



**SYNERGIES IN INFORMATION FOR ACCOUNTABILITY
ACROSS THE EDUCATIONAL SYSTEM**

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WORLD BANK GROUP

OVERVIEW

- **Recap of Day 1 Presentations**
- **Overall Theme:**
 - Significance of Information for Accountability for today and tomorrow's education
 - Importance of synergies and systemic approaches
 - **Why, What, and How?**
- **WHY?** Goals of Education are Shifting Dramatically, Education Systems Must Also Adapt
- **WHAT?** Role, and utilization, of information is at core of education change and reform
- **HOW?** Systemic, synergistic approach to utilization of information needed

DAY 1 RECAP

- **Presentations focused on various aspects/facets of Information for Accountability**
- **From viewpoints/perspectives of different stakeholders or “levels”:**
 - **Social/societal** (parents, communities, civil society organizations, businesses, etc.)
 - **Policy/system/governance & management** (line ministries...such as Education, Planning, Finance, etc.)
 - **Service-delivery/operational** (classrooms, schools, districts and regional directorates)
- **Punch line for this presentation...facets/levels NOT fully independent, mutually exclusive**
Many interconnections and relationships between different levels, which are critical for success
 - Often, simultaneous but different uses of same/similar information and data
 - Often overlaps in people and stakeholders at different “levels”
 - When done properly and in concert with each other, this constitutes a cohesive and effective “system” which increases chances for achieving expected results...learning and social outcomes!

WHY IS I4A (NEW APPROACH) IMPORTANT?

*LEARNING CRISIS IN MENA REGION...needed URGENCY

- Most MENA countries are squarely in lowest quintile on TIMSS, etc.
- Large proportions of students stuck in “below low” and “low” benchmarks

*WHAT IS (WAS) OUR GOAL IN EDUCATION?

From Access to Quality/Acquisition to Lifelong Learning

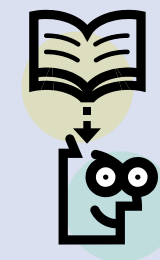
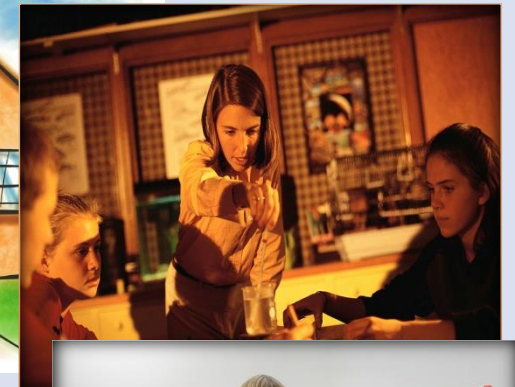
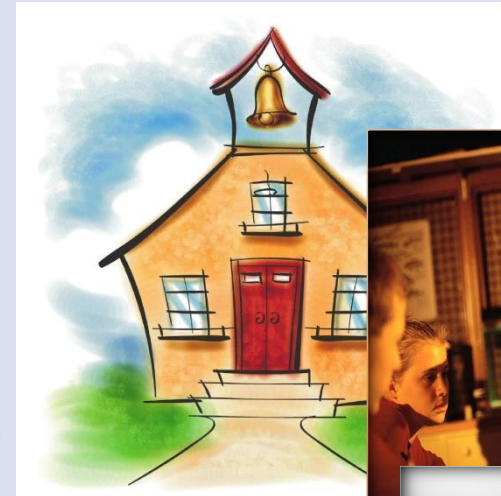
- Schools.....Schooling.....Quality Education.....Learning Outcomes
- Knowledge Transfer...Lifelong Learning
- From “Education for All” to “WB Education Strategy 2020: Learning for All”

More Efforts to Understand and Focus on “Instructional Core”

- Students, Teachers, Curriculum
- Interaction between these elements, and factors which directly influence them
- Focus on “core” at all levels of system: classroom, administration, policy/system

Shift in Focus

- Inputs ----- Outputs
- Deficits ----- Assets/Capacities
- **Sanctions/”Hard” Accountability ----- Support/”Smart” Accountability**



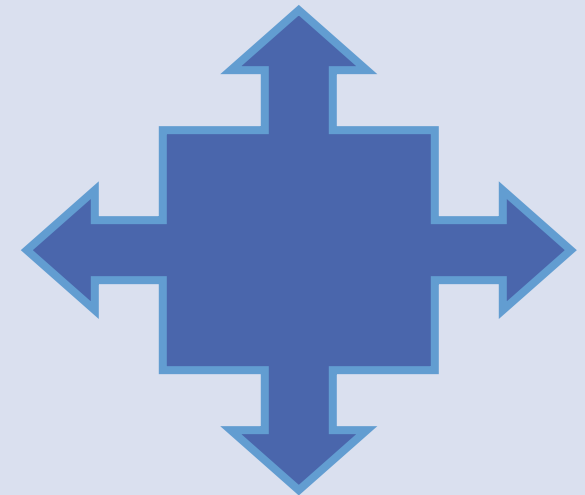
WHY IS I4A (NEW APPROACH) IMPORTANT? (CONT'D)

*Shifting goal(s) for education require a shift in how education is governed, managed, and delivered...***education systems must become “lifelong learners”***

- Moving from “*traditional*” silo-based to dynamic “*systemic*” approach affects:
 - Education policy, planning, and processes
 - Education organizations (“structures”)
 - Curriculum design, modification, implementation
 - Teacher/School leader training and management
 - Relationships with all stakeholders

*****Goal**: Create structures, processes, and personnel capable of adapting and responding to constant change =

“LEARNING ORGANIZATION”



WHY IS I4A (NEW APPROACH) IMPORTANT?

“You actually want to become really adaptable. You want constantly to acquire new skills, knowledge, and expertise that enable you constantly to be able to create value....Being adaptable in a flat world, knowing how to ‘learn how to learn,’ will be one of the most important assets any worker can have, because job churn will come faster, because innovation will happen faster.”

-Thomas Friedman

Author of “The World is Flat”

WHAT ARE KEY FEATURES OF NEW I4A APPROACH?

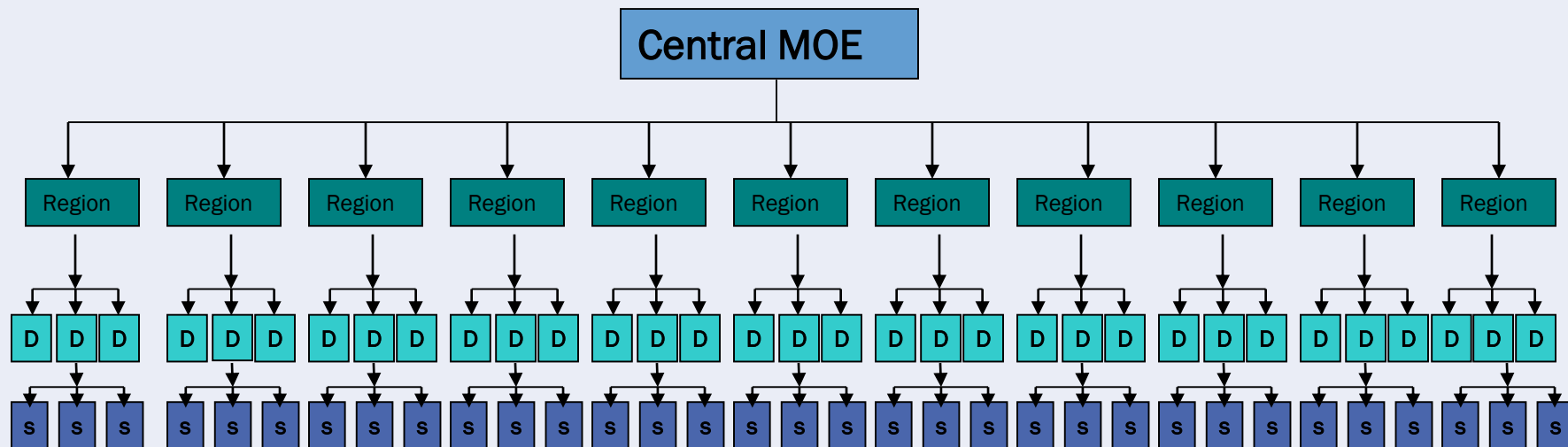
- **Adaptability**...and responsiveness to changing needs/demands/requirements...“contingencies”
- **Coherence/Alignment**...between goals, reform interventions & across levels of education system
- Amidst moves toward:
 - ...increased autonomy and accountability (decentralization, SBM, standards, etc.)
 - ...greater participation of wider group of stakeholders
- **CORE**: Better and more **effective use of information** to support improved teaching and learning (instructional core), increased focus on learning/outcomes & pursuit of 21st Century Skills

***Why are these features so important for today's/tomorrow's MOEs?**

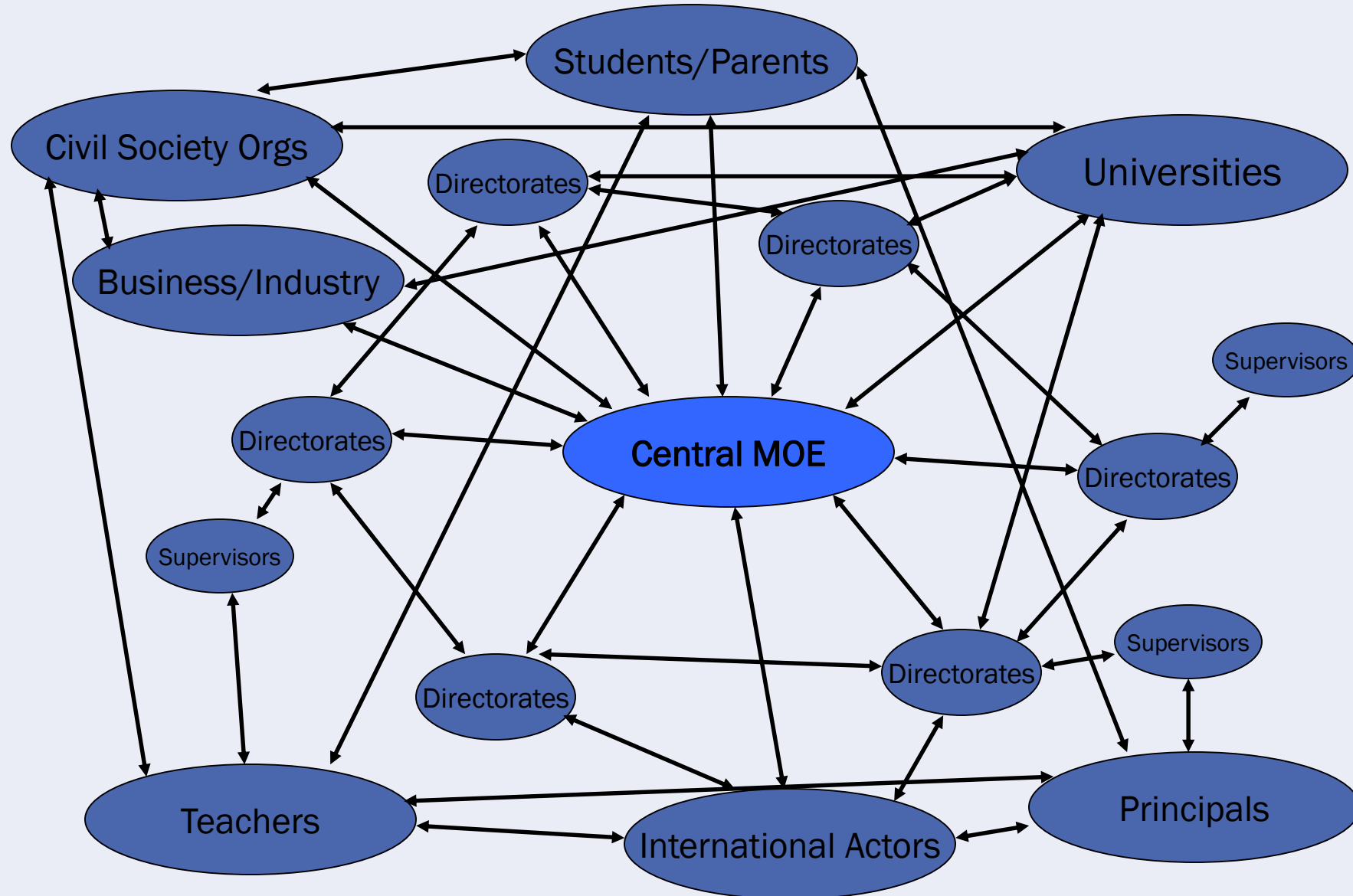
***How are they different than traditional/current approaches?**

TRADITIONAL EDUCATION GOVERNANCE/MANAGEMENT

- Hierarchical, “tall” organizational structure
- Top-down, centralized authority
- Uni-directional communication
- Silo, segmented work processes...little cooperation
- *Accountability to central authorities*

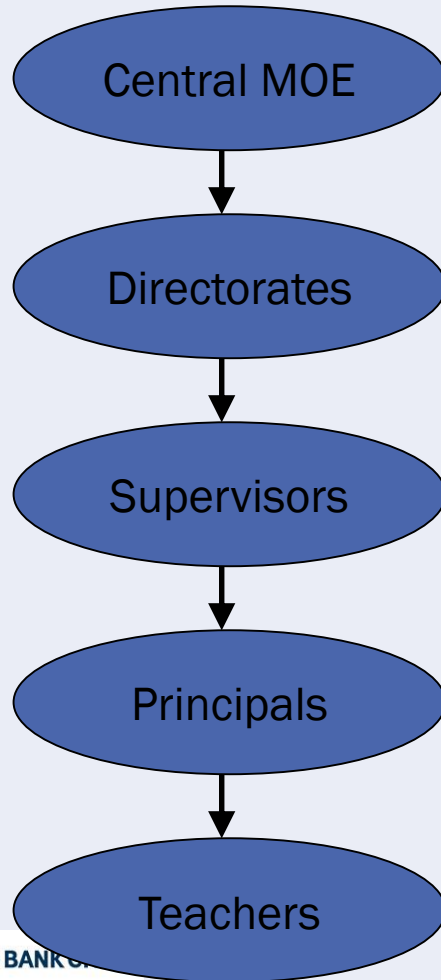


SYSTEMIC EDUCATION GOVERNANCE/MANAGEMENT

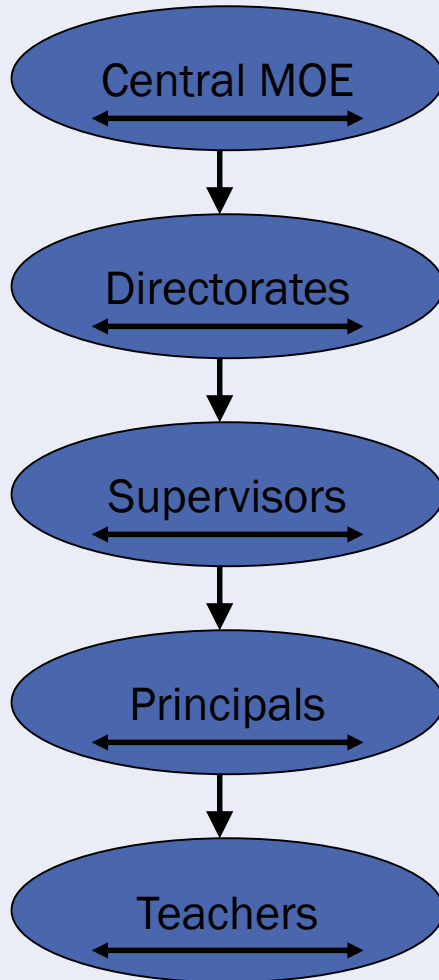


INFORMATION & COMMUNICATION FLOWS

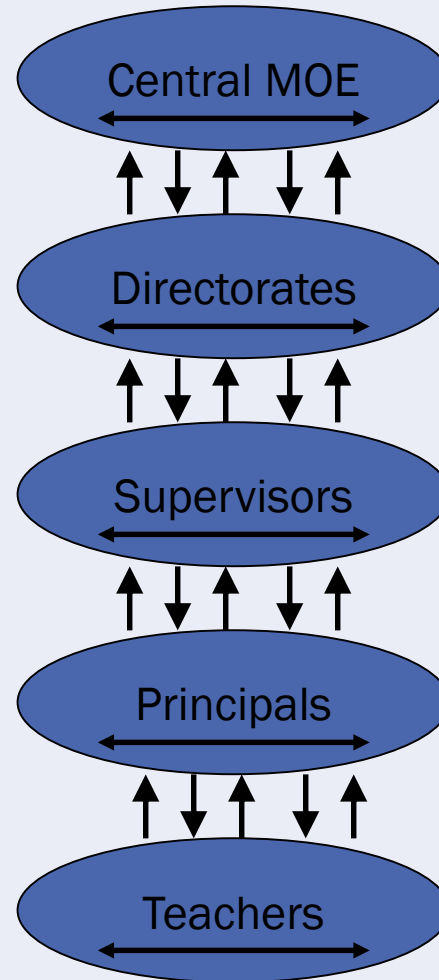
Situation #1



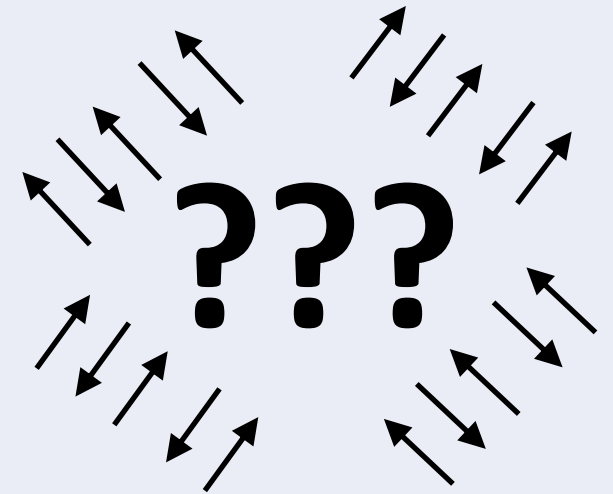
Situation #2



Situation #3



Situation #4



HOW CAN NEW I4A APPROACHES BE IMPLEMENTED?

- **Need to heed lessons learned from previous approaches and interventions in education reform:**
 - Data-driven decision-making: information alone isn't enough, needs to be timely, reliable, and in usable format = Demand/utilization
 - Decentralization, SBM, etc.: more power alone isn't enough, need great emphasis on capacity building = Ability to engage
 - Input-driven reforms: too often seen as the “magic bullet” and standalone, need to be integrated as part of an effective system
- **Move further along “4 Cs”: coordination, cooperation, collaboration, and (strategic) communication!**
- **Operational**
 - Structural change...re-organization, rationalization, re-alignment to new requirements
 - Re-design of Processes (coherence between policy, planning, implementation/coordination, M&E, and evaluation)
- **Technical/Conceptual**
 - Clearly articulated theory of change focused on learning/outcomes (by building blocks of learning...content and cognitive domains)
 - Addresses core elements of the education system (curriculum, pedagogy, assessment, etc.) is updated and based on clear specifications of competences, standards
 - Built on trust, mutual accountability, clear commitment to excellence and support for continuous improvement
 - Aligning various aspects of educational interventions (coherence between instructional core, supporting environments, etc.)
 - Provide timely, useful reports/info, to relevant stakeholders to allow them to take appropriate actions (policy, operational, technical)
- **Political**
 - Clear vision, demonstrated commitment/support for change, shared ownership, strategic communications

HOW CAN NEW I4A APPROACHES BE IMPLEMENTED? (CONT'D)

Example—Features of Singapore's success:

- Compelling vision and political support
- Challenging and clearly articulated performance standards
- Rigorous and regular assessment of performance (student, teacher, system)
- High quality professional development support
- Clear accountability system focused on improvement, rather than punishment
- Regularly share relevant information/data
- Sufficient resources