

# Governing Complex Education Systems

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# Trends in Governance

## Governance challenges in increasingly complex education systems

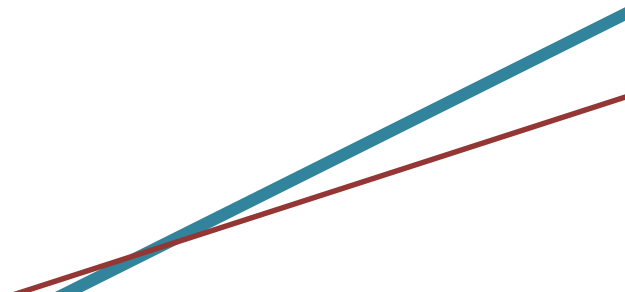
- Central regulation to decentralisation and deregulation
- Increasing school autonomy
- Increasing numbers of actors and stakeholders
- Parental choice and voice



# Trends in Governance

## Increasing accountability of performance

- Measurable objectives and indicators
- Focus on evaluation and quality assurance
- Increasing transparency



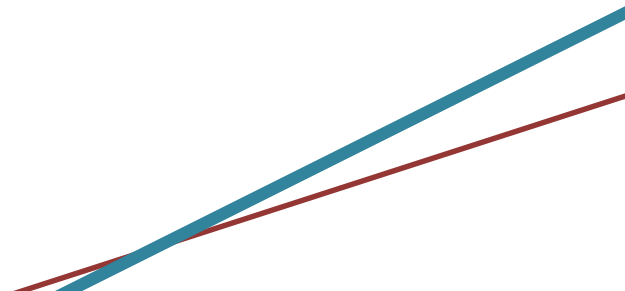


# GCES Main Research Questions

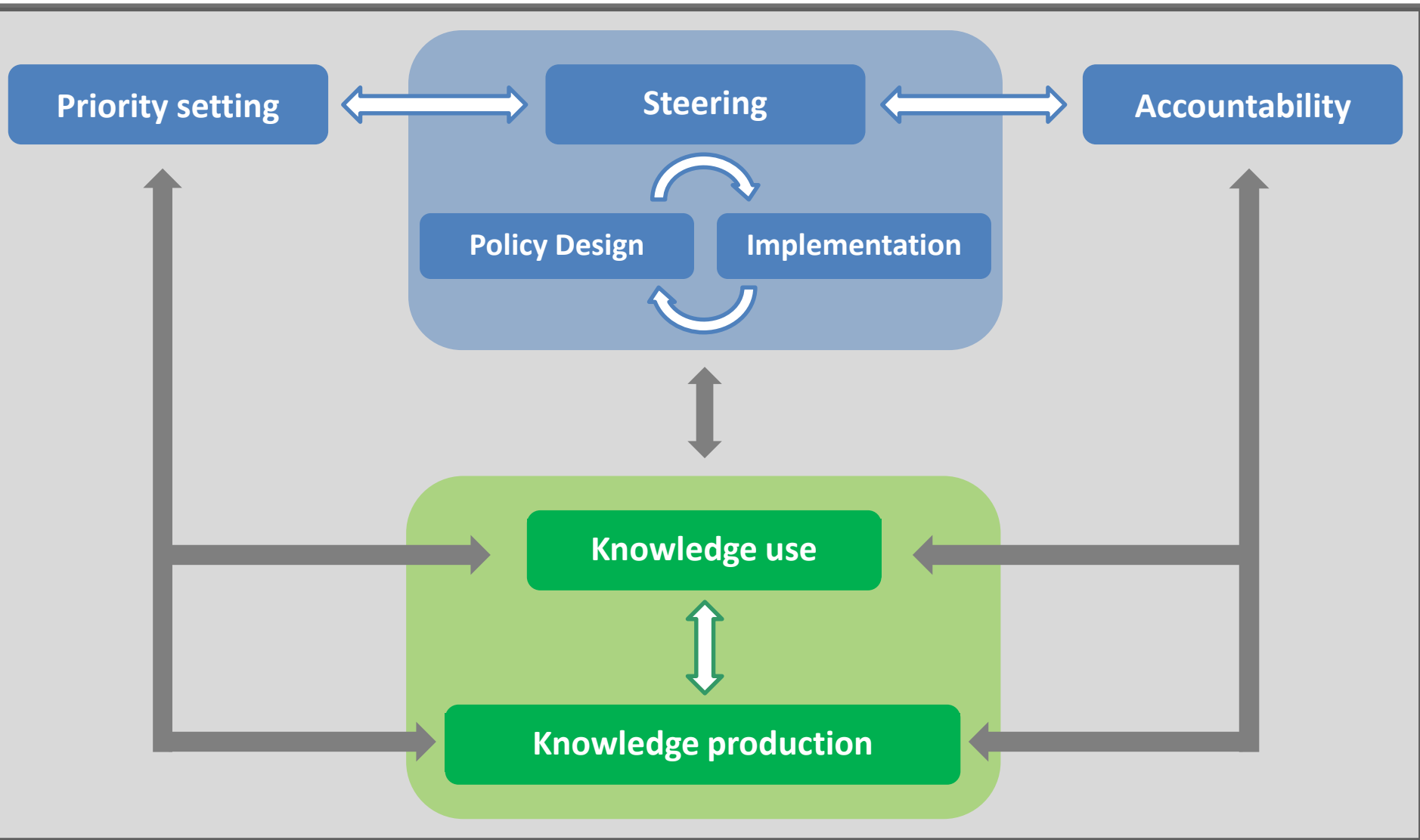


What **models of governance** are effective in complex education systems?

What **knowledge system** is necessary to support the effective governance of complex education systems?



# GCES Analytical Model



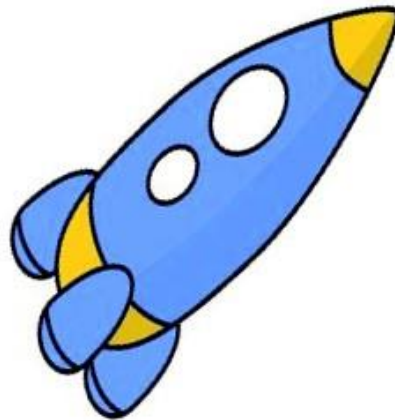
## Simple

Following a recipe



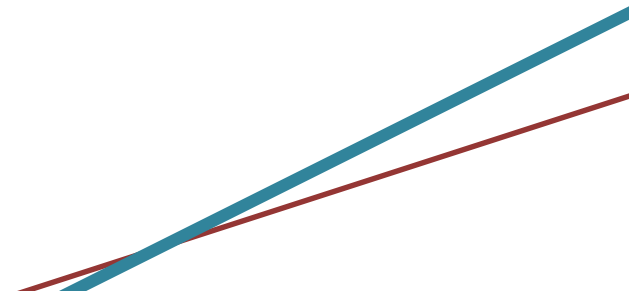
## Complicated

Sending a rocket to the moon



## Complex

Raising a child





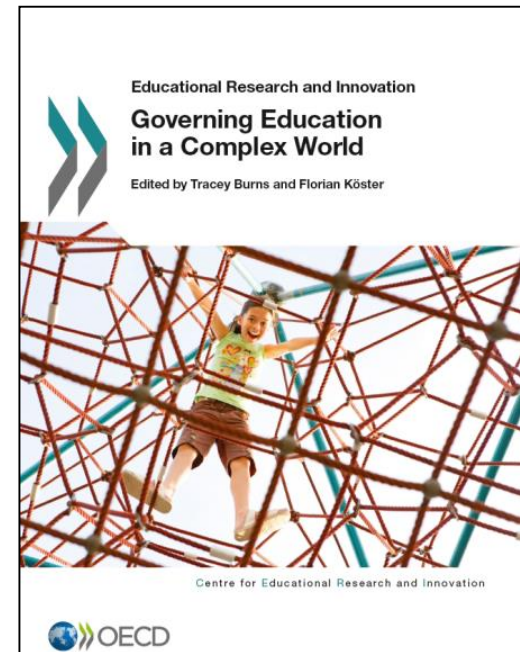
# GCES Outputs

## 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*).

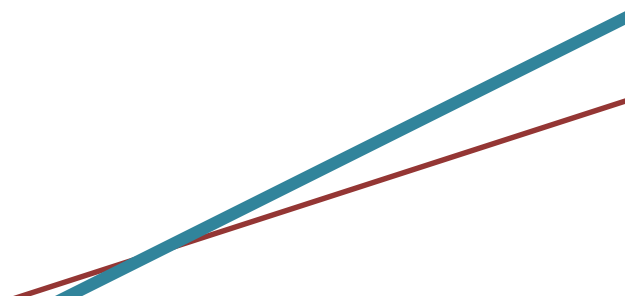


# GCES Core Themes

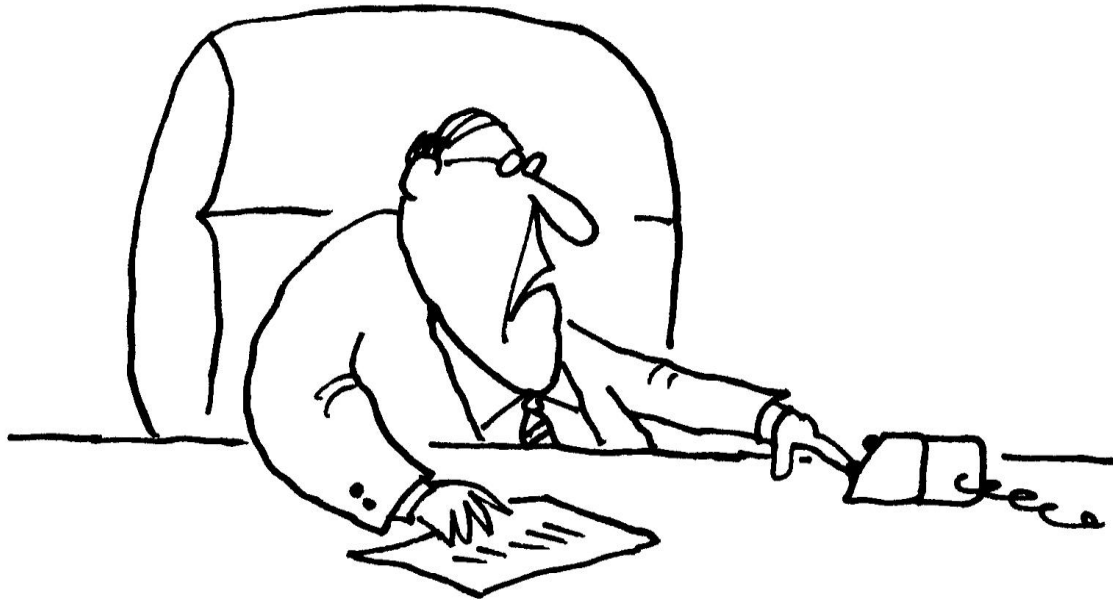
**Accountability systems**

**Capacity building**

**Strategic thinking**



# Accountability



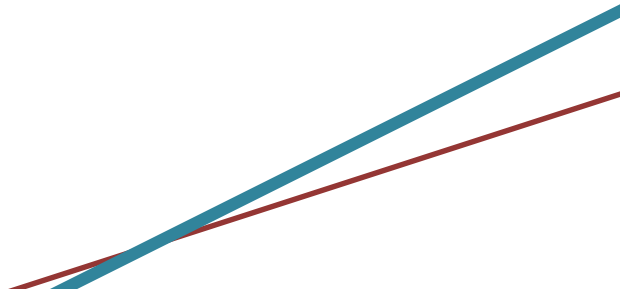
"MISS WILCOX, SEND IN SOMEONE TO BLAME."

# Accountability

## Challenges

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

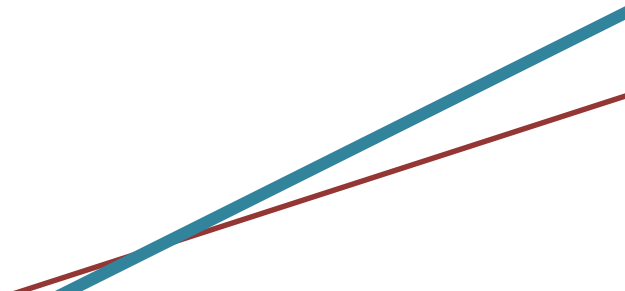
## Rankings

- How used, by whom?
  - Role of media
- 
- Two diagonal lines, one teal and one red, extending from the bottom right corner towards the center of the slide.

# Accountability

## Trade-offs

- Responsibility
- Trust
- Innovation



# Capacity building



“How expensive would it be to just skip practice and get right to perfect?”



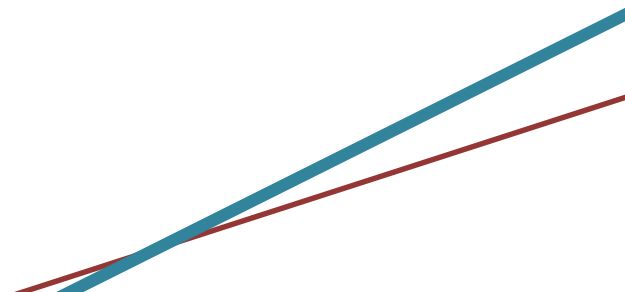
# Capacity Building

## Local level:

- Change management
- Knowledge sharing

## Use of data

- Production/use
- Identifying needs
- “Tyranny of common sense”

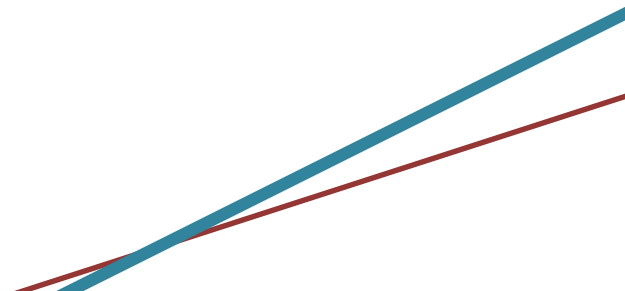




# Strategic Thinking



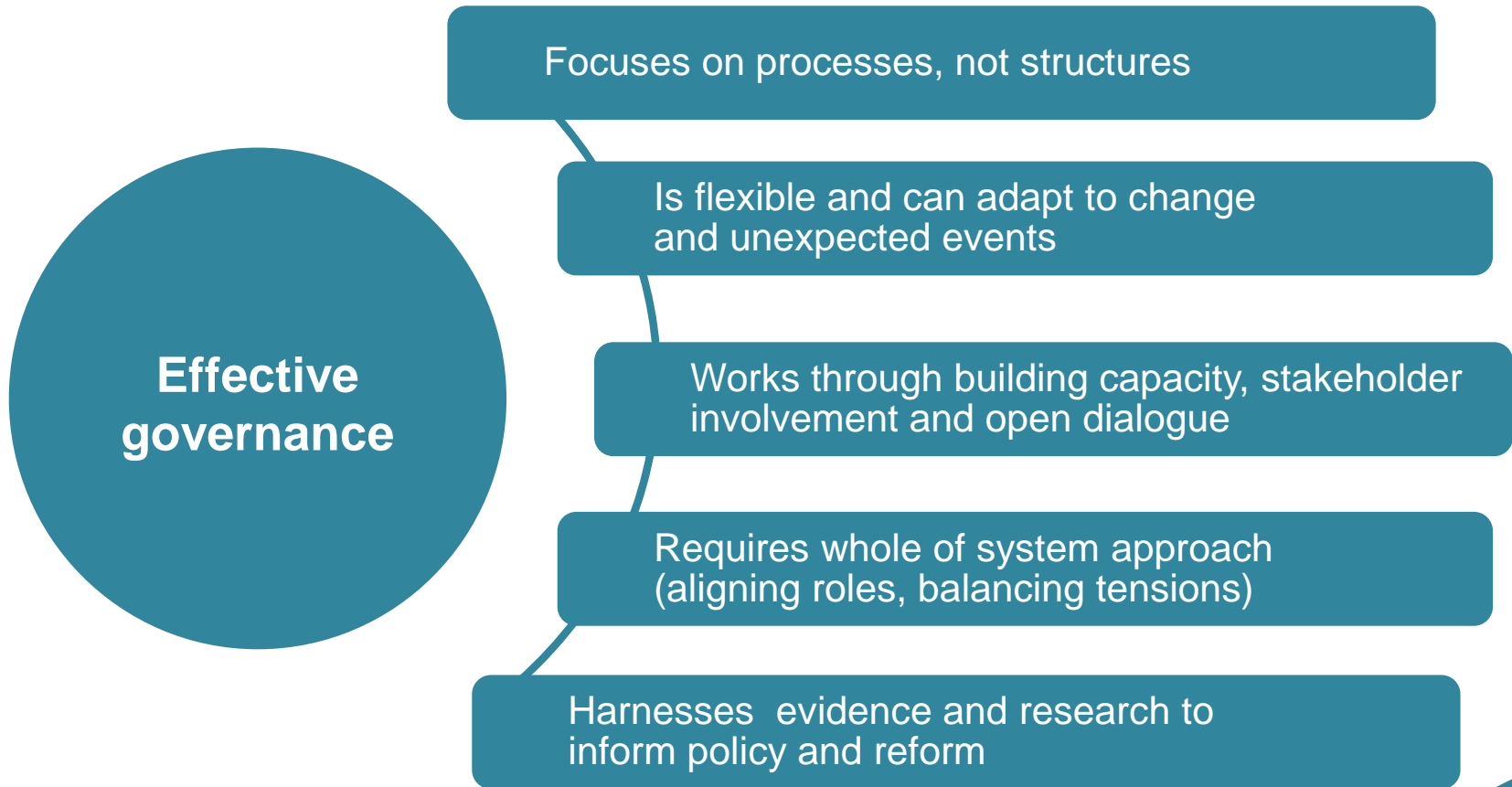
- **Increased need** for strategic thinking on all levels
- However, **capacity** an issue (outside larger cities)
- Complexity and **futures thinking**







# Elements of effective governance



***Thank you!***

**[www.oecd.org/edu/eri/gces](http://www.oecd.org/edu/eri/gces)**

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