

Internationale Montessori Vereniging 'Association Montessori Internationale' A.M.I.
Amsterdam

Management Board's report

The Association Montessori Internationale was founded in 1929 by Dr. Maria Montessori herself to maintain the integrity of her life's work, and to ensure that it would be perpetuated after her death. Today AMI is a recognized worldwide movement with a mission of promoting and propagating Dr. Montessori's scientific pedagogy. The objectives of the Association Montessori Internationale (AMI), as stated in article 3 of the Articles of Association, are as follows: to maintain, propagate and further the pedagogical principles and practices of Dr Maria Montessori for the full development of the human being. These objectives are achieved in the following ways:

Teacher Training

The Association Montessori Internationale accredits training centres throughout the world. These centres offer AMI diploma courses that are internationally recognized for their high standard and authenticity. Training centres accredited by AMI are independent entities which remain under the supervision of AMI's quality assurance procedures, are staffed by AMI Teacher Trainers and the courses given are examined by an external examiner appointed by AMI.

Montessori training is a process of re-orientation where the students begin to discover for themselves the profound truths underlying the Montessori approach. The qualifications offered by the Association Montessori Internationale prepare adults to work with children at four levels: Assistants to Infancy (0-3), Casa dei Bambini (3-6), Elementary (6-12) and Adolescence (12 – 18).

Innovative projects include working with a variety of partners and stakeholders (governments, schools, individuals and other NGO's) across most continents to bring high quality Montessori education and teacher training to increasing numbers of adults and children. Work has progressed in relation to additional ancilliary Montessori courses for the following: Inclusive education, and the development of short training courses applying Montessori principles for those working with elders with Dementia and Ageing challenges (MDA), the training of Youth Coaches working with young people in sport (Montessori Sport) and a foundational course for Montessori School Leaders/Administrators.

During the year new qualifications were delivered to create further professional development opportunities for teachers. Work on the two pilot versions (blended and online) of the 'Core Principles' course were completed with a majority of AMI Trainers attending a third dedicated version of this course to enable them to deliver it. This endeavour was supported by Wend Ventures. Due to the COVID 19 pandemic many short courses were delivered in an online format for the first time – these included the Assistants Courses (renamed Orientation courses) at all 4 levels (0-18), the Administrator's Course and the Montessori Sports Course. Most Montessori teacher training courses were delivered in a blended format to accommodate the changing landscape, rules and regulations of the pandemic.

The international Scientific Pedagogy Group meets regularly to advise the Scientific Pedagogical Department on Montessori philosophy and methodology and its application in

varied circumstances around the world. The Group assists in the implementation of quality assurance procedures for training centres and is responsible for reviewing the content of new and revised courses. It is also in the process of piloting a global school accreditation system. The Scientific Pedagogy department oversees the examination process throughout the world. The Group was intensely busy evaluating and advising Trainers and Training Centres on permissible accommodations to courses during the pandemic, ensuring a global standard of course content, experience and examination was maintained for all trainees. Regular, bi-weekly online meetings with Trainers of all levels were organised to

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facilitate this process and have continued as collaborative discussions for theoretical and practical dialogue.

The international Training Group guides trainees through the Training of Trainers Programme towards the goal of becoming AMI Teacher Trainers. This Programme provides the participants with the opportunity to deepen their understanding of the ideas and principles of Dr. Maria Montessori and the skills to pass the knowledge gained to future generations of Montessori teachers. There are two pathways to becoming an AMI Teacher Trainer. The Traditional programme route (attendance on 3 courses) and the Seminar programme route (attendance on 2 courses and 6 two-week seminars) Four Seminar programmes commenced in 2019, including one in Spanish at the 3-6 level. Seminars in 2020 were delayed due to the COVID 19 pandemic, however the new 6-12 Elementary Training of Trainers seminar went ahead, online with support from 3 seasoned AMI Teacher Trainers.

School recognition certificates are issued to those schools in the USA and Canada that adhere to AMI standards. The global accreditation programme progressed during 2020 with a professional assessment and revision of the rubric, a subsequent review across all documentation for anomalies and the start of collaborative work with Affiliates in respect of the administration of the process.

Congresses, Conferences and Refresher Courses

The Educateurs Sans Frontières Assembly held under the auspices of AMI due to take place in Montana, USA in August 2020 was postponed until 2021. The AMI International Congress was also postponed until 2022.

As well as such major international events, regular national conferences and study conferences are held and attended by AMI representatives. This year AMI representatives spoke either in person or online at a wide variety of events organised across all continents. AMI certified Refresher courses are organized by local AMI training centres and/or Affiliated Societies in various parts of the world. In the United States there is an annual refresher course organised by AMI/USA, an affiliated society which recorded a record number of attendees (1900) in 2020. Subsequent to this event which was held in February 2020 almost all conferences and events were either postponed or held in online format.

2020 was the year of the 150th Anniversary of Maria Montessori's birth. Many celebrations were held around the world to mark this major milestone. AMI released many original documents and film clips on the day. A tulip was named in her honour and was available for purchase alongside a commemorative book. A song was sung and recorded by adults and children around the world. A number of short films were produced explaining Montessori's life, Montessori Teacher Training and Montessori schools in action. These were supplemented by two films reflecting AMI Montessori work in Dementia and Ageing. The 150th anniversary issue of the AMI Journal (prepared specifically for members) entitled 'Human Development - Passages to Montessori Adulthood' was published offering over 300 pages of indepth articles and archival material. The Treasure Article (unpublished writings), also for members, was published in December 2020.

AMI's communications strategy was further developed and our social media presence increased exponentially to provide the global community with a multiplicity of resources and connection. AMI Digital provided many resources free to the general public, teachers and training centres. A new free weekly Digest of resources was also offered in addition to the short promotional videos mentioned above. The overall number of impressions across all social media reached a peak of just over 2,500,000 in August as we celebrated the 31st August, Maria Montessori's birthday, and total followers have increased from 48,000 in January 2020 to approximately 70,000 by December 2020.

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Membership and Affiliated Societies

Membership in AMI is open to everyone who recognizes the value of AMI's work and wishes to support it. AMI hosts an annual general meeting and forum for members in April in Amsterdam. meeting had to be postponed and was subsequently held online in July 2020.

The AGM was attended by representatives of 33 countries and registered 130 attendees.

In addition to supporting the work of AMI, members also receive AMI's publications enabling them to receive original documents from the AMI archives and providing information on the global activities of the movement. New initiatives in communicating with Affiliates during the pandemic have resulted in a much greater collaboration amongst and between AMI affiliates on a variety of social media and other platforms and an increasing reach across the world.

AMI maintains close contact and cooperation with Montessori societies worldwide. Licence agreements with these affiliated societies are in place and there is continued interest from societies in territories new to AMI. Societies become the in-country voice of AMI and offer events, conferences and also offer to the general public access to AMI Montessori advice and guidance. Societies also offer the possibility of translating AMI documents into mother tongue languages. Societies, Training Centres and Members have assisted in providing translations for a number of initiatives including 19 different language translations for the free classified cards on the AMI Digital website

Publications

AMI publishes an academic Journal and regular newsletters and hosts a number of websites. AMI also assists the Montessori Pierson Publishing company in increasing its range of publications into additional languages. Several new translations of Dr. Montessori's books have been published and carry the AMI logo as a mark of approval. Books are now published in more than 25 languages. Two new publications were published in 2020, 'The Montessori Approach to Music' (edited by Sara Werner Andrews) and a new compilation of letters from Maria Montessori to her grandchildren by Carolina Montessori was published under the title 'Maria Montessori writes to Her Grandchildren – Letters from India 1939 – 1946'. Revised publications of existing works continue to be re-published in both Spanish and Dutch.

Outreach Work

AMI is working with a private US Foundation on the "Corner of Hope" project in Kenya; made possible by a sizeable donation from our partner, this pilot project helps vulnerable people such as those in transit and IDP Camps build a community using the principles of the Montessori approach. It is based on an ethos of self-reliance not dependence, community not school, self-ownership and control, dignity and self-worth, which all play an important role in overcoming the effects of trauma experienced by the inhabitants of the camps. It has the added advantage of building for the future and creating transferable skills that will accompany both adults and children wherever their final destination may be.

This year marks the 10th Anniversary of the start of this initiative and a new website and multiple social media events have been launched to celebrate this milestone. The 10th Anniversary Corner of Hope website will host a range of stories and experiences of the people that have been involved through a multi-media approach of podcasts, photographs, videos and written stories. Thus far, we have helped the community to create and build a school for the children within the New Canaan

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Community near Nakuru which now offers Montessori education from 2+ to elementary level for approximately 180 children and a satellite school in Kisima (25 kilometres away), requested by the community, offers 2+ - 6 education for approximately 85 children. Both communities have built housing for teachers. Additional mentor teachers (4) are currently being trained at both sites and 2 of these have been deployed to lead a new initiative in Samburu. Attention will now be given to stimulating enterprise in the form of a carpentry workshop to enable the community to move toward self-sufficiency.

By the end of 2020 the total number of teachers trained or in training at the 3-6 and 6-12 levels from these two communities will have reached approximately 95 and with the further support of the Foundation an additional 8 trainees are in process. Funding was also received to send 4 members of the Community to study for their 3-6 International Diplomas in Tanzania and for one member of the training team to gain a 0-3 Montessori International Diploma, thus enabling more work to be done with families. Funding was also received to appoint an AMI Africa Coordinator which position, initially based in Amsterdam, was

appointed towards the end of 2020 and work is underway to examine the needs of Montessori organisations and individuals across the continent.

The third year of the new endeavor in the Samburu district of Kenya commenced with support from Wend Ventures and in collaboration with the Sarara Foundation. Two teacher/mentors from Corner of Hope accompanied 8 trained members of the Samburu tribe have established three mobile schools in the Namanyak Conservancy. This initiative has proved so successful during the year and this experience, combined with Corner of Hope is the catalyst for a further initiative to get underway in the East Pokot region of Kenya.

AMI is working closely with a number of other foundations, including the Arthur Waser Foundation, to support and increase the number of trained AMI adults in Tanzania and Kenya. An International Diploma 3-6 training course continued in Dar Es Salaam with 100% of students fully funded and was due to complete in 2020 but the final examination module has been postponed (due to COVID 19) until July 2021. Travel and accommodation costs for 5 Kenyans (4 from the Corner of Hope team) were supported by a variety of generous AMI donors as part of a strategy of upskilling the Kenyan workforce. One member of the Kenyan training team was supported to gain a 0-3 Montessori International Diploma, thus enabling a new branch of work to begin aimed at families with children under the age of three. The Arthur Waser Foundation also supported the creation of a Montessori Design Guide for building Montessori Schools (to be published in 2021) and held an open architectural competition in Tanzania for the design and build of two large Montessori schools in different regions. The competition was won by two Tanzanian architectural firms who will work on presenting final proposals to the AWF in 2021.

Wend Ventures has supported the establishment of 'Montessori for Kenya' and will support the ongoing necessary development of its infrastructure in 2021 as it seeks to support multiple initiatives within Kenya and support and assist other surrounding countries in East Africa.

Collaboration continues with the Peter Hesse Foundation in Haiti as national teacher training is delivered to Haitians on the ground. Regrettably this work and similar work in Côte D'Ivoire has been on hold due to security issues in Haiti and additional pandemic issues in both countries.

In line with the strategic objectives to bring Montessori education to all children, AMI along with its affiliates is increasingly involved in discussions at a government and local level in a variety of countries with a view to enabling wider access to Montessori education through government/public school initiatives.

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Additional partners that have contributed to or worked along with AMI in 2020 include The Montessori Pierson Publishing Company, The Montessori Global Growth Fund, The Indaba Education Fund, The Black Montessori Education Fund and the MM75 Fund and additional generous support received from donors for AMI's Dementia and Ageing work.

The Montessori House

In 2010 AMI received a generous donation, which enabled the purchase of 163 Koninginneweg. It is gradually being converted into an exhibition, archive and research centre as well as a facility for providing lectures and seminars.

The overarching vision for the existing two buildings is to incorporate a state-of-the-art lecture theatre and an exhibition space and fund-raising is ongoing. During 2020 the focus was on restoring two portraits of Maria Montessori. One portrait was generously donated by Helen Henny in 2019 (great-granddaughter of Maria Montessori). Work continued on maintaining and preserving furniture belonging to Maria Montessori. A settee and 5 rattan chairs in the Spanish style from Maria Montessori's study at 161 Koninginneweg were restored and the Montessori heirs restored the chair that Maria Montessori used to sit at her desk.

AMI's archive has received a number of generous donations of documents, pictures and letters over the last year. Work has continued on classifying and cataloguing the existing archive as well as on these newly donated works.

Research and Development

The Global Research Group continues to meet to identify priorities. Potential research at Corner of Hope is being investigated and advice has been offered to AMI by Professor Adele Diamond. Funding was achieved for AMI to collaborate on a joint project 'Minding Our Future – Healthy Ageing, Food and Lifestyle' with the Harvard T.H. Chan School of Public Health and the Culinary Institute of America. This project concerns sustaining healthy living for elders. An MOU was signed between AMI and the College of Nursing, Taipei Medical University to deliver AMI Training for Ageing and Dementia with a view to supporting research into elders.

The AMI team continues to support researchers from around the world in their pursuit of archival materials and fact checking. Researchers represent a wide remit and contact AMI for academic, broadcast (radio, television, podcast) or publishing reasons. In addition, AMI is often a point of contact for museums that are building exhibitions that include references to Maria Montessori or Montessori Education.

Financial Instruments

The Association does not use complex financial instruments such as forward currency contracts and interest rate swaps.

Reserves Policy

The long-term aim of the Association is to build up its unrestricted reserves to a level sufficient to cover six months of forecast expenditure, excluding restricted expenditure to be funded from specific sources. The Association also needs to accumulate further funds to meet its building commitments relating to the everyday repairs and refurbishment costs of the properties at 161 and 163 Koninginneweg.

Personnel Developments

Following the retirement of a Course Administrator, a Head of Pedagogy was appointed in November 2020 and a part time Financial Controller was appointed in December 2020. A Training of Trainers Administrator was appointed in January 2021.

No significant movements in personnel are expected during the coming year.

Risk Assessment: Key Risk Potential Impact on Objectives Risk Response

Operational risk including pandemic
Governance and management structure and skills
insufficient to meet the Association’s objectives,
Regulatory and legal changes
Financial resources insufficient to meet the Association’s needs
Loss of income resulting from cancelled/deferred courses and events, computer failure; destruction of property; fraud resulting in financial loss; damage to reputation.
Lack of clear plans and priorities; poor value for money; poor service delivery; uncertainty on staff and board roles and responsibilities; loss of key staff; competition from other Montessori organisations.
Lack of compliance with government regulations and authorities
Loss of income resulting from dependency on the income from AMI affiliated Training centres and Societies
Contingency plan for working from home; mitigating measures devised to help Training Centres deliver courses; data backup procedures and precautions; disaster recovery plan; recruitment of suitably qualified staff; appropriate policies and staff training; financial controls in place; monitoring of budgets and financial results.
Strategic plans reviewed; regular Board meetings; clear understanding of roles and responsibilities; robust recruitment process; documentation of systems and procedures; marketing plan in place.
Key legal and regulatory requirements identified and proposed changes monitored; Health & Safety reviews; fire safety reviews; delegated staff responsible for regulatory areas.
Increase the numbers of course offerings and affiliated bodies. Increase fundraising capacity. Monitoring of budgets and financial results;

Developments in 2020

1. AMI continued work on its 2019 – 2023 5-year strategic plan.
2. Work continued on the “Bold Goal” project in the USA which aims to triple the number of AMI trained adults in the USA within a 5-year period. Progress towards this goal is under way with the appointment of the Director of Training Centre Evolution and Growth (USA). The Core Principles blended course completed its second pilot and was presented to Trainers so

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that they may deliver it. The companion pilot 3-6 Blended course completed in 2020 and is currently being reviewed for general rollout in 2021.

3. 13 new Trainers and 4 new Auxiliary Trainers qualified in 2020. In addition, 7 Trainers qualified to deliver the Administrators Course and 5 trainers and 1 auxiliary trainer were identified at the Ageing and Dementia level.
 4. 1 Training of Trainers seminar programme at the 6-12 level commenced in 2020 in Hartford, USA with 17 participants and 4 existing ones continued, although some modules had to be delayed due to the pandemic: Spain 0-3 with 19 participants; Romania 3-6 with 14 participants; China 3-6 with 23 participants; Argentina 3-6 in Spanish 13 participants.
 5. At 31 December 2020 there were 156 trainers in training participating in either the seminar programme or the traditional programme. (147 in 2019)
 6. 78 Diploma Courses commenced in 2020. These ran alongside the modular courses which commenced in 2018 and 19. There were 144 Assistants Courses in 2020. The income from course fees was broadly in line with that realised in 2019 despite the deferred completion of some courses as a result of the COVID-19 pandemic.
7. The first 3-6 pilot Blended Learning course completed during 2020 and two further pilots commenced.
8. Administrators courses were offered online for the first time in the USA.
9. Courses in Dementia and Ageing AMI certified workshops were held online for the first time in the UK
 10. The development of a world-wide system for school accreditation continues with pilot studies completed in the US, Canada UK, India and Australia. Currently a review of the accreditation rubric having been completed.
 11. AMI, with the support of Wend Ventures, continued to work on a strategic communications initiative, with a particular focus on Montessori 150 and providing resources during the pandemic. Participation in our online social media increased significantly raising awareness of AMI across the globe. A free weekly Digest and AMI Digital resources were offered to subscribers and members.
 12. Five short videos were produced throughout the course of the year, providing information on Montessori in school and in aged care communities.
 13. AMI launched the first AMI 12-18 International Diploma in Sweden and the USA and online short courses (Introductions and Orientations) were also offered for the first time.
 14. AMI continued to innovate in their actions to serve more children in more countries irrespective of their socio-economic group. The Children's Rights Campaign was launched during the year.
 15. The Montessori 150 celebratory year saw a dedicated website, unique archival materials and films, daily quotes, a named tulip and accompanying book and multiple engagement and events from the global community.

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Financial Results

The overall revenue balance for the year was Euro 220,630 of which Euro 165,316 could be added to our unrestricted capital and Euro 55,313 could be added to restricted reserves. Our operating result amounted to a surplus of approx. Euro 226,000 compared to our budgeted surplus of approx. Euro 22,000. The main reason for the increase in our surplus compared to budget was the cancellation of the subsidised AGM event and associated Committee and Board meetings resulting in lower travel and meeting costs.