



THE REPUBLIC OF MONTENEGRO  
THE GOVERNMENT OF THE REPUBLIC OF MONTENEGRO  
THE BUREAU FOR EDUCATION SERVICES

# **Guide through the Bureau for Education Services**

Podgorica  
2005



Foundation Open Society Institute  
Representative Office Montenegro

## **Guide through the Bureau for Education Services**

Publisher: The Bureau for Education Services

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Printed by: "IVPE" Cetinje

Copies printed: 200

Podgorica, 2005

# Content

|                                  |    |
|----------------------------------|----|
| INTRODUCTION.....                | 3  |
| BUREAU`S FUNCTIONS.....          | 5  |
| BUREAU`S ACTIVITIES.....         | 5  |
| TARGET GROUPS OF THE BUREAU..... | 8  |
| ORGANIZATIONAL STRUCTURE.....    | 16 |
| BUREAU`S COMPETENCES.....        | 20 |
| LITERATURE.....                  | 21 |



## Introduction

Dear readers,

We live in society that's changing fastly and sistematically. It's naturale that education system represents one of the most important factors and actors of social change. Great part of time is spent in the school, and beside the family, that is the school, that influences the most forming of child conscous and personality. New skills and knowledges, needed for functional inclusion of every pupil in life of social community where he/she lives, are acquired in school.

Implementation of new concept of education system started in 2004 in twenty elementary schools and in one part of vocational schools. New curriculum in high school will be implemented in 2006/2007, and it is forseen that in 2008/2009 procces of reform shall round in all elementary schools.

Overall change of every educational system consider progressive and long process, plenty of new chalanges and new tasks. Carrying out of these, lead us, we hope, to creating more prosperous and more progressive society. In March 2003 Bureau for education was established as a response to all requests and needs of qualitative and systematic implementation of changes of actual school system. This institution should have leading role in monitoring, improvement and evaluation of reform processes in general education from pre-school education until university.

Brochure that you hold in hands is intended for all those who want to get to know main activities, tasks and functions of the Bureau for education.services.

DIRECTOR



Dragan Bogojević MA



Oktoih pages

## Functions of the Bureau for Education Services

- ▶ Participation in development of the new curriculum
- ▶ In-service training of teachers, school directors, deputy school directors and professional associates in implementation of the new curriculum
- ▶ Monitoring and evaluation of new curriculum and its implementation
- ▶ Research into pedagogical practice and the context where it takes place
- ▶ Assessment of teaching quality and school organization



## Activities of the Bureau for Education Services

### Participation in development, monitoring and evaluation of the new curriculums:

- ▶ proposing of new curriculums, changes and additions to the curriculums (including goals, contents, methodical recommendations and in appendix recommended equipment and aids as well as required teachers' qualifications),
- ▶ evaluation of feasibility and alignment of new curriculums according to set goals of general curriculum,
- ▶ analyzing, monitoring and evaluation of implementation of new curriculums,
- ▶ support in introduction of democratic and civic values in curriculum's content; analysis of level of possible correlations between subject contents and promotion of interdisciplinary work,

- ▶ assistance for preparation and development of school curriculum at the request of the school,
- ▶ monitoring and evaluation of introduced changes and giving feedback to decision-making bodies and institutions of school system,
- ▶ carrying out of other tasks at the request of the Ministry of Education and Science or the Council for General Education.

**Organizing of training for teachers, school directors, deputy school directors and professional associates for implementation of planned reform solutions; organizing and planning of professional development of education staff through different activities:**

- ▶ seminars, counsellings, round tables, work meetings, consultations,
- ▶ study visits,
- ▶ publishing of handbooks,
- ▶ publishing of magazines with examples of good practice,
- ▶ informations on the Bureau's web site,
- ▶ recommendations of professional and methodical literature.



## **Monitoring and evaluation of the quality of school's educational practice:**

- ▶ development, defining of quality indicators in education,
- ▶ standardisation of quality indicators of internal and external evaluation for key areas of school practice,
- ▶ giving advices in process of creating development school plan,
- ▶ evaluation of state of educational process in a standardized and continuous manner (applying instruments for evaluation), fostering of adjustment of teaching process to actual pedagogical theories and practice,
- ▶ organizing, implementation and evaluation of internal and external assessment of knowledge and achievements of pupils in cooperation with Examination Center,
- ▶ fostering, development and evaluation of external and internal assessment of knowledge and achievements of pupils according to laws on education,
- ▶ fostering, development and evaluation of the process of inclusion of children with special needs in school system in cooperation with the Ministry of Education and Science,
- ▶ evaluation and monitoring of the process of inclusion of Roma children in school system in cooperation with the Ministry of education and science,
- ▶ development and updating of different databases for needs of analysis, monitoring and evaluation of school practice in cooperation with Information center.

## **Carrying out of researches for its own needs or at the request of the Ministry:**

- ▶ defining of priority research problems according to needs of pedagogical practice
- ▶ continuous monitoring and collecting of facts and important informations (from pedagogical practice and general social context and literature) about educational system's functioning in our country and internationally,

- ▶ creating of instruments used for analysis of pedagogical issues and problems,
- ▶ fostering and defining of project drafts for (in)direct researches of teaching process, its elements and participants,
- ▶ analyzing and interpretation of research results and proposing of solutions for improvement of pedagogical practice and stature of educational system,
- ▶ creating of reports for different users and orderers of research,
- ▶ publishing and distributing of researching reports and other informations to users.

## **Target groups of the Bureau**

Activities of the Bureau for education are directed towards subsequent grupations, institutions and organizations:

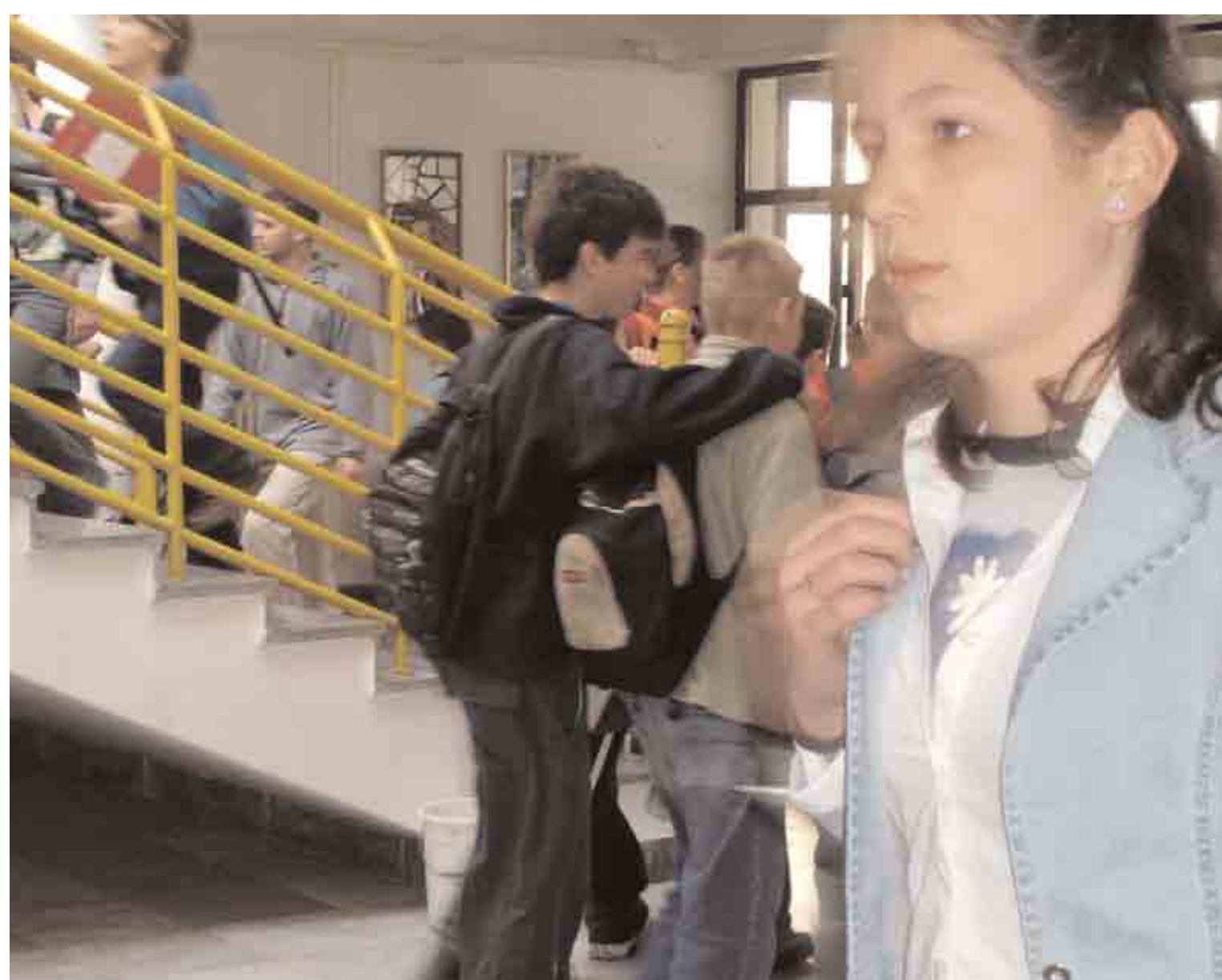
1. Teachers, school directors, deputy school directors, professional associates in following institutions: pre-school institutions, primary schools, high schools, general education in secondary vocational schools, institutions for education of children with special needs, primary music scools and pupils dormitories. Performers and users of program for primary education of adults are also target groups
2. Ministry of Education and Science
3. Council for General Education
4. Institute for textbook publishing and teaching aids
5. The Center for vocational education
6. University, or university unites dealing with teacher education
7. Teacher associations
8. Educational inspection
9. Parents and pupils
10. NGO and international organizations in Montenegro and in the region

11. Ministries, government agencies, administrative organizations
12. Publishing houses
13. Media and magazines reporting about education
14. Children's holiday houses
15. Local community

### **Bureau's target groups and its activities towards them**

Bureau's activities towards schools:

- ▶ participation in development, monitoring and evaluation of new curriculums as well as school practice,
- ▶ preparation and defining of solutions for particular levels of education, monitoring and verifying of suitability of these solutions according to implementation of the reform goals,
- ▶ training of school directors, deputy school directors, teachers and other professional associates for implementation of new curriculum (seminars, counsellings, development projects, preparation of handbooks, recommendation of professional literature, magazines and websites),
- ▶ assessment of teaching quality and assisting in preparation of school development plan,
- ▶ conducting of researches for its own needs or at the request of the Ministry or the Council for general education,
- ▶ monitoring and evaluation of introduced changes and giving of feedback to decision-making bodies and institutions of school system,
- ▶ distributing of Bureau's publications to schools.



### Bureau`s activities towards Ministry:

- ▶ at the request of the Ministry carrying out of preparation for professional tasks (analysis, researches, proposals, opinions) regarding issues decided upon by the Ministry,
- ▶ participation in work of commissions which were established by the Bureau and the Ministry.

### Bureau`s activities towards Council for General Education:

- ▶ carrying out of professional tasks for preparation of educational programs, catalogues and standards of knowledge, norms and standards of teaching aids and equipment in pre-school institutions, primary schools, high schools, general education catalogues of knowledge and curriculums for secondary vocational education, giving of logistic support for their development



- ▶ carrying out of professional tasks of monitoring, analysis and improvement of the educational system
- ▶ proposing of measures for development of a particular levels of education, new teaching technologies and their application,
- ▶ monitoring of experiments,

- ▶ at the request of the Council of General Education carrying out of preparation of professional tasks regarding issues decided upon by the Council.

### Bureau`s activities towards Institut for textbook publishing and teaching aids:

- ▶ preparing of educational and pedagogic-metodological standards for textbooks and handbooks,

- ▶ distributing of documents and requests of the Institut for textbooks and teaching aids towards Council for General Education.

#### Bureau`s activities towards Centar for vocational education:

- ▶ participation in implementation and evaluation of general educational programmes in vocational schools,
- ▶ organizing in-service training for techers in General Education subjects.

#### Bureau`s activities towards University, or towards teacher training university units:

- ▶ distributing of standards for promoted and other teacher qualifications, their activities and obligations in educational process,
- ▶ fostering of communication between practitioners with promoted posts and the faculties,
- ▶ engagement of university teachers in the programmes of teacher training.

#### Bureau`s activities towards teacher professional associations:

- ▶ assisting in establishing of teacher professional associations and supporting of the initiatives, plans and activities for better functioning of those associations.

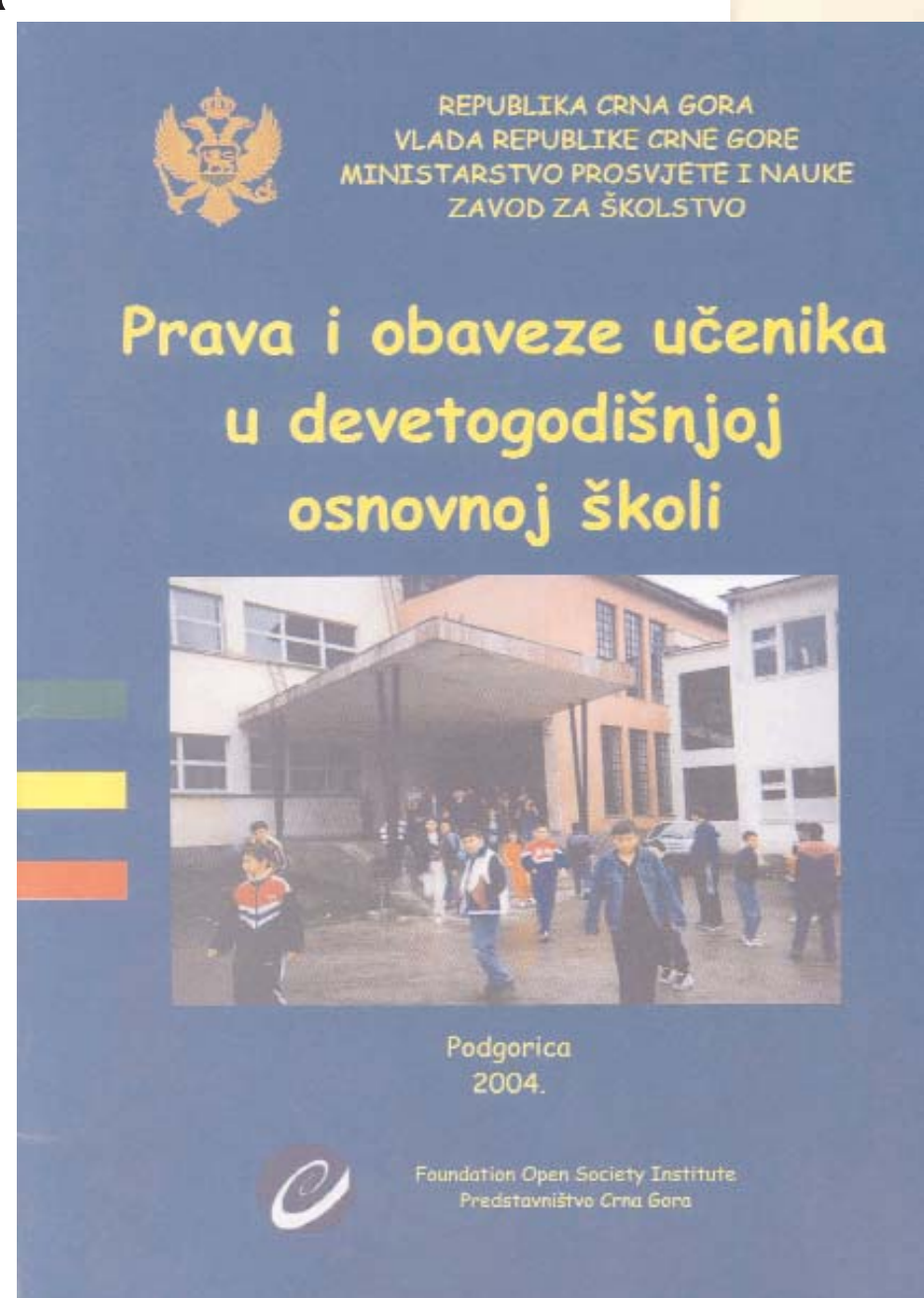
#### Bureau`s activities towards Educational Inspection:

- ▶ the Ministry of Education and Science in cooperation with the Bureau establishes commission for giving professional opinion about assessment in teaching, and it is obligatory for educational inspection to act in line with it,
- ▶ exchange of informations of reciprocal interest, inviting inspectors to participate in relevant seminars, meetings, round tables where they consider issues and attitudes to inovations in educational system.



## Bureau`s activities towards parents and pupils:

- ▶ informing of parents, pupils and their associations and communities about Bureau`s activities towards school,
- ▶ organizing trainings at a request of pupils community and the Council of parents,
- ▶ proposing and supporting of more efficient involvement of parents in school life and work and promoting of examples of good practice from this field,
- ▶ in cooperation with the Examination Centre participating in organization of school competitions and giving of professional and logistic support.



## Bureau`s activities towards NGO and international organizations:

- ▶ planning, coordinating and realization of World Bank`s credit arrangement for Bureau`s needs (defining funds for realization of activities, assessing need for engagement of foreign experts, making program budget in line with realistic projection of budget of the Republic of Montenegro and with dynamics of utilization of funds from the credit of World Bank),
- ▶ improving and maintaining cooperation with donors in educational area such as FOSI ROOM, UNICEF, CIDA, Save the children, UNDP (for projects that can not be realized financially and professionally by the Bureau on its own,
- ▶ proposing accreditation for teacher training programmes in line with educational reform priorities,

- ▶ if necessary, giving of opinion on quality of NGOs programmes that will be realized in schools.

Bureau`s activities towards Ministries, government agencies, administrative organizations:

- ▶ planning of activities in line with adopted general goals of Government in area of development of educational policy (PRSP strategy, monitoring of standards for approaching EU, guidelines for «Education for all» project etc.),
- ▶ at the request of particular Ministries or at the request of its own coordinated and goal directed cooperating and informing about its activities, acting in line with laws and regulations of administrative bodies.

Bureau`s activities towards publishing houses:

- ▶ participation in preparation of handbooks and professional literature.

Bureau`s activities towards media:

- ▶ informing of media about its activities,
- ▶ promoting of reform goals and solutions,
- ▶ animating of professional and other public.

Bureau`s activities towards children`s summer camps:

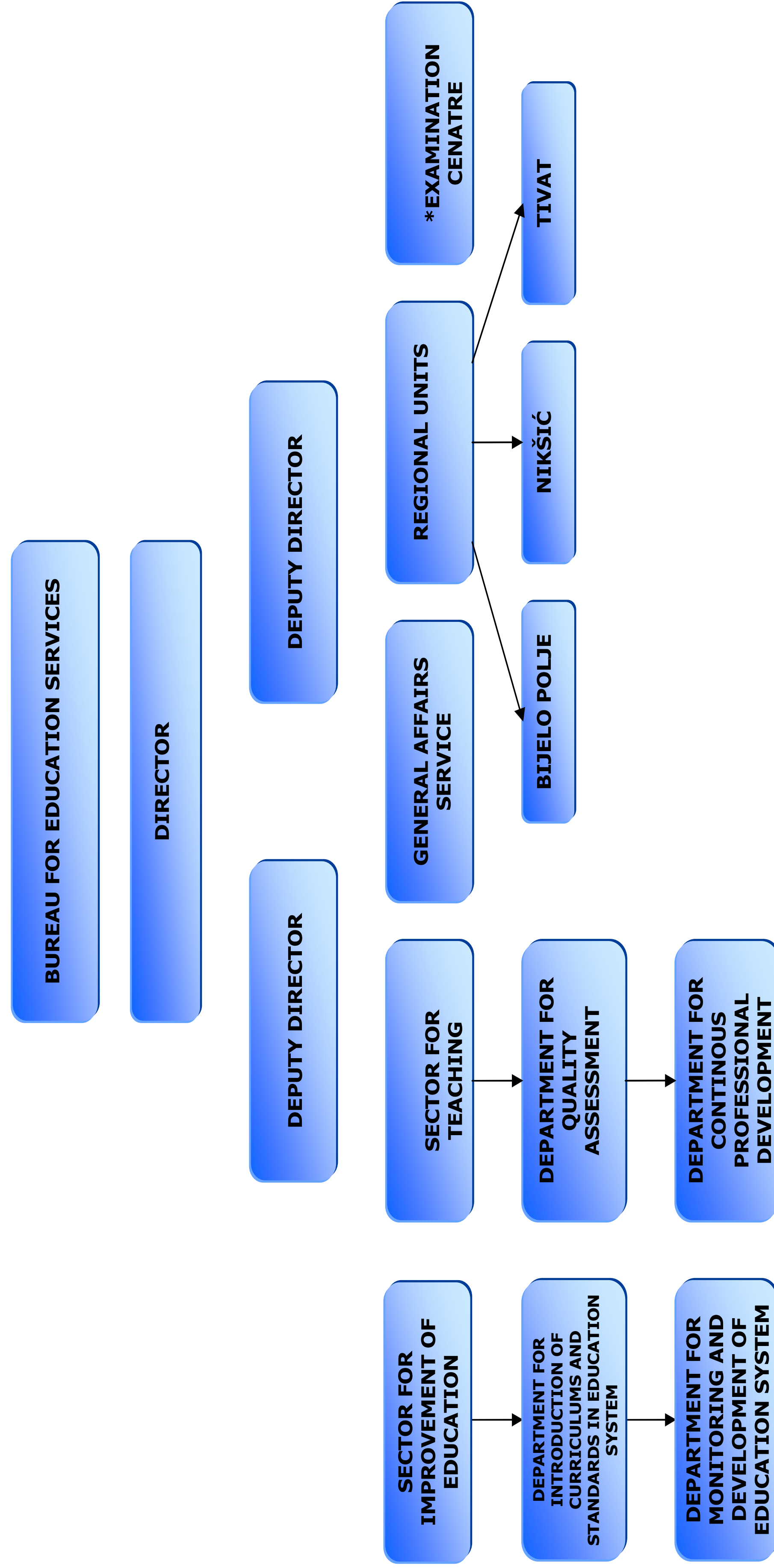
- ▶ supporting of preparation of programs for summer schools and schools in nature,
- ▶ supporting of preparation of regulations regarding conditions and criteria for organization of programmes which are realized in children`s holiday houses.

### Bureau`s activities towards Local Community:

- ▶ assisting and advising in making conception for 20% of the curriculum content for subjects that are defined by schools in cooperation with local community,
- ▶ assisting, at the request of the school, in coordination and realization of projects that are submitted by the school towards local community.



ORGANIZATIONAL STRUCTURE OF THE BUREAU FOR EDUCATION SERVICES



\* It is foreseen by new legal solutions that the Examination Centre will be established as a public institution in 2006

**Sector for improvement of education** carries out affairs of monitoring, analysis and development of educational system; carries out preparation of professional tasks regarding issues decided upon by the Ministry of education and science and the Council for General Education; it prepares educational and pedagogic-methodological standards for textbooks and handbooks; it carries out professional tasks for preparation of: curriculums, catalogues and standards of knowledge, norms and standards for teaching equipment and aids; it proposes measures for development of particular levels of education, new teaching technologies and their appliance; it carries out researchings and monitoring of experiments; it forms and carries on registrar of international documents regarding education; in line with its authority it carries out cooperation with international organizations dealing with education.

**Department for introduction of curriculums and standards in education system**



carries out preparation of professional tasks regarding issues decided upon by the Ministry of education and science and Council for General Education; carries out professional tasks for preparation, evaluation and introduction of curriculums, catalogues, standards of knowledge, norms, standards for teaching equipment and aids; in cooperation with

Department for continuous professional development carries out standards for teachers, school directors, supervisors, trainers, promoted posts for teachers; carries out plans for implementation of reform and program solutions, monitors inclusion of children of marginal social groups in education system; prepares educational and pedagogic-methodological standards for textbooks and handbooks; forms and carry on registrar of international documents regarding education; in line with its authority it carries out cooperation with international organizations dealing with education; carries out other tasks.

**Department for monitoring and development of education system** carries out tasks of monitoring, analysis and development of education system; proposes researching instruments for the needs of pedagogical practice; carries out researchings and monitors experiments in the education area; proposes measures for development of particular levels

of education, new teaching technologies and their appliance; monitors and involves itself in education solutions in other countries; works comparative analysis of implementation of new curriculum with the official one; evaluates efficiency of new teaching methods; according to its competence carries out cooperation with international organizations in education area; carries out other jobs.

In cooperation with institution **Sector for teaching** assesses quality for realization of standards of educational work and works on their improvement; it carries out advisory tasks; it creates standards and strategies for continuous development and training of professionals in education.

In cooperation with institution **Department for quality assessment** assesses quality of implementation of standards of educational work and gives proposes for their improvement; it carries out tasks regarding external insight in work of educational institution, teachers, administration and similar services; it monitors work of teacher who works with children with special needs, work in dormitories and carries on database about it; it writes reports, regarding determined state, that are submitted to schools, Ministry, sectors and departments of the Bureau; it carries out other tasks.

**General affairs service** carries out legal, financial and administrative-technical tasks for Bureau's work (technical preparation of material, acquisition of expendable material), it maintains database and Bureau's website; it carries out typing tasks, technical preparation of material for the work of the Council for General Education, tasks regarding receiving, sending mail and archiving of documentation, library tasks, office tasks, tasks regarding multiplication of written material, hygiene maintenance tasks; it carries out other tasks.

### **Role of regional units**

One of the main activities of the Bureau is to initiate and support functioning of professional teacher associations, it organizes standing topical meetings and other forms of counselling with school directors, teachers and professional associates, and the goal of such activities is animation for reform changes (new roles of school directors and teachers regarding implementation of work programme and all other areas that are important for pedagogical practice). Special attention Bureau will addict to continuous and planning advisory work with teachers that are starting with implementation of new curriculum on all levels of education as well as to their training for implementation of these programmes. These activities will enable exchange of examples of good pedagogical practice.

Regional units in Nikšić, Bijelo Polje and Tivat should:

- ▶ carry out key role in coordination of these activities,
- ▶ represent first step for setup of successful communication between schools and the Bureau,
- ▶ support schools and propose solutions,
- ▶ have indirect insight in school work,
- ▶ frequently inform Bureau about undertaken activities and tasks.

**Examination Centre** carries out and implements external and internal assessment of knowledge at the end of first and second cycle of elementary school, external assessment of knowledge at the end of elementary school, Matura exam in general high school, as well as assessment of knowledge of pupils in general high school. Beside that, examination center is in charge of leading republic and international researches and it organizes republic competitions of pupils of elementary and secondary schools.

### **The Bureau for Educational Services' competence**

Bureau's competences are prescribed by article 40 of General Law on Education ("Official gazette" RCG No. 64/02)

The Bureau for Educational Services shall:

- 1) assess the quality of the standards achievement in the area of educational within institutions, in cooperation with institutions;
- 2) work on improvement of the educational work in institutions, in cooperation with the institutions;

- 3) execute the professional jobs of monitoring, analyzing and development of the education system;
- 4) carry out the preparation of professional jobs of monitoring, analyzing and development of the education system;
- 5) prepare the educational and pedagogical and methodical standards of textbooks and handbooks;
- 6) execute the professional jobs in the preparation of: educational curricula, the catalogues and standards of teaching aids and equipment;
- 7) execute the research works;
- 8) execute the advisory work;
- 9) organize the in – service teacher training, as well as the training of principals;
- 10) propose the measures for the development of certain levels of education, of new educational technologies and of their application;
- 11) in cooperation with the Ministry of education set up commissions for assessment of students knowledge at the request of institution, students, or parents;
- 12) monitor the experiments;
- 13) execute other jobs in line with the law and the document of the foundation of the Bureau for Educational services.

**literature**

- 1) Strategic plan of the Bureau for Education Services 2005 -2006, Bureau for Education Services, Podgorica 2005
- 2) Regulations on internal organization of the Bureau for Education
- 3) Education Legislation, Ministry of Education and Science, Podgorica 2003