BOD/2011/11—DOC 04

Meeting of the Board of Directors

Copenhagen, Denmark, 9-10 November 2011

COMMUNICATIONS STRATEGY

For Decision

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1. Purpose

The purpose of this paper is to seek the approval of the Board of Directors of the Communications Strategy for the Global Partnership for Education attached as Annex 1 to this paper.

2. Background

With the growing ambition of the Global Partnership to be the pre-eminent partnership for education in developing countries, there is a great need to develop a communications strategy to take this forward. The strategy provides initial direction and guidance for the Secretariat. The strategy will be reviewed at the end of 2012 and re-submitted for the Board's approval. The fundamental thrust of the strategy is for the Secretariat to service and stimulate the whole bolder, expanding the Global Partnership through its communications work. Without this, the Global Partnership will never live up to its full potential.

3. Decision Requested

The Board of Directors is requested to approve the following decision:

BOD/2011/11-XX – Communications Strategy: The Board of Directors approves the Communications Strategy attached as Annex 1 to BOD/2011/11—DOC 04 and requests the Secretariat to provide an updated strategy to the Board of Directors for its approval no later than the end of 2012.

4. Reasons for Recommendation

Annex 1 contains the Communications Strategy which is deliberately simple and practical. It does not include the strategies for fundraising by the Secretariat, which will be discussed at the meeting of the Board of Directors on 9-10 November 2011 in Copenhagen, Denmark.

5. Next Steps

The implementation of certain elements of the strategy is well underway. With the Board's approval of the strategy, it will be possible to progress to finalizing the staffing requirements and explore the options for technology investments that will be required.

6. Costs of Initiative and Source of Funding

With regards to staff, there are no additional staff communications positions than those included in the current Secretariat budget. However, as of October 2011, there are three budgeted positions to be recruited, which are currently being filled with short-term consultants. There will continue to be short-term as-needed consultancy requirements in graphic design and web editing.

There will need to be a significant investment over the next 24 months in web and knowledge-sharing technology, though we are currently in discussion with the Microsoft Corporation (as a current partner serving as Alternate Board Member for the Private Sector/Private Foundations constituency) over the provision of this and its ongoing servicing. Accordingly, for the time being, it is not possible to cost this aspect of strategy implementation. Information will be provided to the Board of Directors on this aspect once arrangements have been established.

7. Contact

Board members and others with questions on these matters are invited to contact Charles Tapp, External Affairs and Communications Team Coordinator, at: ctapp@globalpartnership.org.

ANNEX 1: GLOBAL PARTNERSHIP FOR EDUCATION COMMUNICATIONS STRATEGY

1. BACKGROUND

To capitalize fully on the Global Partnership for Education's bolder, more strategic and ambitious approach, as well as building on recent rebranding and the November replenishment, the Global Partnership needs a robust, forward-looking communications strategy. Education has not been a priority for donors, civil society organizations or the development community at large and there are many reasons for this–but the lack of an ambitious, well-executed communications campaign is one important factor that must change in order for the issue to gain traction.

Research conducted by the Global Partnership Secretariat found that policy advocates and international cause donors could not name one leading organization in the education sector. This is actually a real opportunity for the Global Partnership to break through, own the space, and lead by doing.

2. AIMS

a. Developing a new voice to reflect our renewed commitment to our mission and results

The communications strategy for the Global Partnership for Education is more than a cosmetic rebranding–a new logo or name—and will help the Global Partnership find its own unique, relevant and clear voice leading the charge globally on education. This voice and style will be applied across all communications and outreach, from written material, to the website, to how we ("we" being the Secretariat and all its partners) engage with journalists. Our tone needs to be a smart and engaging mix of hard-headed advocate and global statesman for education.

We must simplify communication materials and descriptions of the partnership and highlight our successes. Current core communication materials make it difficult for people to understand what the partnership is about, what makes it unique, and its effectiveness. We must work to communicate consistently a strong, clear message on what the Global Partnership does, why we are making an impact and how we are ultimately working to put every child in school for a better education.

As indicated in our new tagline, our goal is to clearly communicate that we are the only multilateral partnership dedicated to "quality education for all children." Our tagline encapsulates our strategic

directions and also positions the Global Partnership as a results-focused organization with a core mission and a clear call to action.

With a larger communications team in place, we will accelerate and increase outreach to key journalists in the international development sector. The Secretariat will actively cultivate these relationships and strategically engage key media outlets in priority donor and developing countries.

b. Engaging and promoting collaboration with all partners

As a Partnership, our strength relies on the involvement of all partners and our communication strategy will seek to leverage the knowledge of all stakeholders, especially at the country level. Our ultimate goal is to provide communication channels for all partners to tell their stories, reflect the extent of their work, and advocate our common goal of quality education for all children through content generation and information sharing—blog posts, social media engagement, online collaboration platforms for knowledge-sharing, submission of videos and photos, and webinars.

The Secretariat will aim to use communications outreach to fully support the larger Global Partnership around education—supplying and servicing civil society organizations, decision-makers, developing country partners and media with materials, case studies and content needed to make the case for full funding of education. To this end, the Global Partnership website aims to become the "site of excellence" and the go-to resource on global education. It will clearly articulate:

- who we are and what our mission and strategic goals are (girls' education, fragile states and quality education);
- how we work and how innovative our partnership model is; and
- how we carry out our objectives and what results we have achieved.

The Secretariat will also increase the quality and amount of support to internal communications, ensuring robust assistance of all communications going to developing country partners and collaboration with them in country support and Board communications.

3. COMMUNICATIONS ACHIEVEMENTS: August 2011 - November 2011

Since August 2011, the Secretariat has achieved the following:

- Implemented re-branding across all communications (written materials, website)
- Developed a new branding style guide for editorial "voice" and all visual communications
- Fully supported the replenishment process
- Upgraded the website look, feel, and voice for a new strength in clarity and content
- Explored technical options and developed a plan for online collaboration platforms to encourage knowledge-sharing among partners
- Audited and reviewed the website's technical needs and developed a draft plan to upgrade the current content management system
- Developed and implemented website content management protocols
- Developed and implemented a social media plan
- Coordinated all teams in the Secretariat to harmonize planning and support

4. COMMUNICATIONS GOALS: December 2011-End of 2013

December 2011 – March 2012

- Develop and implement a post-replenishment media outreach strategy
- Develop and implement country-specific media plans, based on targets and findings coming out of the replenishment process
- Send a survey to all partners, especially at the country level to identify their needs and generate more engagement on our website and online platforms
- Develop a "success story" content development plan, in conjunction with a research team, country partners, and other key stakeholders and begin the development of materials
- Begin the website restructure/redesign process
- Explore the overall public campaign plan development (budget, partners, goals, staffing) and develop a memo for Board consideration
- Develop a G8/G20 plan to press for global education funding

April – June 2012

- Implement the website redesign/restructure
- Deliver the finished Annual Report reflecting the new branding commitment to our mission as a results-focused partnership
- Launch the public campaign (if approved by the Board)
- Implement G8/G20 outreach on global education funding

2012

- "Global Partnership 10 Year Anniversary" activities and outreach: Results-oriented media outreach and production of video content, "results tour" of donor countries with high-level events, profile of children in Global Partnership developing country partners 10 years later (height/growth chart images)
- Strong push to put global education on top of the agenda at international fora (Davos, Clinton Global Initiative, United Nations General Assembly, African Union meetings, TED)
- Deliver 2011 Annual Report
- US G8 outreach on global education funding
- Coordination with US civil society groups working on nonpartisan advocacy around 2012 candidate international development platforms
- Global Partnership celebrity advocate trip and media outreach

2013

- Developing Country Partner Education Summit/Meeting (as follow up to Dakar 2000 World Education Forum)
- Deliver 2012 Annual Report
- UK G8 outreach on global education funding
- Launch web-driven, robust country mapping of current programs, partners, and impacts

6. KEY MESSAGES

Our key messages originate from our three new strategic directions: increasing support for fragile states, improving the quality of education and learning outcomes, and supporting girls' education.

- We cannot break the cycle of poverty without education. Giving children a quality education improves their health, ability to earn money and capacity to care for their own children when they become mothers and fathers. Education saves lives as surely as vaccinations and clean water. Education improves the quality of life for families and grows national economies.
- Investing in education is the single most effective means of reducing poverty and dependence on aid. Providing a quality education for all children could reduce corruption, promote democracy, improve health, strengthen women's rights and increase economic growth.
- In the past ten years, we have made progress, decreasing the number of primary-aged children not in school from over 100 million to 67 million. The cost to get the remaining children around the world into school is small – but the benefit is enormous.
- The Global Partnership for Education helps developing countries cultivate their own education plans and budgets to support them. Where there is a gap in funding, the Global Partnership brings donor and developing countries together to support the effort to provide quality education for all children.

7. SECONDARY MESSAGES

- Despite the progress made getting more children into classrooms, the quality of education in developing countries has not advanced far enough. As we work to get more children into school, we must also make sure they are learning the skills they need to grow into healthy, productive adults.
- The Global Partnership for Education is the only multilateral mechanism focused on funding the early years of primary and early secondary education. Since 2002, we have seen a real impact: the Global Partnership has helped put 19 million more children into school, supported the construction of over 30,000 classrooms and trained over 337,000 teachers. The Global Partnership for Education gets more children into school, for a longer time, and

for a better education, especially for girls.

- The Global Partnership and its compact works. The Global Partnership for Education has fundamentally transformed international cooperation in education. We have shown impressive achievements on increasing the quality and domestic funding of national education strategies, donor coordination on country-driven education plans and the injection of US$2.1 billion in much-needed resources to meet bold targets in primary completion and girls' education.

8. COUNTRY ANALYSIS (includes political/power analysis, main messages, priority media targets and spokespersons/influencers)

The Secretariat will need to do an in-depth analysis of how to reach decision makers, partners and external audiences in our donor countries and developing countries. Much of the information we gather from civil society organizations and others during the replenishment process will help us develop this analysis.

9. IDENTIFYING AND ENGAGING THE AUDIENCE

Decision-makers:

- In collaboration with civil society partners, pitch stories and op-eds to high-profile, elite media on donor countries' commitments to education, and advocate countries to make and keep financial commitments.
- Put the Global Partnership's success and effectiveness front and center by creating content and materials that show clear outcomes at personal, local, national and global levels.
- Establish the Global Partnership for Education's expertise and strength as the leading voice for quality education for all children. Build strong relationships with key journalists at elite outlets and provide them with valuable information, statistics and persuasive arguments for education.
- Website development should focus on making the Global Partnership site the "go-to" resource for education policy, analysis and overall "making the case" for global education funding and specifically Global Partnership funding.

General public (donor countries):

- Create a popular campaign to promote quality education for all children in developing countries. A successful campaign will be attractive to popular media, incorporate influencers/celebrities, have a dynamic social media strategy and offer supporters accessible ways to advocate for education.
- Place high priority on pitching substantive human-interest stories to broadcast media. Images and audio are the best way to tell education success stories to mass audiences.
- Pay media in key donor countries, when strategically advantageous and if financially feasible.
- Cultivate celebrity supporters in a focused way, with two or three primary targets and careful cultivation of those spokespeople as relevant, informed advocates.

Developing Country Partners:

- Set up online collaboration platforms to promote knowledge sharing and best practices among developing country partners and ensure their work is channelled and reflected into all communications.
- Work with developing country partners to capture success stories.
- Highlight leading local and national examples of improvements in education outcomes and results.
- Work with developing country partners to create ongoing, updated blog content highlighting work in country.

Civil Society and Advocacy Organizations:

- Build on the collaborative work done around the replenishment event through continued and increased information sharing, political analysis, media coordination, sharing and joint development of materials (success stories, photos, film b-roll), and co-authoring reports.
- Create or integrate into a Communications Working Group of other communications and media officers to share updates, information and coordinate across the civil society organization community.

Secretariat Internal Communications:

- **Larger External Relations Team:** The Communications Team will support the larger External Relations team in creating compelling content, reports and materials, and support overall successful external relations outreach to countries, private foundations and private sector partners.
- **Country Support Team:** The Communications Team will work with the Country Support Team to develop online collaboration, coordination, and knowledge-sharing tools to facilitate communications and engagement with developing country partners.
- **Board of Directors:** The Communications Team will work closely with the Board Services Team to ensure communications to the Board of Directors are supported fully and updates and engagement are an important element in all communications planning and projects.