

Report

on delivering trainings to school managers in the primary and general secondary education and on the achievement of Moldova Education Reform Project (MERP) indicators

Name of the indicator: *School managers trained under the revised training program.*

Baseline: 0

End target: *50 % of school managers trained under the revised training program.*

Actual (current): *48.26% of school managers¹ trained under the revised training program*

Comments:

The Report includes data, results and conclusions on delivering trainings to school managers in the primary and general secondary education based on the professional competence standards for school managers in the general education.

In 2016, an updated training program for school managers has been developed and implemented under MERP based on defined professional competence standards for school managers. The school managers' training covered the following six modules: (i) *vision and strategies*; (ii) *curriculum*; (iii) *human resources*; (iv) *financial and material resources*; (v) *structures and procedures*; and (vi) *community and partnership*. In December 2016 and from July to November 2017, under this updated training program, the trainings were delivered to 953 (696 school directors and 257 deputy school directors) school managers, which constitutes 27.96 percent of the total number of managing staff in general education (National Bureau of Statistics' data for 2016/2017: 3,408 managing staff in primary and general education education).

Under the MERP-Additional Financing, the training program was reviewed and enhanced based on the evaluation conducted, and it was planned to train approximately 700 additional school managers, that is covering another 20 percent of school managers in Moldova.

In 2021, based on the reviewed and enhanced training program, online trainings have been delivered to 702 school managers who successfully passed all practical assignments and final test and were proposed for certification. This constitutes 20.3 % of the total number of school managers in general education (National Bureau of Statistics' data for 2020/2021: 3451 managing staff in primary and general education).

Name of the indicator „*School managers trained in gender awareness*”.

Baseline: 0

End target: *20% of school managers trained in gender awareness*”.

Actual (current): *20,3% of school managers trained in gender awareness*”.

Comments:

Following the analysis of the training program developed in 2016 for school managers from a gender perspective, recommendations were developed to improve the existing modules of the training program and materials for school managers on aspects related to community, gender and inclusion awareness. The recommendations were integrated in each of the 6 modules of the

¹ The term of school managers include school directors and deputy directors.

reviewed training program proposed for school managers. Thus, 702 school managers have successfully completed the reviewed training program, which includes the aspects related to community, gender and inclusion awareness. This constitutes 20.3 % of the total number of school managers in general education, thus, achieving the Project indicator. According to the National Bureau of Statistics data, the total number of managing staff in general education in 2020/2021 is 3451.

Brief description of the activities conducted under MERP for reviewing and implementing the training program for school managers in general education

In 2019, the Consulting Firm “S.C. Magenta Consulting SRL”, hired under MERP, evaluated the updated training program for school managers developed in 2016. At the same time, the Public Association “Gender Centru”, hired under MERP, analysed the training program and developed proposals for improving the existing modules of the training program and materials for school managers on aspects related to community, gender and inclusion awareness.

In January 2020, the MoER and the MERP team started the negotiations with the firm “Axa Management Consulting” that previously developed the training program for school managers, to update/revise training program given the recommendations from the revision, as well as to incorporate the aspects on community participation, gender awareness and inclusion.

The negotiations with the firm were not finalized when the COVID-19 pandemic started. In this context, after discussions between representatives of the MoER, World Bank and MERP team, it was decided to deliver remote training to school managers. To accomplish this assignment, the MoER with the support of education consultant hired under MERP reviewed the ToRs to update/revise training program for school managers, based on training evaluation and to convert the training program in a remote course. The revised ToRs have been approved by the Bank. Following this, the negotiation process with the above-mentioned firms was resumed.

The contract with the firm “Axa Management Consulting” was signed on September 07, 2020. In January 2021, the firm submitted to the MoER for review and approval "The training course materials" updated according to evaluators' recommendations as well as the aspects related to community participation, gender awareness and inclusion were incorporated. Based on the analysis conducted by the General Education Department, the training materials were approved by the MoER on February 8, 2021. In March 2021, the training of trainers took place (19 people selected by the MoER).

The MoER's Order no 848 dated July 07, 2021 on organizing the training of school managers approved the list of school managers, participants in online training in the area of *Educational Management. Implementation of the Professional Competence Standards for school managers in the general education*. The online trainings for school managers were conducted between July 12 - August 13, 2021 and October 11 - December 10, 2021.

The trainings have been delivered by 19 trainers according to the approved methodology. Participants were divided into 29 groups, of which 5 groups were trained in Russian. Based on the results of the practical assignments and final assessment test, 702 participants demonstrated the defined level of skills and were proposed for certification.

Statistical data on training:

	Training period		No of school managers recommended for certification
Stage 1	July 12 – August 13 2021		289
Stage 2	October 11 – December 10.2021		413
Total			702

The training activities were monitored by representatives of the General Education Department and the education consultant hired under MERP, by attending the synchronous activities and analysing the data from Google Classroom (participants' products, evaluation test results, trainers' feedback). The activity carried out and the trainers' reports correspond to the requirements stipulated in the contract and the terms of reference.

According to the trainers' reports, the course participants improved their managerial skills in all 6 areas (*Vision and Strategies, Curriculum, Human Resources, Structures and Procedures, Financial and Material Resources, Community and Partnerships*).

Conclusions and lesson learned

1. The participants' skills were improved in all 6 areas, good progress being noted in the areas of strategic management and financial management.
2. Most participants in the training program appreciated its applicability.
3. Participants improved digital skills, especially working with Google applications (documents, forms, calendar, Google class). According to the trainers' reports, at the beginning of the training activities about 30% of the participants did not have digital skills needed to work in Google class. The trainers made an extra effort thus ensuring conditions for the involvement of all participants.
4. Participants demonstrated openness to a conscious attitude in the gender and inclusion dimension.
5. Carrying out distance learning activities has provided an opportunity to significantly increase the level of involvement of participants in the learning process and, as a result, the good quality of learning outcomes. It is appropriate to develop distance learning practices, organized at national or district level.
6. It was noted the need for further training in strategic management and financial management. These trainings can be organized both at national and regional level, being initiated by the Local Education Departments.