

Governance and Accountability (SESP)

- Governance Deficit in Education – given (SESP)
 - Issues of legal and regulatory frameworks and education management
 - Weak Payroll and HR management
 - Budgets not essentially output based – no performance or accountability of teachers and education managers for not delivering (no incentives for those who are doing a good job!)
 - Weak Internal Controls for Public Funds Appropriation and Utilization ('value for money'?)
 - Weak information base – limits informed and timely decision making
 - Absence of objective and independent monitoring of school performance
 - Absence of structured approach towards professional development of managers to effectively manage public resources
 - Absence of research for finding solution to Governance issues; and
 - At times, ad hoc approach for short term fixation of problems rather than working also towards medium and long term solutions

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Working towards reducing Governance Deficit

- **EDUCATION MANAGEMENT**

- MANAGEMENT CADRE BEING STRENGTHENED
- APPLICABLE RULES REVISED
- PROFESSIONAL DEVELOPMENT OF MANAGERS BEING PLANNED (BY EU)

- **SCHOOL CONSOLIDATION AND CLUSTERING (IMPROVING DELIVERY)**

- POLICIES ON SCHOOL CONSOLIDATION UNDER IMPLEMENTATION (COST CENTRES, TEACHER RATIONALIZATION, RESOURCE POOLING AND UTILIZATION)
- POLICY ON SCHOOL CLUSTERING BEING PREPARED ALONG WITH PROCEDURES AND GUIDELINES

- **INTERNAL AUDIT:**

- SYSTEM AND RISK BASED AUDITING (PERFORMANCE, PROCUREMENT, PROGRAM, FINANCIAL, PAYROLL)
- ORGANIZATIONS STRUCTURE PROPOSED AND PROPOSAL FOR SNEs WITH ELD

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- **INDEPENDENT MONITORING SYSTEM**
 - SYSTEM FOR 100% SCHOOL MONITORING BEING ESTABLISHED
 - POISTIONS ARE SANCTIONED
- **HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM**
 - HRMIS CONCEPTUALIZED
 - SERVICE BEING PROCURED FOR DEVELOPING HRMIS
- **INFORMATION AND COMMUNICATION**
 - A UNIT HAS BEEN ESTABLISHED - COMMUNICATION EXPERT & PRO APPOINTED
 - COMMUNICATION STRATEGY TO BE DEVELOPED
- **RESEARCH AND DEVELOPMENT**
 - PROPOSAL FOR SETTING UP R&D AT ELD DEVELOPED AND UNDER CONSIDERATION
- **SCHOOL MANAGEMENT COMMITTEES – CREATING OWNERSHIP AND SOCIAL ACCOUNTABILITY**
 - SMCs ACTIVATED AND FUNDS BEING UTILIZED
 - CAPACITY TO BE BUILT FOR BIGGER ROLE