Strengthening Accountability Mechanisms in Education: Making Reforms Work

Philippine Education Conference
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By Reynaldo Laguda

Accountability

The **obligation** and **willingness** of individuals and institutions (such as teachers, school leaders, schools, and education systems)
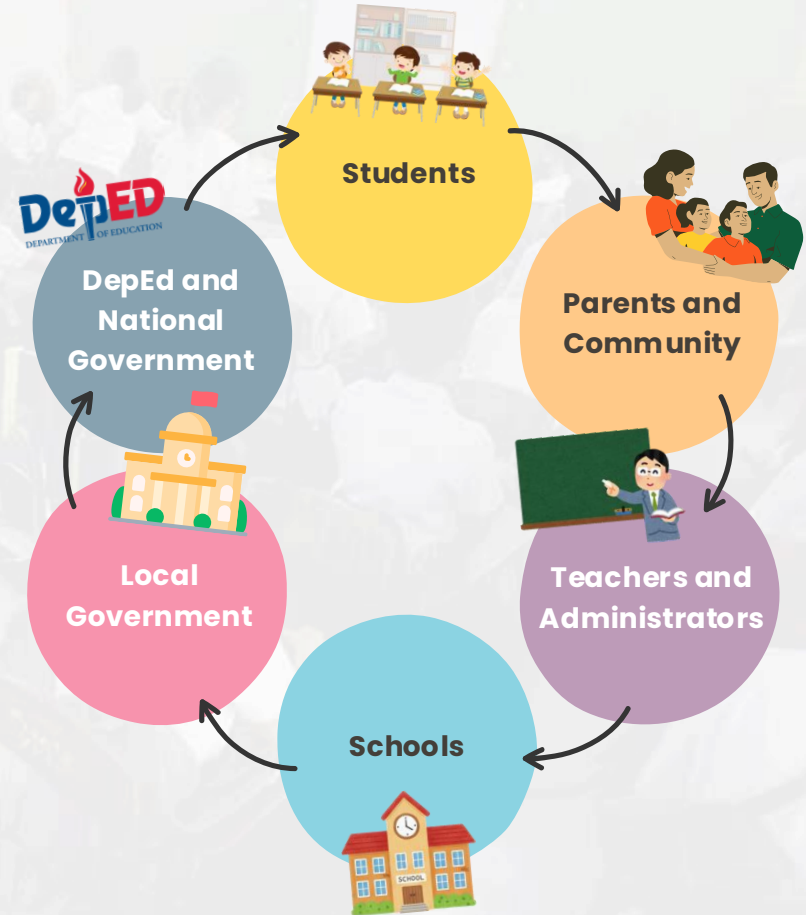
to accept responsibility for educational outcomes and actions,

and to be **answerable** for fulfilling their **defined roles and responsibilities**.
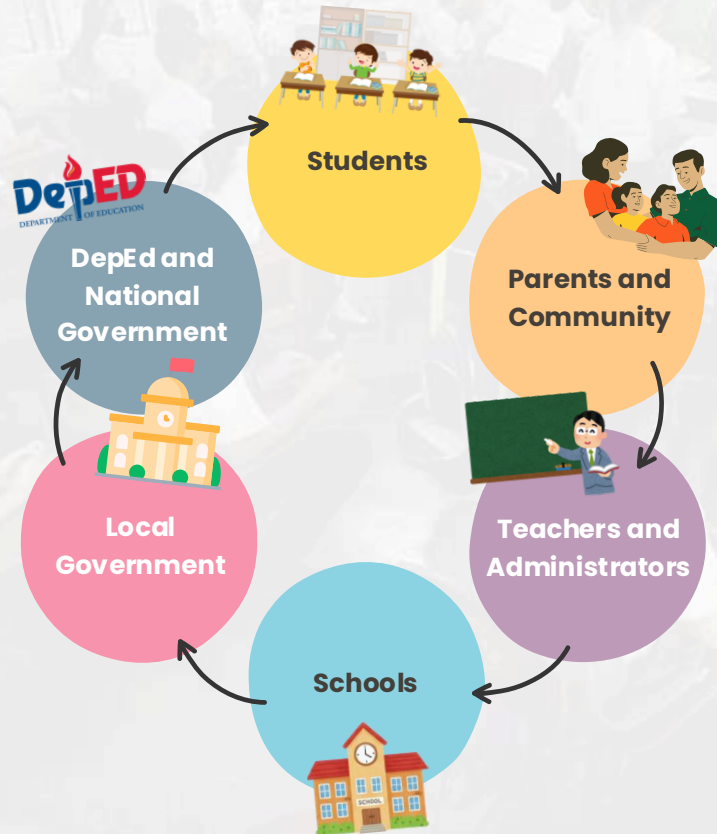
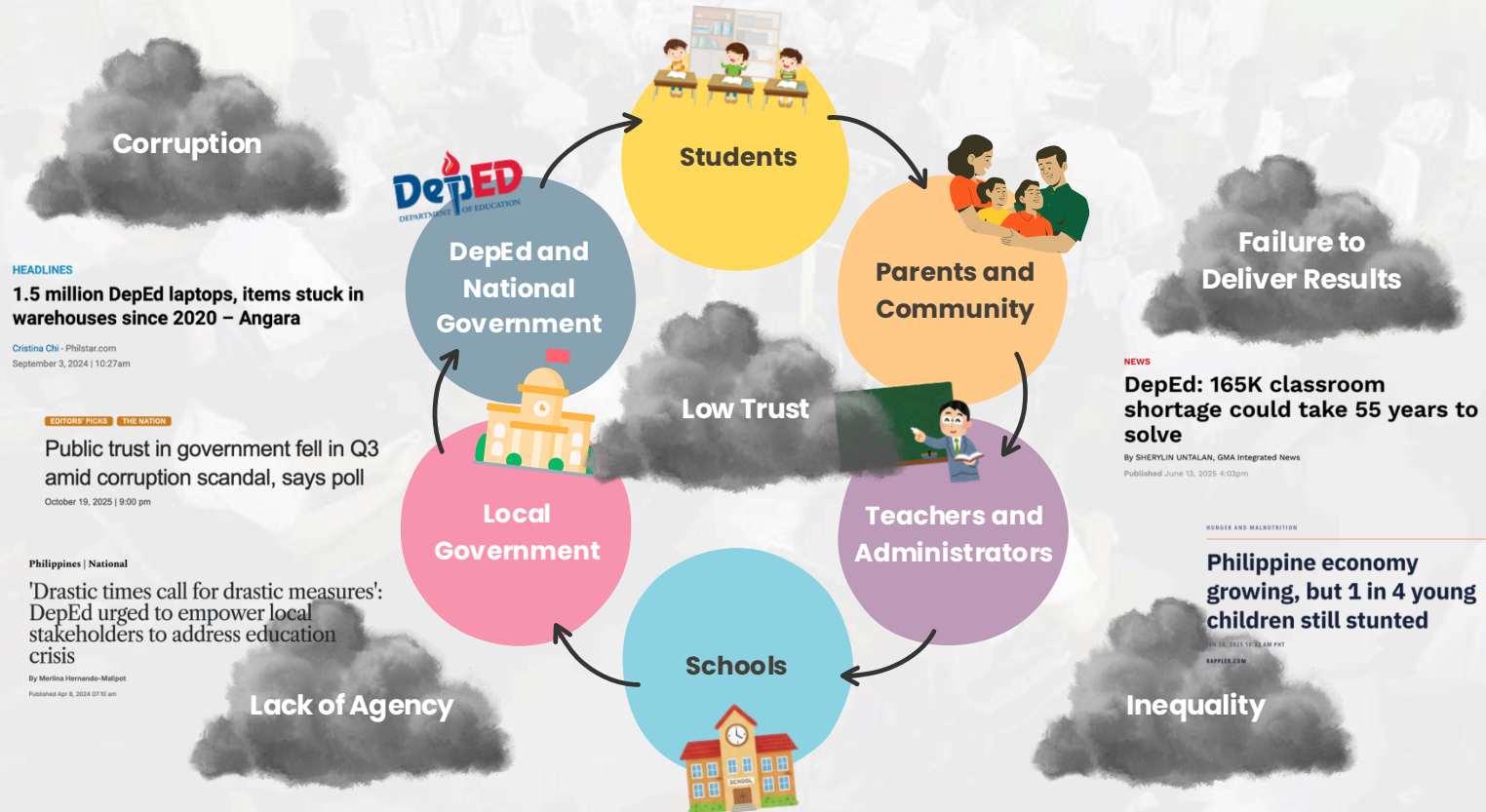# Accountability is a shared responsibility among stakeholders.

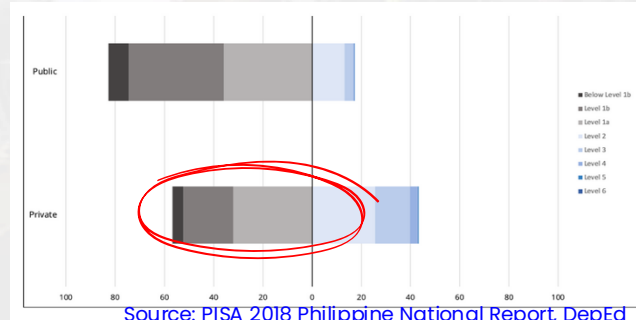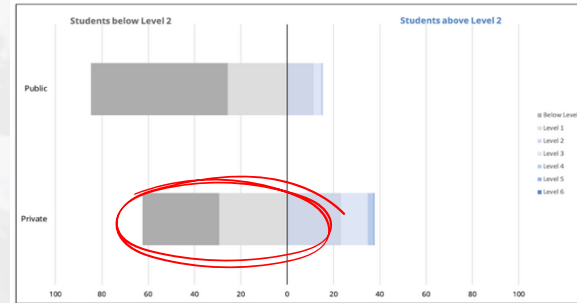Going **beyond compliance**, it is about **ownership, responsiveness and continuous improvement**.
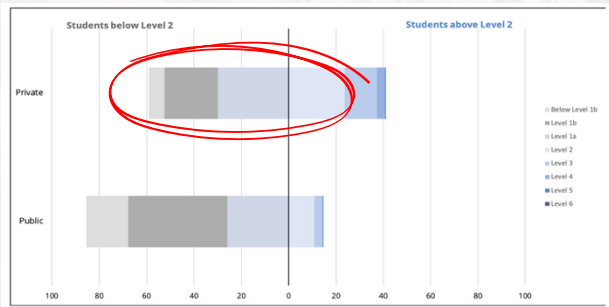
Accountability is important more than ever.

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Corruption

HEADLINES
1.5 million DepEd laptops, items stuck in warehouses since 2020 – Angara
Cristina Chi - Philstar.com
September 3, 2024 | 10:27am

EDITORS' PICKS **THE NATION**
Public trust in government fell in Q3 amid corruption scandal, says poll
October 19, 2025 | 9:00 pm

Philippines | National
'Drastic times call for drastic measures': DepEd urged to empower local stakeholders to address education crisis
By Merlina Hernando-Malipot
Published Apr 8, 2024 07:10 am

Lack of Agency

Students

Parents and Community

DepEd and National Government

Low Trust

Local Government

Teachers and Administrators

Schools

Failure to Deliver Results

NEWS
DepEd: 165K classroom shortage could take 55 years to solve
By SHERYLIN UNTALAN, GMA Integrated News
Published June 13, 2025 4:03pm

HUNGER AND MALNUTRITION
Philippine economy growing, but 1 in 4 young children still stunted
JAN 20, 2025 11:11 AM PHT
RAPPLER.COM

Inequality

Accountability is important more than ever.

Based on PISA 2018 results, **roughly 60% of private school learners have below minimum proficiency levels** in reading (59.04%), mathematics (62.46%), and science (56.65%).

Accountability takes many forms.

Type	Definition	Examples
Procedural	Ensuring adherence to established **rules, processes, and reporting requirements** to guarantee standardization and compliance.	• DepEd Orders on K to 12 • Curriculum implementation and class size limits.
Consequential	Linking outcomes and performance results with **incentives, rewards, or sanctions**.	• LEAP scores affecting ESC subsidies for private schools • RPMS results determine bonuses and promotions
Legal & Regulatory	Compliance with binding **laws, legal mandates**	• Teacher licensing and professional standards • RA 9155 and RA 10533
Market-based	Choices made by parents/students acting as **consumers**, fostering competition	• ESC and voucher programs • Reputation-driven enrollment
Professional	**Self-regulation** through ethical standards, continuous professional development, and peer oversight	• Code of Ethics for Professional Teachers

Accountability Type	DepEd / National Government	LGU	Students	Parents and Community	School Leaders / Teachers
Procedural	• Monitor curriculum implementation • conduct NAT	• Support local policy implementation • Facilitate LSB/SGCs	• Follow school rules • Complete assignments • Participate in activities	• Participate in school councils • Assist monitoring	• Follow curriculum guidelines • Submit reports • Participate in training
Consequential	• Use LEAP and RPMS results to allocate funding, promote teachers, and reward schools	• Implement local incentives • Address performance gaps identified in schools	• Engage actively in learning • Take ownership of academic performance • Provide feedback	• Track child progress • Work with the school to improve outcomes • Create a nurturing home environment	• Use student data to improve results • Engage in evaluation and feedback
Legal & Regulatory	• Enforce existing education laws and teacher licensing • Pursue disciplinary actions	• Monitor local compliance with laws; report violations to DepEd/PRC	• Abide by student code of conduct • Understand rights and responsibilities	• Advocate for legal rights; report misconduct or abuses	• Comply with licensure and Code of Ethics; maintain professional conduct
Market-based	• Maintain accreditation standards • Regulate voucher and scholarship programs	• Enable school choice options; promote alternative learning programs	• Make informed choices about school programs • Participate in school evaluations	• Choose schools based on reputation and quality; support school improvement	• Maintain school standards • Attract and retain learners through quality teachin
Professional	• Mandate teacher professional development and ethics standards	• Facilitate local teacher training and mentoring opportunities	• Commit to self-improvement • Participate in peer learning and leadership initiatives	• Support professional growth initiatives; encourage teacher effectiveness	• Pursue continuous development; engage in peer review and professional learning

To strengthen accountability in our education system, decentralization is key.

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Deconcentrate/shift authority from DepEd Central Office to Regions, Divisions, Schools

Strengthen partnerships with LGUs and the private sector on education service delivery

Advocate for responsiveness, local solutions, and shared responsibility

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Elements of Decentralization	Definition	Examples
Capacity	Having the competence and ability to fulfill roles successfully	PEAC and NEAP programs to train and develop leaders, teaching and non-teaching staff, and program implementers
Authority	Empowered to make decisions to achieve target results	School-based Management, LGU partnerships
Resources	Having financial, human, and organizational support, and other enablers	Higher MOOE, more non-teaching staff, equitable allocation and sufficient funding to succeed
Accountability	Having ownership over the results, decisions, and resources	Link to learning outcomes, addressing input gaps, budget execution
Transparency	Promoting broad stakeholder sharing of information, engaging active participation	CSO and community engagement, reporting plans, budgets, decisions, results

What's in it for private schools?

- **Private school autonomy:**
  - Levels of decision-making
  - Budgets for capital expenditures and operating expenses
  - Flexibility in curriculum and instruction
- **Market-based accountability among schools**
- **Public-private complementarity in the local education ecosystem**
  - Participate in local governance and local fora
  - Impact of decentralization on regulatory oversight and partnerships

How can we strengthen accountability for better learning outcomes?

- ✅ **Clarify shared roles and responsibilities** across all stakeholders
- ✅ Continuously **build capacity** with targeted training
- ✅ **Empower local authorities** with autonomy and necessary oversight
- ✅ Ensure **adequate resources are prioritized** to marginalized areas
- ✅ Use **balanced accountability measures** combining compliance and results
- ✅ Institute **mechanisms for continuous improvement**
- ✅ Promote **transparency and meaningful participation** throughout the system

Call to action

- Accountability is a collective effort vital for meaningful education reform. **Hold ourselves to account as much as we do others.**
- **Learn more about and advocate for decentralization** as a form of shared governance to improve trust, ownership, and achievement of outcomes
- Invite **all** stakeholders to **commit to supporting these mechanisms**

"Accountability means **being able to act when something is going wrong**, through policy, legislation and advocacy, including through ombudspersons to protect citizens' rights.

We need stronger mechanisms across the board to enshrine and enforce the right to education and hold all Governments to account for their commitments, including donors."

– Irina Bokova
Director-General of UNESCO

Photo credit: Danny Pata / GMA News Online

Thank you!