Trends in Governance

Governance challenges in increasingly complex education systems

• Central regulation to decentralisation and deregulation
• Increasing school autonomy
• Increasing numbers of actors and stakeholders
• Parental choice and voice
Trends in Governance

Increasing accountability of performance

• Measurable objectives and indicators
• Focus on evaluation and quality assurance
• Increasing transparency
What models of governance are effective in complex education systems?

What knowledge system is necessary to support the effective governance of complex education systems?
<table>
<thead>
<tr>
<th>Simple</th>
<th>Complicated</th>
<th>Complex</th>
</tr>
</thead>
<tbody>
<tr>
<td>Following a recipe</td>
<td>Sending a rocket to the moon</td>
<td>Raising a child</td>
</tr>
</tbody>
</table>
GCES Outputs

Just Published:

- Part 1: Governance in complex systems
- Part 2: Accountability
- Part 3: Capacity and the use of knowledge
- Part 4: Complexity in policy making

Upcoming: *Governance in Action*

- A synthesis of GCES case studies (Belgium(FI), Germany, Poland, the Netherlands, Norway, Sweden)
GCES Main Findings

• There is no one right system of governance. Rather than focussing on structures it is more fruitful to focus on processes.

• Effective governance works through building capacity, open dialogue, and stakeholder involvement.

• Governance is a balancing act between accountability and trust, innovation and risk-avoidance, consensus building and making difficult choices.
GCES Main Findings

• The central level remains very important (even in decentralised systems) in triggering and steering education reform through strategic vision and clear guidelines and feedback.
• There are systemic weaknesses in capacity throughout most educational systems which contribute to today’s governance challenges.
• Importance of key principles for system governance (not just agreement on where to go, but how to get there).
GCES Core Themes

Accountability systems

Capacity building

Strategic thinking
Accountability

“MISS WILCOX, SEND IN SOMEONE TO BLAME.”
Accountability

Challenges

• Who, to what purpose?
• Transparency of roles
• Legitimacy

Rankings

• How used, by whom?
• Role of media
Accountability

Trade-offs

• Responsibility
• Trust
• Innovation
“How expensive would it be to just skip practice and get right to perfect?”
Capacity Building

Local level:
• Change management
• Knowledge sharing

Use of data
• Production/use
• Identifying needs
• “Tyranny of common sense”
**Strategic Thinking**

- **Increased need** for strategic thinking on all levels
- However, **capacity** an issue (outside larger cities)
- Complexity and **futures thinking**
Elements of effective governance

- Focuses on processes, not structures
- Is flexible and can adapt to change and unexpected events
- Works through building capacity, stakeholder involvement and open dialogue
- Requires whole of system approach (aligning roles, balancing tensions)
- Harnesses evidence and research to inform policy and reform
Thank you!

www.oecd.org/edu/ceri/gces

Tracey.Burns@oecd.org