



# Policy: Creating the means, conditions and incentives for change

## KEY MESSAGES

1. Education is not special in the sense that it is another service organization.
2. But it is special because it deals with the formation of human beings.
3. Teachers have to feel secure in changing teaching practices.
4. We cannot underestimate the complexity or the necessary slow rate of change.

5. Weak organizations at the school level, strong bureaucratic organizations at the top. How to rebalance.

6. Need for organizational change. Schools as strong organizations. With strong leadership.

7. Selection of teachers and headmasters.

8. System has to trust its professionals.

Make it collective

9. Make the system supportive to

- Professionalization
- Attractive schools

10. Use incentives. Information. But careful with monetary incentives.

11. Balance between autonomy and accountability. Space for innovation.