

еценус

Министарство просвете, науке и технолошког развоја

Serbian Experience in Education Management System 2007-2015: Fresh Start with Excellent Results is Built on Lessons Learnt

Katarina Milanovic

Ministry of Education, Science and Technological Development Republic of Serbia UNESCO ICT in Education Statistics Regional Workshop Moscow, November 2015





### Start

WorldBank credit for financing first EMIS in Republic of Serbia: International tender

"...The mission of EMIS is to provide accurate data about EDU system in order for the system to provide efficient managament of resources and imporvement of the quality of education process..."





#### Problems in 2007

Technical problems:

- international tender won by already old software was used at the beginning of adjustment for Serbian EDU system in 2004 (at the beginning in 2005 transfer of data was on floppy disks at the beginning) plus a lot of unfixed bugs
- adjustment for Serbian EDU system was not done entirely, a lot of specific data could not be entered (e.g. System was not adapted and curiculum for 300 VET profiles was not entered)
- Problem with data input and transfer





### Problems in 2007

Organisational and legal problems:

- EDU managment is not familar nor able for "data driven decision making"
- Legal aspects of transition from paper to e-documents are not being solved on time
- Schools have no inscentive to enter the data and do not garantee for the quality of data
- Lack of support in the MoE some existing jobs might become redundant all changed to much







# EMIS is dead, long live the new EMIS!





#### 2010-2014

Preparation for the new EMIS (with new credit in scope) No interest of the Goverment to have functional EMIS – this results in no actions in that direction

#### 2015

New EMIS building started (in house) by the MoESTD's Information System Development Group (4 people) with FULL EXECUTIVE SUPPORT: **Minister and Cabinet of Minister are used to "data driven decision making" and are in need of data!** 

When there is a will, there is the way!





## 2015

- New EMIS building started (in house) by the MoESTD's Information System Development Group (4 people) with EXECUTIVE SUPPORT

It is modular system of databasis with web aplications on the front end (ICT survay for schools will be one module – it can be personalized e.g. we can see which teacher needs training when we dissagregate data, not only the state of teachers' ICT competencies per school – important for planning of online trainings)
100% of schools can enter new data in new format if needed in specified time interval (can be as short as 2-3- weeks)

- Quaility of input data is still a problem as people who enter the data are doing other administrative work and do not fully understand what they need to input (no manual is good enough – its too short or too long)





## Lessons learnt

- Data is needed for data driven decision making - EMIS is a tool for gathering data that needs analysts to put it to use

- EMIS is the only tool to gather and archive EDU data in systematic way
- Schools need incentives to enter the data strong ties to financing is the best incentive

- A lot of time has to be invested in people related issues - explaining to schools why and how data has to be entered and to MoE collegues how they can use the data to improve their work (also never ending process)

- Improvement if EMIS is a never ending process (full control of the software code and capacity to change it in time is needed – even if technology radicaly change, e-archiving of databasis must be done with care)



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