GLOBAL PARTNERSHIP *for* EDUCATION

Strategic Plan

Retreat of the Board of Directors
Berlin, Germany, 6 June 2012

Outline

1. Questionnaire Summary
2. Strategic Framework
   - Board feedback
3. Strategic Plan
   - Vision and Mission
   - Goals (4)
   - Long Term Strategies
   - Objectives
   - Enabling Approaches
4. Matters for Further Consideration

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1. Questionnaire Summary

Background: Process

Distributed Survey Monkey questionnaire in English and French to the Partnership

Arranged phone interviews with board members and alternates to ensure feedback from all constituencies

76 Questionnaire Responses

REMARKABLE RESPONSE

Highlights energy in partnership and support of Strategic Plan process

Background: Process

Questions were mostly open-ended; timing was tight

Responses:

- 18 Donors
- 12 Developing country partners
- 29 CSO/teachers (13 from southern constituency)
- 3 Private sector/private foundations
- 12 International organizations
- 1 Board Chair
- 1 Secretariat

Analysis

Each grouping of constituencies reviewed and summarized (twice)

Overall summary prepared picking up the main views and themes and highlighting the areas of difference

Distributed to the Board in late March and again for this meeting

Has been very important driver for the Working Group

So, what did the partners say?

Surprising degree of commonality

- ✓ 3 strategic priorities endorsed: add out-of school as a foundation of the partnership
- ✓ Vision should be very simple and reflect children
- ✓ Commitment to EFA Goals
- ✓ Don't mess with the Charter principles
- ✓ Need for a much greater focus on teachers

So, what did the partners say?

Expand membership of the partnership

Do not earmark

Expand financing to upper secondary (except couple of donors)

Expand funding eligibility to NGOs in fragile contexts

More than 3 year funding for fragile states (donor caution)

Model needs flexibility in fragile, conflict and emergency situations

Should do more in knowledge sharing and best practice

So, what did the partners say?

Need for greater LEG support and in-country processes / convening / brokering

More diversity needed in LEG membership

Roles and responsibilities at country level good on paper, not great in practice or well understood

Improvements needed in efficiency of funding model

Mixed responses: expanding funding to IDA Cat. iii

GPE should be more engaged in monitoring education financing

So, what did the partners say?

GPE should have larger role in resource mobilization, fundraising and financing in the education sector

Funding should be contingent on results (nuanced)

GPE should help shape post-2015 agenda

GPE should be more engaged in global and national level advocacy: evidence-based

More active Secretariat engagement at country level

Separation of roles of Board and Secretariat about right

Areas for further attention

Roles and responsibilities at the country level need to better understood

Improvements in the funding model

Approaches to monitoring and evaluation

Expanding funding to IDA iii

Opening up financing to upper secondary

Approaches in fragile states

Substitution and additionality

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2. Strategic Framework

What is a Strategic Framework?

It is not a strategic plan!

Simple presentation of CORE aspects

Ideally one page

Should provide a logical flow

Should pass the 3-minute “brief a minister” test

Cannot capture everything

Feedback from the Board

- Good feedback from donors, international organizations, teachers and private sector/private foundations

- Has been much harder to garner feedback from developing country partners and CSOs

What did the Board say? (1)

Overall feedback positive

Strong support for including teachers as an objective

Should there be a collapsing of the four goals?

Scope still questioned: beyond basic education or not? Majority view is yes

Should there be an objective focused on system building?

What did the Board say? (2)

General support of need for specificity in objectives and indicators, though some disagree

Confusion over time frames

Plan needs to provide focus on how partnership works

Insufficient attention to aid effectiveness

Do we use the word “good” or the word “quality” ?

Links to the replenishment policy priorities?

SPWG Response

Many comments and suggestions incorporated in plan and revised framework

Explicit recommendation of SPWG to keep the four goals

Explicit recommendation of SPWG to extend GPE beyond 2015

Reaching out to developing country partners and CSOs

Much of the detail held for implementation plan after Board consideration

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3. Draft Strategic Plan

Quick Context

Strategic Plan is for the Partnership as a whole: intersection of all of their work

Timeframes

Implementation plan and risk management plan

Budget: very preliminary thinking

Communications strategy

Vision (to 2021)
(For Decision)

A good education for
all children, everywhere,
so they fulfill their potential
and contribute to society

Mission (to 2021)
(For decision)

To galvanize and coordinate a global effort to deliver a good education to all girls and boys, prioritizing the poorest and most vulnerable

Strategic Goal 1 (to 2021) (for decision)

ACCESS FOR ALL

All children have access to a safe, adequately equipped place to receive an education

Strategic Goal 2 (to 2021) (for decision)

LEARNING FOR ALL

All children master basic literacy and numeracy skills by the early grades

Strategic Goal 3 (to 2021) (for decision)

REACHING EVERY CHILD

Resources are focused on the most marginalized children and those in fragile and conflict-affected states

Strategic Goal 4 (to 2021) (for decision)

BUILDING FOR THE FUTURE

National systems have the capacity and integrity to deliver quality education for all their children

Core Long Term Strategies (to 2021) (for decision)

Importance of GPE leveraging the reach, skills, leadership and resources of partners

Describes more of how we work and hence reinforces the systems goal strongly

Centrality of country owned and implemented plans

Should be as relevant in say 2017 as today

Objectives (to 2015) (for decision)

- The five objectives reflect the three focus priorities approved by the Board in August 2011: fragile states, girls' education and learning
- In addition an objective on teachers and teaching: reflection of strong feedback
- Plus an objective on financing: again reflects feedback and the reality
- While the 5 themes have not changed, much work on the wording following feedback
- The priority for the next three years

Objective 1
(for decision)

Fragile and conflict-affected states able to develop and implement their education plans

Objective 2
(for decision)

Girls achieve gender parity in primary completion and transition to secondary in all GPE-endorsed countries

Objective 3
(for decision)

Dramatic increase in the number of children demonstrating mastery of basic literacy skills by Grade 3

Objective 4
(for decision)

Improve teacher effectiveness by attracting the most qualified teachers and supporting them to provide a good education

Objective 5
(for decision)

Expand the volume, effectiveness and efficiency of external and domestic financing to education in GPE-endorsed countries

Enabling Approaches (to 2015) (for further discussion)

Cross-cutting themes for coming three years

Reflect questionnaire feedback about roles of GPE and areas to improve

Key will be implementation plan, delineating roles and responsibilities

reflect the "obstacles to success" for objectives

Basic education still central, expansion to all of secondary very clear

Summary: Proposed decisions

1. Approve Vision, Mission, Goals and long-term strategies to 2021

2. Approve Objectives to 2015

3. Approve process for finalization of the plan

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4. Matters for Further Consideration

Matters for Further Consideration

- ✓ Board discussion and decisions 7-8 June
- ✓ Further refinement as needed and finalization of indicators etc for approval by the end of July
- ✓ Implementation plan, risk assessment, budget and communications approach: how to finalize? (role of SPWG)
- ✓ Consequent Board considerations at next meeting e.g. policy paper on teachers