THE GLOBAL PARTNERSHIP FOR EDUCATION IMPLEMENTATION ROADMAP FOR THE STRATEGIC PLAN 2016-2020

Rev. 1 The paper has been revised to correct numbers in section 8 as well as correct formatting in section 2. The revisions are marked in red.

1. INTRODUCTION AND OVERVIEW

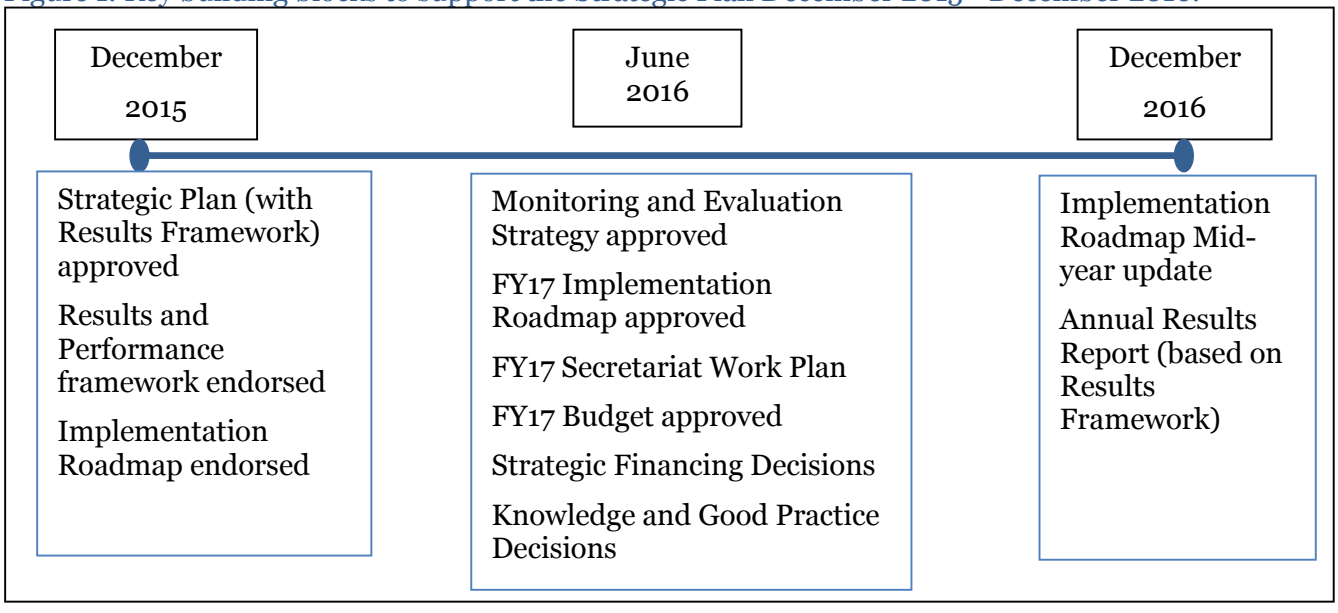
This roadmap lays out actions the GPE Secretariat will take to deliver the key building blocks needed to support the goals and objectives of the GPE Strategic Plan for 2016-2020 as agreed by the Board in December 2015.

The Secretariat will report on this Implementation Roadmap semi-annually during each year of the Strategic Plan, beginning in June 2016. The Roadmap will be updated to include additional actions as requested by the Board. The Secretariat work plan and budget will be aligned with the Implementation Roadmap in June for each fiscal year of the strategic plan period.

In addition to regular reporting on the Implementation Roadmap, the GPE Secretariat will prepare an annual Results Report, based on data collected under the Global Partnership Results Framework. The Results Report will be used to monitor progress towards the achievement of the Strategic Plan goals and mutual accountabilities across the partnership.

Annex 1 provides a detailed list of the building block deliverables in six core areas: Operational Model Reforms; Implementation of Funding Model; Scope, Scale and Strategic Financing; Resource Mobilization; Knowledge and Good Practice Exchange; Monitoring and Evaluation; Governance Reforms; Organizational Effectiveness.

Figure 1: Key building blocks to support the Strategic Plan December 2015 - December 2016.



2. Operational Model Reforms

Operational Model reforms were mandated in BOD 2015/10-02 to strengthen the work of the Global Partnership. They will be delivered in the following sequence:

By December 2015, the following will be completed:

- Change the terminology from SE/ME to Grant Agent.
- Apply INGO minimum standards to all Grant Agents.
- Establish a transparent and consistent basis for Grant Agents' direct cost recovery.
- Enable ESPDG support for Public Financial Management analysis in countries where this does not already exist.
- Require an independent appraisal of Education Sector Plans.

Further Operational Model reforms will be agreed by the Board in December 2015:

- A Results and Reporting Framework and a plan for implementing it (see section 8 below).
- Costed options for the independent appraisal of ESPs.

In January 2016, the following will be approved by no-objection by the CGPC:

- Criteria and process for the selection of Grant Agents.
- Minimum reporting standards and templates capturing core input level measurements for Global Partnership grants.

By June 2016, the following will have been completed and operationalized:

- Agreed methodology across CGPC and Secretariat for quality assurance and review of grant applications.
- Review and update of grant guidelines, Grant Agent terms of reference and the Country Level Process Guide to adapt to Operational Model changes.
- Standard Reporting Templates for ESPIG grants adopted by all grant agents for FY 2016/2017.

The following will be considered by the Board in June 2016:

- A definition of LEG minimum standards with justification for context-based exceptions.
- A conflict resolution mechanism for LEGs.
- A costed Monitoring and Evaluation Strategy (see Section 8 below).
- The inclusion of specific mutual accountabilities of Global Partnership members as an annex to the Global Partnership Charter (see Section 9 below).
- The integration of LEG and sector dialogue monitoring into the Monitoring and Evaluation Strategy.
- An Operational Risk Framework.
- An options paper on situations where a Supervising Entity/ Monitoring Entity is not required for grant management.
- A costed options paper on Knowledge and Good Practice Exchange (see section 7 below).

3. IMPROVING TECHNICAL CAPACITY TO SUPPORT PROGRESS ON THE STRATEGIC GOALS

The Strategic Plan identifies three goals for the partnership: improving equity and inclusion, supporting stronger learning outcomes; and supporting stronger systems. Over the next year, the GPE Secretariat will ensure that it strengthens its capacity to provide direct technical advice in each of these three areas, and is able to support stronger country level processes in planning, sector monitoring, and grant design and management.

The Secretariat has established four Technical Cross-Teams comprised of four or more staff with thematic expertise: Planning, Finance and Systems; Equity and Inclusion; Teaching and Learning; and Fragility and Conflict.

By June 2016, each of these teams will have a work plan that is fully aligned to the Strategic Plan. These teams will be responsible for

- Developing operational tools: e.g. methodologies for indicators and minimum standards, guidelines, etc.
- Providing technical advice and support to country work – including during planning, grant design and sector monitoring processes.
- Ensure that knowledge, innovation and good practices are exchanged across the partnership.
- Support publication and dissemination of quality technical documents (reports, papers, etc.) on good practice.

4. ONGOING WORK TO STRENGTHEN THE GLOBAL PARTNERSHIP FUNDING MODEL

Alongside the improvements to the Operational Model the following actions will strengthen the Global Partnership Funding Model.

During *January-June 2016*, the following activities are planned:

- Completion of the Quality Assurance process for three ESPIG applications expected to be submitted in March 2016
- Technical advisory support to the application processes of 21 additional countries expecting to apply for ESPIGs in September 2016.
- Support to sector analysis and sector planning processes in 18 member countries, expected to apply in September 2016 and an additional 11 countries in 2017.

In addition, the Secretariat will continue to implement strengthened grant monitoring and oversight mechanisms, including:

- Grant disbursement and implementation monitoring through internal processes and joint monitoring missions with Grant Agents.
- Systematic review of and feedback to Grant Agents on grant progress and audit reports.
- Regularized management/team meetings between the Secretariat and Grant Agents.
- Development of improved systems and processes to capture and aggregate results for portfolio reporting, including the development of a Grant Monitoring Framework linked to the Global Partnership Results Framework.
- Preparation of annual reviews of the portfolio informed by the Global Partnership Results Framework.

5. SCOPE, SCALE, AND STRATEGIC FINANCE

In BOD 2015/10-06, the Board of the Global Partnership recognized that its work must align with the new SDG 4. It also mandated the Secretariat to work with the Board to address to issues: insufficiency of current funding for the work of the Global Partnership; and the need to address eligibility criteria and the basis of allocation of Global Partnership resources to reflect the changing needs of Global Partnership members and SDG4.

In December 2015, the Board will consider a scope, scale and strategic financing paper outlining safeguards and principles around restricted financial contributions, analysis of comparator organizations, and issues such as additionality, leveraging, co-financing and innovative financing, as well as financing of knowledge and good practice exchange.

In June 2016, the Board will consider a paper guided by a reference group composed of SPC and GERF that proposes priority areas for strategic financing for the next replenishment cycle; and options for restricted financing in order to deliver on the Strategic Plan.

In December 2016, the Board will agree to a Global Partnership funding eligibility policy for the next replenishment cycle.

6. RESOURCE MOBILIZATION

In tandem with the above work on scope, scale and strategic financing, the Secretariat is developing new approaches to fundraising for the GPE Fund that focus on traditional donors, emerging sovereign donors, and foundations and the private sector.

By December 2016, following the outcomes of the Financing Commission in September 2016, as well as the strategic financing decisions made in June, the Board will consider detailed resource mobilization proposals for the next fundraising cycle and associated timelines and budgets.

7. KNOWLEDGE AND GOOD PRACTICE EXCHANGE

At the October 2015 Retreat, the Board endorsed the Global Partnership's global and cross-national role (BOD/2015/10-04) as critical to the achievement of the Global Partnership's Strategic Goals in its new Strategic Plan.

In June 2016, the Board will consider a costed options paper on the Global Partnership's role in global knowledge and good practice exchange.

8. MONITORING, EVALUATION AND RESULTS REPORTING

In December 2015, the Board will endorse a Results and Reporting Framework. These will be fully operationalized during 2016.

By March 2016, the Secretariat will establish baselines and targets for **32** of the proposed **43** indicators in the Results Framework. These will be presented for non-objection to the relevant Board Committee.

By September 2016, the GPE Secretariat will develop methodologies and baselines for final 11 indicators that require development. These will be presented to a relevant Board Committee for non-objection.

In June 2016, the Board will consider a costed Monitoring and Evaluation Strategy to support the Strategic Plan 2016-2020.

In December 2016 the Board will receive a Results Report based on the new Results Framework.

9. GOVERNANCE REFORMS

A number of reforms are underway to strengthen Board and Committee governance.

In December 2015, GERF will recommend that the Board approve the following:

- Minimal revisions to the Board and Committees Operating Procedures.
- Minimal revisions to the Terms of Reference for standing Committees.
- Options for rolling terms of Committee members and review Committee terms.
- Discuss the role of the Coordinating Committee.

In December 2015, the Board will also discuss in executive session a self-evaluation of its performance in line with corporate governance best practice.

In June 2016, the Board will be asked to approve an amendment of the Global Partnership Charter to include an annex with defined mutual accountabilities that clarifies roles and responsibilities of Partners. In addition, subject to GERF recommendations, the Board may decide to discuss:

- The respective roles, responsibilities, and decision-making powers of the Board and Committees.
- A process of a periodic review of Global Partnership constituency groupings.
- The definition of a set of requirements to become a Board/Alternate member.
- Global Partnership membership criteria.

10. ORGANIZATIONAL EFFECTIVENESS

The GPE Secretariat has implemented the majority of recommendations made in the Independent Organizational Review. The following key improvements have been made to align key functions and fill capacity gaps:

- The GPE Secretariat work plans and budget restructured to closely align with core functions.
- The Country Support, Operations, and Strategy, Policy, and Performance teams were internally reorganized to better support core business functions.
- Ten out of fourteen Board approved staff positions filled, bolstering capacity of the GPE Secretariat's technical, operations, country support, and finance teams.

A number of other recommendations from the report – improved sector planning, grant implementation and monitoring processes, better fiduciary oversight, better monitoring of education financing, and operationalizing a Global Partnership quality assurance framework, are being taken up in the Operational Model reforms.

By June 2016, the GPE Secretariat will update its work plan and staff assignments to ensure that the actions and deliverables indicated in the Strategic Plan and the Implementation Roadmap are fully delivered.

Annex A – Implementation Roadmap December 2015 – December 2016

Deliverable	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	June 16	July 16	Aug 16	Sept 16	Oct 16	Nov 16	Dec 16
Strategic Plan 2016-2020													
Strategic Plan	Board approves		Final	Launch									
Implementation Roadmap	Board approves												
Implementation Roadmap update							Update to Board						Update to Board
Operational Model													
Change the terminology from SE/ME to Grant Agent	Complete												
Require an independent appraisal of Education Sector Plans	Complete												
Enable ESPDG support for Public Financial Management analysis	Complete												
Establish a transparent and consistent basis for direct cost recovery	Complete												
Apply INGO minimum standards to all Grant Agents	Complete												
A paper on costed options for the independent appraisal of ESPs	Board approves												
Develop the criteria and process for the selection of Grant Agents	CGPC												
Finalize minimum reporting standards and core input level measurements for Global Partnership grants	CGPC						Templates adopted						
Develop consistent methodology for the review of grant applications					CGPC		Complete						

Deliverable	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	June 16	July 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16
Review and update of grant guidelines, Grant Agent terms of reference and the Country Level Process Guide					CGPC		Complete						
Integrate LEG and sector dialogue monitoring into the Monitoring and Evaluation Strategy					SPC		Board approves						
Define LEG minimum standards with justification for context-based exceptions					SPC		Board approves						
Review and revise the Financial Procedures Agreements (FPAs)					GERF		Board approves						
A paper for when an SE/ME is not required for grant management					GERF		Board approves						
Establish a conflict resolution mechanism for LEGs					SPC		Board approves						
Develop an Operational Risk Framework		CGPC			GERF		Board approves						
Improving Capacity to Support Progress on Strategic Goals													
Developing operational tools							Complete						
Providing technical advice and support to country work							Complete						
Ensure that knowledge, innovation and good practices are exchanged							Complete						
Support publication and dissemination of quality technical documents							Complete						

Deliverable	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	June 16	July 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16
Ongoing Work on Global Partnership Funding Model													
Completion of the Quality Assurance process for three ESPIG applications.				Complete						Complete			
Technical support to application processes of countries expecting to apply for ESPIGs										Complete			
Support to sector analysis and sector planning processes										Complete			
Scope, Scale, and Strategic Financing													
A strategic financing paper	Board approves												
A paper on proposed areas of strategic financing					SPC/ GERF		Board approves						
A Global Partnership funding eligibility policy					GERF								Board approves
Resource Mobilization													
A Resource Mobilization Strategy													Board approves
Knowledge and Good Practice Exchange													
A paper on the Global Partnership's global knowledge and good practice exchange role					SPC		Board approves						
Monitoring and Evaluation/ Results Report													
A Results and Reporting Framework	Board approves												

Deliverable	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	June 16	July 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16
Establish baselines and targets for indicators in the Results Framework							Complete			Complete			
A costed Monitoring and Evaluation Strategy					SPC		Board approves						
Annual Results Report													Complete
Governance Reforms													
Minimal revisions to the Board and Committees Operating Procedures	Board approves												
Minimal revisions to the Terms of Reference for standing Committees	Board approves												
Options for rolling terms of Committee members.	Board approves												
Discuss the role of the Coordinating Committee.	Board approves												
Include a Mutual Accountability matrix as an annex to the GPE Charter					GERF		Board approves						
Organizational Effectiveness													
Secretariat work plans and budget restructured around core functions	Complete												
Secretariat teams reorganized, created, or integrated to support core functions	Complete												
Ten out of fourteen Board approved staff positions filled	Complete												
Secretariat staffing, work plan, and budgeting aligned with Strategic Plan							Complete						