Making Schools Work

New Evidence on Accountability Reforms

Barbara Bruns, Deon Filmer, and Harry Anthony Patrinos

B 376151



Contents

Foreword ix	·
Acknowledgments	хi
About the Authors	xii
Abbreviations xv	

Chapter 1:	Motivation and Framework	1
	Service Delivery Failure in the Developing World	3
	Three Core Strategies for More Accountable	
	Education Systems	12
	Accountability and Evidence	20
	Notes	25
	References	25
Chapter 2:	Information for Accountability	29
	How Information Can Increase Accountability—and	
	Outcomes	33
	Information for Accountability in High-Income	
	Countries	38
	Information for Accountability in Middle- and	
	Low-Income Countries	41
	Evaluating the Impact of Information-for-	
	Accountability Interventions	49
	What Have We Learned?	62

	Conclusion: Beyond Proof of Concept	73
	Notes	78
	References	80
Chapter 3:	School-Based Management	87
	Decentralization in School-Based Management	88
	Toward a Theory of School-Based - Management	90
	Assessing the Evidence	102
	Conclusions	122
	Notes	134
,	=References	135
Chapter 4:	Making Teachers Accountable	141
	Teacher Accountability Reforms: Why?	141
	Recent Global Experience with Teacher	
	Accountability Reforms	143
	Contract Tenure Reforms	146
	Pay-for-Performance Reforms	157
	Designing Teacher Accountability Reforms	181
	Summary and Conclusions	196
	Annex: Rating the Design Features of Pay-for- Performance Programs	200
	Notes	203
	References	205
Chapter 5:	Making Schools Work through	,
	Accountability Reforms	211
	Information-for-Accountability Strategies	211
	School-Based Management Strategies	218
	Teacher Contracting and Pay-for-Performance	223
	Strategies Linking Accountability Reforms	223
	External Validity: From Evaluated Programs to	200
	National Reforms	239
	The Political Economy of Service	
	Delivery Reform	245
	Future Directions	247
	Note References	248 248
	Vetetetices	24 8