes

This is not the case in Mexico
World Management Survey (WMS) is an instrument to measure managerial capacities.

Source: Bloom et al (2014), Standford 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

- Overall management: 2.3
- Operations: 2.3
- Monitoring: 3.0
- Target: 2.2
- People: 1.8

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