

# Contents

<b>Acknowledgements</b> . . . . .	7
<b>Section A: A Framework for Understanding Educational Accountability</b>	
Introduction . . . . .	9
The concept of accountability . . . . .	12
Alternative approaches to accountability . . . . .	21
Summary . . . . .	29
<b>Section B: The Accountability Toolbox</b>	
Introduction . . . . .	31
Tools used for increasing accountability using a “market competition” approach . . . . .	32
Tools used for increasing accountability using a “decentralized decision-making” approach . . . . .	39
Tools used for increasing accountability using a “professional” approach . . . . .	43
Tools used for increasing accountability using a “management” approach . . . . .	49
Summary . . . . .	61

**Section C: Accountability Policies and Practices in Selected Countries**

Introduction . . . . . 65  
Scotland . . . . . 67  
The Netherlands . . . . . 84  
Norway . . . . . 97  
Canada (Province of Ontario) . . . . . 112  
New Zealand . . . . . 126  
Hungary . . . . . 146  
Germany . . . . . 156  
Switzerland . . . . . 175  
Conclusion . . . . . 184  
  
**Summary . . . . . 185**  
  
**References . . . . . 189**  
  
**The Authors . . . . . 199**