Republic of the Philippines
Department of Education
REGION I
SCHOOLS DIVISION OF DAGUPAN CITY

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Office of the Schools Division Superintendent

August 20, 2024

DIVISION MEMORANDUM
No. 325 s. 2024

SUBMISSION OF CONSOLIDATED NEAP PROGRAM COMPLETION REPORTS ON THE CONDUCT OF THE TRAINING ON THE MATATAG CURRICULUM FOR K147

To: Assistant Schools Division Superintendent
Chief Education Supervisors, CID and SGOD
Public Schools District Supervisors
Principals/School Heads
All Others Concerned

1. In reference to Regional Memorandum no. 966, s. 2024 titled "Submission of Consolidated NEAP Program Completion Reports on the Conduct of the Training on the MATATAG Curriculum for K147", this Office requests the submission of Program Completion Reports (Enclosure 7) along with the MOVs listed in Enclosure 8 and Participants' Profiles (Enclosure 9).

2. Schools shall submit hard copies of the Program Completion Reports with MOVs and Participants' Profiles to the Records Section c/o the Human Resource and Development Section on or before August 27, 2024.

3. Please see attached regional memorandum for ready reference.

4. For the information and compliance of all concerned.

ROWENA C. BANZON EdD, CESO V
Schools Division Superintendent

Address: Burgos St., Poblacion Oeste, Dagupan City
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Republic of the Philippines
Department of Education
REGION I

DEPARTMENT OF EDUCATION
RECORDS SECTION REGION I
617379
By:
Date
AUG 19 2024

REGIONAL MEMORANDUM
No. 906, s. 2024

SUBMISSION OF CONSOLIDATED NEAP PROGRAM COMPLETION REPORTS ON THE CONDUCT OF THE TRAINING ON THE MATATAG CURRICULUM FOR K147

To: Schools Division Superintendents
Chiefs of Functional Divisions
Human Resource Development Division
Quality Assurance Division

1. In reference to Memorandum OM-OUHROD-2024-1549 dated August 14, 2024, the National Educators Academy of the Philippines – Quality Assurance Division (NEAP-QAD) requests the submission of consolidated Program Completion Reports (PCRs) on the Regional Training of Trainers (RTOT), Division Training of Trainers (DTOT), and School-Based Training of Trainers (SBTT) on the MATATAG Curriculum through the link https://bit.ly/MATATAGCurriculumTrainingK147 on or before August 30, 2024.

2. PCR templates and other related templates can also be access and downloaded via https://bit.ly/MATATAGCurriculumTrainingK147.

3. All Schools Division Offices through the SGOD HRDS SEPS/EPS II shall collect and consolidate the PCRs and the Participants Profiles. Kindly refer to the online spreadsheet link: https://tinyurl.com/PCRMATATAGR1 and update on or before August 30, 2024.

4. Enclosed are the following:

a. Table for the summary of tasks for each governance level in accomplishing the requested reports.
b. Reporting Process on the MATATAG Curriculum Training for K147.

c. Monitoring and Evaluation Plan of the Training on the MATATAG Curriculum for Teachers and School Leaders.
d. Guidelines on the Utilization of Downloaded HRD Fund for the Conduct of Trainings on the MATATAG Curriculum.

5. For queries and other concerns, please contact HRDD-NEAP R1 through (072) 682-23-21 or email at neap.region1@deped.gov.ph.

6. Immediate dissemination of this Memorandum is desired.

For the Regional Director:

RHODA T. RAZON
Director III

Reference: None
Encl: None
To be indicated in the Perpetual Index
Under the following subjects:

TRAINING PROGRAMS

HRDD/kmmb/RM_SubmissionofConsolidatedPCRMATATAG
August 16, 2024

DepEd RO1
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HRDD241057

Enclosure 1

Summary of Tasks per Governance Level

Governance Level	**PCR Consolidation** *(Tabs: DTOT Consolidation and SBTT Consolidation)*	**Participants Profiles** *(Tabs: RTOT Pax, DTOT Pax, and SBTT Pax)*
Regional Office (RO) *(shall submit the accomplished PCR and attachments through the link* https://bit.ly/MATATAGCurriculumTrainingK147*)*	• Consolidate DTOT PCRs • Input/submit consolidated report/data through the dedicated link https://tinyurl.com/PCRMATATAGR1	• RTOT Pax tab: Provide information of all RTOT participants and ensure recording of information of all DTOT and SBTT participants
Schools Division Office (SDO) *(shall submit the accomplished DTOT PCR and attachments to the Regional Office and through the link* https://bit.ly/MATATAGCurriculumTrainingK147*)*	• Consolidate SBTT PCRs • Input/submit consolidated report/data through the dedicated link https://tinyurl.com/PCRMATATAGR1	• DTOT Pax and SBTT Pax tabs: Provide information of all DTOT and SBTT participants
Districts/Schools	• Submit SBTT PCR to the SDO and through the link https://bit.ly/MATATAGCurriculumTrainingK147 • If the conduct of SBTT is clustered/by district, submit PRC per conduct only	• SBTT Pax tab: Sheet can only be accessed by the SDO or District Supervisors (if the SBTT conduct is clustered/by district)

MEMORANDUM
DM-OUHROD-2024-0151

TO : **Regional Directors**
Schools Division Superintendents
Human Resource Development Division Chiefs
School Governance and Operations Division Chiefs
NEAP-R Focal Persons
SDO HRD Fund Focal Persons
All Others Concerned

FROM : **WILFREDO E. CABRAL**
Regional Director
Officer-In-Charge, Office of the Undersecretary for Human Resource and Organizational Development

SUBJECT : **GUIDELINES ON THE UTILIZATION OF DOWNLOADED HRD FUND FOR THE CONDUCT OF TRAININGS ON THE MATATAG CURRICULUM**

DATE : 02 February 2024

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1. Pursuant to the unnumbered memorandum dated 20 December 2024 titled *Training on the MATATAG Curriculum for Teachers and School Leaders* **(Enclosure 1)**, the Department will commence the initial phase of implementation of the *MATATAG* Curriculum through the conduct of **Trainings on the MATATAG Curriculum for Kindergarten, Grade 1, Grade 4, and Grade 7 (K147) Teachers and School Leaders.**

2. To ensure judicious utilization of the Human Resource Development (HRD) Fund during the conduct of the trainings on the *MATATAG* Curriculum for teachers and school leaders, these **GUIDELINES ON THE UTILIZATION OF DOWNLOADED HRD FUND FOR THE CONDUCT OF TRAININGS ON THE MATATAG CURRICULUM** are hereby issued.

3. The HRD Fund amounting to **ONE BILLION EIGHT HUNDRED NINETY-THREE MILLION SIX HUNDRED THIRTY-ONE THOUSAND SIX HUNDRED PESOS (Php 1,893,631,600.00)** shall be downloaded to DepEd Regional Offices **(Enclosure 2)** to cover the budget requirements for the conduct of the Regional Training of Division Trainers and School Leaders on the *MATATAG* Curriculum (RTOT) **(Enclosure 3)**, Division Training of School Trainers on the *MATATAG* Curriculum (DTOT) **(Enclosure 4)**, and School-based Training of Teachers (SBTT) on the *MATATAG* Curriculum **(Enclosure 5)**.

4. The DepEd Central Office shall download the HRD Fund for RTOT and DTOT to the Regional Offices, while the HRD Fund for the School-Based Training of Teachers shall be downloaded through a direct release from DBM to the Regional Offices. The breakdown of allocation per activity is enclosed.

5. Upon transfer of HRD Fund to Regional Offices, the NEAP in the Region (NEAP-R)/Human Resource Development Division (HRDD) in coordination with the Regional Finance Division (FD) upon approval by the Office of the Regional Director, shall facilitate the downloading of HRD Fund to the Schools Division Offices (SDOs) to be used during the conduct of the **DTOT** and **SBTT** on the dates specified per the unnumbered memorandum dated 20 December 2023.

6. The HRD Fund to be downloaded to ROs and SDOs shall be used for the expenses of the training activities enumerated below:

    a. **Regional Training of Division Trainers and School Leaders on the MATATAG Curriculum (RTOT)**

        i. Board and lodging of the Regional Program Management Team (RPMT), inclusive of program managers, learning managers, resource persons/learning facilitators, documenters, M&E focal/in-charge, welfare officers, secretariats, RTOT trainers, CO MATATAG M&E and TA providers, and all the participants at Php 2,000.00 per day for five (5) days per person;

        ii. Training supplies and materials to be used by the RPMT, CO MATATAG M&E, and TA providers and all the participants at Php 300.00 per person; and

        iii. The travel expenses of the RPMT, TA providers, and the participants are at a rate of Php 2,000.00 per person.

    b. **Division Training of School Trainers on the MATATAG Curriculum (DTOT)**

        i. Board and lodging of Division Program Management Team (DPMT), inclusive of program managers, learning managers, resource persons/learning facilitators, documenters, M&E focal/in-charge, welfare officers, secretariat, DTOT trainers, CO, Region, SDO M&E and TA providers, and all the participants at Php 2,000.00 per day for 5 days per person;

        ii. Training supplies and materials to be used by DPMT and all the participants at Php 300.00 per person; and

        iii. The travel expenses of the DPMT and the participants are at a rate of Php 1,500.00 per person.

    c. **School-based Training of Teachers on the MATATAG Curriculum (SBTT)**

i. Meals of the Program Management Team (PMT), inclusive of program managers, learning managers, resource persons/learning facilitators, documenters, M&E focal/in-charge, welfare officers, secretariat, SBTT trainers, CO, Region, SDO, school M&E and TA providers, and all the participants at Php 600.00 per day for 5 days per person, broken down into:

AM Snack	: Php 100.00
Lunch	: Php 400.00
PM Snack	: Php 100.00

ii. Training supplies and materials for the SPMT and the participants cost at Php 300.00 per person.

7. The table below shows the participants per training activity.

RTOT	DTOT	SBTT
▪ Regional Program Management Team (RPMT) inclusive of program managers, learning managers, resource persons/ learning facilitators, documenters, M&E focal/ in-charge, welfare officers, secretariat ▪ RTOT Trainers ▪ Division CID Chiefs ▪ Division EPS and PSDS with learning area specialization ▪ Division IPEd Specialists/ focal persons ▪ School Heads, Head and Master Teachers with learning area specialization ▪ SGOD Chiefs/HRDS training specialists (expected team of trainers and training managers per divisions	▪ Division Program Management Team (DPMT) inclusive of program managers, learning managers, resource persons/ learning facilitators, documenters, M&E focal/ in-charge, welfare officers, secretariat ▪ DTOT Trainers ▪ All School Heads ▪ Head and Master Teachers with learning area specializations ▪ IPEd teachers from Kindergarten, Grades 1, 4, & 7 ▪ Expected team of trainers and training managers per school	▪ Program Management Team (PMT) ▪ inclusive of program managers, learning managers, resource persons/ learning facilitators, documenters, M&E focal/ in-charge, welfare officers, secretariat, School-based Training Trainers ▪ All teachers from Kindergarten, Grades 1, 4, & 7

8. In cases of budget deficiencies, travel expenses and other incidental expenses can be charged against HRD funds available at the ROs and SDOs or other local

funds. The Program Support Fund (PSF) downloaded for IPEd can also be utilized in support of participants for IPEd in the aforesaid training activities, subject to the usual accounting and auditing rules and regulations. A separate memorandum will be released regarding the IPEd component of the RTOT, DTOT, and SBTT.

9. Specified below is the implementation process per training activity.

   a. **RTOT Implementation Process**

      i. NEAP-R/HRDD shall upload to its account in the Program Management Information System (PMIS) the activity with physical and financial targets.

      ii. NEAP-R/HRDD, in collaboration with CLMD and other offices that are involved in the conduct of RTOT, shall lead in the preparation of the Regional Training Implementation Plan **(Enclosure 6)** for review and approval of the Regional Director.

      iii. NEAP-R/HRDD prepares the necessary documents required for the process and approval of the conduct of the RTOT.

      iv. NEAP-R/HRDD shall inform NEAP-CO of the approved date of conduct.

      v. RPMT implements the RTOT based on the approved implementation plan.

      vi. NEAP-R/HRDD uploads the physical and financial accomplishments in the PMIS as indicated in DepEd Order No. 11, s. 2021 titled *Guidelines on the Operationalization of PMIS.*

   b. **DTOT Implementation Process**

      i. HRDS shall upload to PMIS, under the SGOD account, the activities with physical and financial targets.

      ii. HRDS, in collaboration with CID and other offices involved, shall lead in the preparation of the Division Training Implementation Plan and School-based Training Implementation Plan **(Enclosure 6)** for review and approval of the Schools Division Superintendent.

      iii. HRDS prepares the necessary documents required for the process and approval of the conduct of DTOT and SBTT.

      iv. HRDS shall submit to NEAP-R/HRDD the approved date of conduct for DTOT and SBTT. NEAP-R/HRDD shall then submit to NEAP-CO the consolidated conduct of training.

      v. HRDS shall upload the physical and financial accomplishments in the PMIS as indicated in DepEd Order No. 11, s. 2021 titled *Guidelines on the Operationalization of the PMIS.*

c. **SBTT Implementation Process**

i. HRDS shall upload to PMIS, under the SGOD account, the activities with physical and financial targets.

ii. HRDS, in collaboration with CID and other offices, including school heads involved in the conduct of SBTT, shall lead in the preparation of the School-based Training Implementation Plan **(Enclosure 6)** for review and approval by the Schools Division Superintendent.

iii. HRDS prepares the necessary documents required for the process and approval of the conduct of school-based training.

iv. HRDS shall submit to NEAP-R/HRDD the approved conduct date for the school-based training. NEAP-R/HRDD shall then submit to NEAP-CO the consolidated conduct of training.

v. HRDS shall upload the physical and financial accomplishments in the PMIS as indicated in DepEd Order No. 11, s. 2021 titled *Guidelines on the Operationalization of the PMIS.*

10. Savings generated from the conduct of these activities can be utilized in providing technical assistance to the divisions or schools, conducting program implementation reviews, and other eligible activities related to the implementation of the *MATATAG* Curriculum.

11. Monitoring and Evaluation

a. The Central Office PMT, RPMT, DPMT, and assigned M&E Team in the Region and Division shall conduct the monitoring of the activities in their jurisdiction.

b. The monitoring activities shall involve the following activities:

i. Review and discussion of the division rollout program and facilitator evaluation results;

ii. Discussion on post-division rollout activities and their corresponding M&E; and

iii. Funding utilization.

c. RPMT and DPMT prepare and submit the following to the NEAP Quality Assurance Division 10 working days after the conduct of the program:

i. Program Completion Report **(Enclosure 7)**

ii. Program Completion Report Enclosures **(Enclosure 8)**

iii. Participants' Profile **(Enclosure 9)**

b. Ensure the proper cascading of the quality-assured training resource package for the *MATATAG* Curriculum Training across governance levels;
c. Gather data on the profiles and actual number of teachers and school leaders trained;
d. Monitor the Human Resource Development (HRD) fund utilization for the *MATATAG* Curriculum Training; and
e. Identify issues, concerns, and gaps to guide the program owners and implementers toward evidence-informed decisions on the various aspects of the training.

4. Regional, Division, and School Management Teams for the *MATATAG* Curriculum Training shall formulate the M&E Plan on their respective governance levels. The M&E Plan ***(Enclosure A)*** and its reporting process ***(Enclosure B)*** shall be based on the results framework for the *MATATAG* Curriculum Training for Teachers and School Leaders ***(Enclosure C)***.

5. During the series of NTOT, RTOT, DTOT, and SBT, a team composed of concerned personnel from the Central Office and the Regional Office monitoring teams shall conduct technical assistance and monitoring visits through a purposive sampling method as follows:

TRAINING		**TECHNICAL ASSISTANCE AND M&E COMPOSITION**
National Training of Regional Trainers (NTOT)		All concerned NEAP-QAD, CT Strand personnel, and field evaluators
Regional Training of Division Trainers and School Leaders (RTOT)	**16 Regional Offices (ROs)**	• Bureau and Service Directors from HROD, Operations, and CT Strands • 5-10 representatives from CT Strand • 2-3 representatives from NEAP
Division Training of School Trainers (DTOT)	**48 Schools Division Offices (SDOs)** • One (1) very large/large SDO • One (1) medium SDO • One (1) small SDO	• Bureau and Service Directors from HROD, Operations, and CT Strands • 5-10 representatives from CT Strand • 2-3 representatives from NEAP • 2 representatives from RO (HRDD and QAD)
School-based Training (SBT)	**144 Schools** with the following target schools in each of the 48 SDOs: • One (1) very large/large school • One (1) medium school • One (1) small school	• Bureau and Service Directors from HROD, Operations, and CT Strands • 5-10 representatives from CT Strand • 2-3 representatives from NEAP • 2 representatives from RO (HRDD and QAD) • 2 representatives from SDO (HRDS and SMME)

6. The coverage of technical assistance and monitoring teams per governance level is summarized as follows:

TECHNICAL ASSISTANCE AND M&E TEAM	**COVERAGE**
Central Office Technical Assistance and Monitoring Teams	All RTOT, Sample SDOs, Sample Schools
Regional Office Technical Assistance and Monitoring Teams	All DTOT, Sample Schools
Division Office Technical Assistance and Monitoring Teams	All Schools

7. The team members from the Curriculum and Teaching Strand shall serve as resource persons (RPs) in their respective learning area specializations in case the number of RPs for the RTOT, DTOT, and SBT is insufficient. They shall also provide technical assistance to the Regional Program Management Team during the conduct of RTOT, DTOT, and SBT.

8. The NEAP Central Office M&E Team, on the other hand, shall collect data and provide overall technical assistance and guidance to the Regional and Division M&E Teams.

9. The Regional Office shall identify the SDOs to be monitored during the DTOT and submit the list to the NEAP Central Office. In the same manner, the SDOs shall also identify and submit the list of schools to be monitored during the SBT once the schedule has been finalized. **The list of the SDOs and schools to be monitored shall be submitted to the NEAP Quality Assurance Division** through email neap.qad@deped.gov.ph **at least two weeks before the conduct of the training.**

10. For private schools' implementation of the Training on the *MATATAG* Curriculum for teachers and school leaders, a representative from the Operations Strand shall lead the provision of technical support and M&E in collaboration with Curriculum and Teaching Strand and NEAP Directors, Division Chiefs, and specialists.

11. The final schedule of RTOT along with the list of DepEd Central Office resource persons as well as technical assistance and M&E teams ***(Enclosure D)*** is attached for reference.

12. The *MATATAG* Curriculum Training technical assistance and M&E team shall use the M&E tools which can be accessed through this link **http://tinyurl.com/MATATAGMEFiles**.

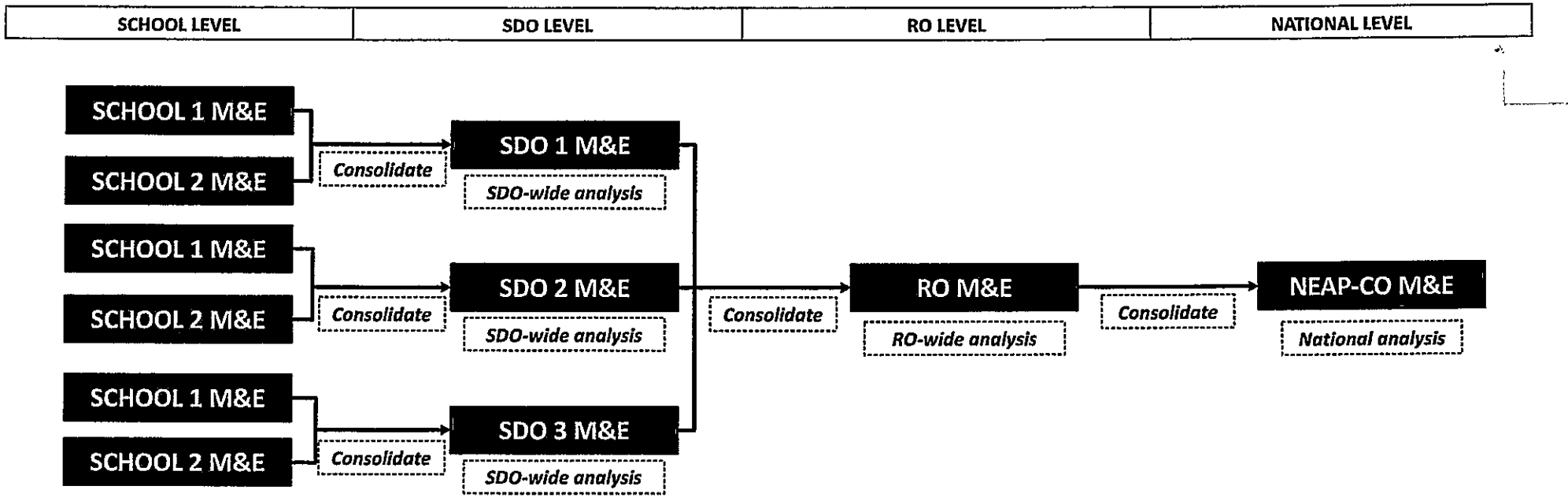
13. Transportation allowance, board and lodging of the Program Management Team and participants, contingency, supplies and materials, and other miscellaneous expenses shall be charged against the 2024 HRD Funds, subject to the usual accounting and auditing rules and regulations.

14. For questions and concerns, please contact **Ms. Sarah Jane Atienza** of NEAP-QAD through landline (02) 8633-7207 or email neap.qad@deped.gov.ph.

15. Immediate dissemination of and compliance with this memorandum are instructed.

Enclosures:
Enclosure A – MATATAG Curriculum Training Monitoring and Evaluation Plan
Enclosure B – Monitoring and Evaluation Reporting Process
Enclosure C – MATATAG Curriculum Training Results Framework
Enclosure D – RTOT Final Schedule and Assignment of Central Office Monitors, Technical Support Providers, and Resource Persons

M&E REPORTING PROCESS



DepED MATATAG

National Educators Academy of the Philippines

SCHOOL LEVEL M&E	SDO LEVEL M&E	RO LEVEL M&E	NATIONAL LEVEL M&E
School-based Training: ➢ Administer end-of-day evaluation (level 1) and pre-test and post-test (level 2) during the school-based training. ➢ Collect and consolidate the actual list of participants with their profiles during the school-based training. ➢ Monitor the compliance of the training based on the quality-assured training resource package (PD Compliance Monitoring Tool). ➢ Submit the **School-based M&E Report** to SGOD-SMME.	**DTOT**: ➢ Administer end-of-day evaluation (level 1) and pre-test and post-test (level 2) during the DTOT. ➢ Collect and consolidate the actual list of participants with their profiles during the DTOT. ➢ Monitor the compliance of the training based on the quality-assured training resource package (PD Compliance Monitoring Tool) ➢ Submit the **DTOT M&E Report** to HRDD/NEAP-R. **School-based Training**: ➢ Collect data on Levels 1 and 2 evaluation from schools. ➢ Provide TA to School M&E Team. ➢ Submit **SDO Consolidated M&E Report on the MATATAG Curriculum Training.**	**RTOT**: ➢ Administer end-of-day evaluation (level 1) and pre-test and post-test (level 2) during the RTOT. ➢ Collect and consolidate the actual list of participants with their profiles during the RTOT. ➢ Monitor the compliance of the training based on the quality-assured training resource package (PD Compliance Monitoring Tool) ➢ Submit the **RTOT M&E Report** to NEAP-CO. **DTOT**: ➢ Collect and analyze the data collected from the DTOT. ➢ Provide TA to SDO M&E Team. **School-based Training**: ➢ Collect data on Levels 1 and 2 evaluation from schools. ➢ Provide TA to School M&E Team. ➢ Submit **Regional Consolidated M&E Report on the MATATAG Curriculum Training.**	**NTOT**: ➢ Administer end-of-day evaluation (level 1) and pre-test and post-test (level 2) during the NTOT. ➢ Collect and consolidate the actual list of participants with their profile ➢ Monitor the compliance of the training based on the quality-assured training resource package (PD Compliance Monitoring Tool) **RTOT**: ➢ Collect data on Levels 1 and 2 Evaluation ➢ Provide TA to Regional M&E Team **DTOT**: ➢ Collect data on Levels 1 and 2 evaluation from sampled SDOs. ➢ Provide TA to sampled SDO M&E Team **School-based Training**: ➢ Collect data on Levels 1 and 2 evaluation from sampled schools. ➢ Provide TA to sampled School M&E Team

DepED MATATAG BAGONG PILIPINAS National Educators Academy of the Philippines

d. NEAP-R shall consolidate all documents submitted by RPMT and DPMT, make a regional report, and send it to the NEAP Central Office via this link: https://bit.ly/MATATAGCurriculumTrainingK147

12. Should there be changes in the dates of the conduct of activities in RTOT, DTOT, and SBTT due to circumstances beyond control, it is imperative to coordinate with the regional office and central office for the course of action.

13. For other details pertaining to the conduct of activities, attached to these guidelines is the aforementioned unnumbered memorandum dated 20 December 2023 titled by *Training on the MATATAG Curriculum for Teachers and School Leaders.*

14. For further inquiries and concerns, please contact NEAP through email at neap.od@deped.gov.ph or landline (02) 8638-8638.

15. Immediate dissemination of and strict compliance with these guidelines are directed.

Copy furnished:
GINA O. GONONG
Undersecretary for Curriculum and Teaching

ATTY. REVSEE A. ESCOBEDO
Undersecretary for Operations

Enclosures:
1 - Unnumbered Memorandum dated 20 December 2023, titled "Training on the MATATAG Curriculum for Teachers and School Leaders"
2 - Budget Allocation to be Downloaded to DepEd Regional Offices
3 - Breakdown of Budget for RTOT
4 - Breakdown of Budget for DTOT
5 - Breakdown of Budget for School-Based Training
6 - Training Implementation Plan Template
7 - Program Completion Report Template (With Budget Utilization)
8 - Program Completion Report Enclosures
9 - Participants' Profile Template

MEMORANDUM
DM-OUHROD-2024- 0409

FOR : **Undersecretaries**
Assistant Secretaries
Bureau and Service Directors
Regional Directors
Schools Division Superintendents
Public Elementary and Secondary School Heads
All Others Concerned

FROM : **WILFREDO E. CABRAL**
Regional Director
Officer-in-Charge, Office of the Undersecretary for Human Resource and Organizational Development

SUBJECT : **MONITORING AND EVALUATION PLAN OF THE TRAINING ON THE MATATAG CURRICULUM FOR TEACHERS AND SCHOOL LEADERS**

DATE : 07 March 2024

1. Pursuant to the unnumbered memorandum dated 20 December 2023 titled *Training on the MATATAG Curriculum for Teachers and School Leaders*, the series of trainings focuses on ensuring that teachers and school leaders are equipped with the necessary knowledge, skills, and competencies to effectively implement the *MATATAG* Curriculum.

2. To make sure that the major objectives of the trainings on the *MATATAG* Curriculum are met, the National Educators Academy of the Philippines and the Curriculum and Teaching Strand shall conduct monitoring and evaluation (M&E) activities during the National Training of Regional Trainers (NTOT), Regional Training of Division Trainers and School Leaders (RTOT), Division Training of School Trainers (DTOT), and School-Based Training (SBT).

3. The M&E plan has the following objectives:

    a. Measure the performance of DepEd through NEAP in providing training on the *MATATAG* Curriculum for teachers and school leaders against established targets and standards;