## Decentralized Decision-Making in Schools

The Theory and Evidence on School-Based Management

Felipe Barrera-Osorio Tazeen Fasih and Harry Anthony Patrinos with Lucrecia Santibáñez



## **Contents**

Foreword		ix
Preface		xi
Acknowledgme	nts	xiii
Abbreviations	•	$x\nu$
Overview		1
	What Is School-Based Management?	2
	Different Forms of School-Based Management	3
	School-Based Management Reforms around	
	the World	5
	Can School-Based Management Work?	11
	Evaluating School-Based Management Initiatives	13
	Notes	14
Chapter 1	What Is School-Based Management?	15
	School-Based Management Defined	15
	The Theory behind School-Based Management	16
	A Typology of School-Based Management	17
	Toward a Conceptual Framework for Analyzing	
	School-Based Management	26

	How School-Based Management Can Increase Participation and Improve School Outcomes Notes	32 37
Chapter 2	School-Based Management Reforms around the World	39
	General Assessment of the Literature on School-Based Management Programs around	
	the World	39 41
	Initiatives in Latin America and the Caribbean Initiatives in Africa	53
	Initiatives in Asia	64
	Initiatives in the Middle East and North Africa	68
	Initiatives in Other Countries	70
	Notes	72
Chapter 3	Evaluating School-Based Management Initiatives	75
	How to Implement Impact Evaluations	76
	How to Define the Intervention	79
	Elements of Impact and Identification	80
	Notes .	95
Chapter 4	Conclusions	97
	Types of School-Based Management	98
	Autonomy and School-Based Management	99
	The Evidence Base	100
	On the Design of School-Based Management	101
	Programs Caveats	101
	Unanswered Questions	103
	Ollaliswered Questions	104
Appendix	Some Evaluated School-Based Management	10-
	Programs	107
References	•	109
Index		117