GLOBAL PARTNERSHIP *for* EDUCATION

Strategic Plan Working Group: Implementation Plan

Meeting of the Board of Directors
Paris, France, 19-20 November 2012

Strategic Framework



FRAMEWORK OF THE STRATEGIC PLAN 2012-2015 (WITH ACTIVITIES)

GLOBAL PARTNERSHIP for EDUCATION
quality education for all children

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

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

STRATEGIC GOALS

ACCESS FOR ALL
All children have access to a safe, adequately equipped space to receive an education with a skilled teacher

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

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

BUILDING FOR THE FUTURE
National systems have the capacity and integrity to deliver, support and assess quality education for all

HOW THE PARTNERSHIP WILL WORK

THE GLOBAL PARTNERSHIP WILL LEVERAGE THE REACH, SKILLS, LEADERSHIP AND RESOURCES OF ITS PARTNERS BY:

- Increasing the visibility of education as a key strategy for the health, wealth and stability of nations
- Supporting countries to develop and implement good education plans which are sustainable and country-led
- Strengthening the quality, effectiveness and efficiency of government systems
- Continuously improving through innovation and by promoting best practice
- Developing and promoting harmonized education goals and metrics
- Improving development effectiveness

OBJECTIVES OF THE PARTNERSHIP 2012 -2015

1. **Fragile and conflict affected states able to develop and implement their education plans**
   - Revise GPE endorsement and funding mechanisms to be more fit for purpose
   - Expand Supervising and Managing Entity eligibility for program implementation
   - Mobilize additional $500 million in bilateral and other funding beyond current commitments
   - Education plans informed by comprehensive conflict analysis
   - Increase support for better coordination and plan development
   - With INEE, bridge the gap between emergency response and development
2. **All girls in GPE-endorsed countries successfully complete primary school and go to secondary school in a safe, supportive learning environment**
   - With UNGEI, establish gender equality indices for education quality
   - Improve teacher effectiveness to help bridge the gender equality gap
   - Ensure that all education sector plans are gender-responsive
   - Allocate specific funding for activities that address gender imbalances in transition to secondary school
   - Promote the inclusion of more qualified women in senior education sector roles
3. **Dramatic increase in the number of children learning and demonstrating mastery of basic literacy and numeracy skills by Grade 3**
   - Support efforts to increase early childhood education, especially for the more marginalized
   - Ensure there is adequate time devoted to reading and numeracy in the early grades
   - Support qualified teachers equipped with the right approaches to teach reading and numeracy
   - Provide appropriate reading materials
   - Promote mother tongue instruction for reading where appropriate
   - Promote appropriate and regular assessment of reading and numeracy progress
4. **Improve teacher effectiveness by training, recruiting and retaining teachers and supporting them to provide a good quality education**
   - Increase engagement of the teaching profession in LEGs
   - Support education plans that focus on increasing the quality of teaching, along with the percentage and number of qualified teachers
   - Support the engagement of the teaching profession on standards of practice in GPE-endorsed countries
   - Support improvements in the deployment, remuneration and working conditions of teachers
5. **Expand the volume, effectiveness, efficiency and equitable allocation of external and domestic funding and support to education in GPE-endorsed countries**
   - Strengthen resource mobilization to reach fundraising targets
   - Advocate for increased external and domestic funding
   - Engage with emerging donors and non-state actors to ensure greater alignment with national education plans
   - Set targets for external and domestic financing based on careful analysis of national education plans
   - Promote efficient and equitable allocation of financing for education
   - Produce a value for money strategy
   - Improve transparency and budget tracking

STRENGTHENING THE PARTNERSHIP 2012-2015

IN ORDER TO ACHIEVE ITS OBJECTIVES THE GLOBAL PARTNERSHIP WILL STRENGTHEN HOW IT WORKS BY:

- Greater engagement in support of Local Education Groups, sector planning and country level processes
- Strengthen risk management and streamline processes and procedures
- Strengthen the role of civil society and the private sector in the partnership
- Greater focus on development effectiveness, value for money and results
- Seek out, nurture, evaluate and support scaling-up of innovations

GOOD QUALITY EDUCATION FOR ALL CHILDREN

Strategic Plan Working Group observations



Some Observations from SPWG

- Target completion date for the Implementation Plan is February 2013
- Some fundamental questions need to be answered by the Board
- How to capture an Implementation Plan for such a diverse group of actors?
- How to ensure ownership?
- How to frame deliverables in simple manner?

Principles for Implementation Plan

- Opting-in
- Inclusivity and ownership
- For the partnership, not just the Secretariat
- Clarity and simplicity
- Achievable
- Accountability



Beware!

Greatest risk to the success of the Strategic Plan is a lack of partner engagement in its implementation.

Implementation Plan major themes



Seven themes for implementation

1. Implications for ESPs
2. Implications for GPE working mechanisms
3. Implications for partners and linkages
4. Implications for resource mobilisation
5. Implications for knowledge sharing
6. Implications for assessment and accountability
7. Implications for financing modalities

Nota bene

This version of the implementation plan is very draft and is a work in progress

SPWG is seeking your comments and input

Though SPWG is seeking specific decision on a risk framework

Summary of the process to date



- In early 2012, questionnaires were distributed to partnership for feedback about a proposed Strategic Plan
- Process guided by Strategic Plan Working Group
- The result was an overwhelmingly positive response
- Overall summary was prepared picking up the main views and themes and highlighting the areas of difference
- Significant consultation with Board members over early drafts of Strategic Plan
- 6 June, 2012: Discussions of draft Strategic Plan during the Board Meeting in Berlin: approval of vision, mission and goals

Summary of the process to date (cont'd)

- 31 July, 2012, Board approved the Strategic Plan including draft indicators
- Week of 24 September 2012: Strategic Plan officially launched during the United Nations General Assembly
- Late summer/autumn 2012:
  - SPWG held three meetings to develop and refine the Implementation Plan
  - Feedback from partners was collected and integrated into the Implementation Plan design: focus on DCPs
  - Technical Group developed draft paper on indicators
- 18-20 November, 2012: Discussion on the Implementation Plan during the Board meeting in Paris

Strategic Plan Working Group

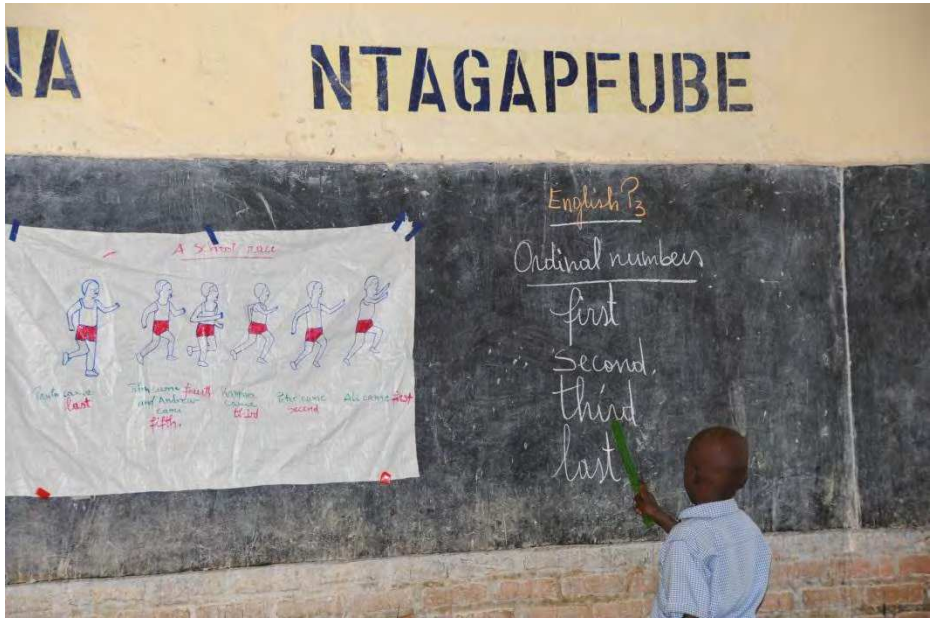
- Geeta Rao Gupta (co-Chair), UNICEF
- Jesper Anderson (co-Chair), Denmark
- Minister Koumba Boly Barry, Burkina Faso
- Simon Bland, DFID
- Greg Butler, Microsoft
- David Edwards, Education International
- Elizabeth King, World Bank
- Joseph O'Reilly, Save the Children
- Bob Prouty, Global Partnership for Education Secretariat
- Chris Tinning, AusAID
- Minister Farooq Wardak, Afghanistan

- Carol Bellamy, Chair, GPE Board of Directors

How we got to this point

- Considered different ways to present implementation plan
- Wanted to focus on deliverables: most cover multiple objectives
- Necessary “line of sight” from SP Objectives

- Premature for budget implications
- So, deliverables presented as one block. Will aim to structure more clearly in future



Indicators



- Technical Group has submitted draft report to SPWG: excellent
- BoD needs to consider two core questions to allow SPWG and Technical Group to finish its work and provide a clear set of recommendations in February

Consultation Feedback



Consultation Feedback

Consultation with civil society, partner countries, some donors, private sector, private foundations

- Fundamental concern with being prescriptive of action
- Agreement that needs to encompass the whole partnership, if possible
- Threshold questions need to be answered
- How to monitor processes of the partnership?
- More ambition with indicators is needed

Developing Country Partner feedback

- General:
  - DCPs have a very positive perspectives on the Plan itself.
  - Implementation plan should be simple and realistic
  - Opting in is the way to go
  - GPE cannot do everything, so promoting linkages among different partners is an important role
  - Support for a risk framework
  - The value added of the partnership is firstly money, then attaining results, then national and global advocacy and visibility for education

- Resources:
  - Additionality and substitution are important
  - Value for Money is an important issue to address
  - Projectised funding should be avoided. Sector budget support preferred (though fragile states different)

Developing Country Partner feedback (cont'd)

- Education Sector Plan:
  - General (with one or two exceptions) support for being more proscriptive with respect to GPE priorities
  - There is a big disconnect between the Plan and how funds are allocated, and this needs to be rectified
  - LEGs mostly working well
  - GPE should "encourage" participation of CSOs and private sector in LEGs, rather than mandate it
  - Issues with SEs making most of the decisions, taking too much time to get things done, and charging high fees
- Knowledge:
  - Knowledge-sharing and innovation are important, especially south-south
  - An online community of practice (discussion board, shared input and papers from experts) could help GPE partners to learn from one another

NEXT STEPS: More interviews, and possibly a written questionnaire after the Board meeting.

Decision Requested



Decision Requested

BOD/2012/11-XX — <u>Finalization of the Strategic Plan Implementation Plan:</u>

The Board of Directors:

a. notes the work to date of the Strategic Plan Working Group on developing an implementation plan for the Strategic Plan 2012-2015;

b. requests the Strategic Plan Working Group, working with the Secretariat, to:
   - i. continue its consultation of GPE partners to contribute to the development of the implementation plan; and
   - ii. to finalize the implementation plan, including possible amendments to the Monitoring and Evaluation Strategy and the Secretariat budget, and deliver it to the Board of Directors as soon as possible but no later than 28 February 2013, for consideration by the Board of Directors at an audio-conference to be scheduled;

c. urges all partners to commit to contributing to the implementation of the Strategic Plan and indicate support for particular deliverables where possible; and

d. requests the Secretariat to deliver to the Board of Directors, no later than the next face-to-face Board meeting in 2013, a risk management framework for review by the Board of Directors.

Next Steps



Next Steps

- Feedback from BoD in Paris
- Written feedback by 30th November 2013
- Further consultation and interviews, especially with country partners
- SPWG to consider revised draft January
- SPWG to submit final draft IP to BoD by 28th February 2013 for decision

Last Night's Discussion

- Reaffirmation of the centrality of the country-led model
- Not a question of tension with GPE priorities, but one of complementarity: they should be considered, but each context is different
- Need to be flexible and pragmatic
- Greater dialogue on ESPs to inform FAC and BoD
- Process conditionality more relevant
- More progress to be made on alignment of funding modalities
- Do not mandate LEG membership, but strong guidance and encourage engagement
- Significant support and strengthening of LEGs required: need to remain technically and strategically strong

Issue 1

- What does membership of the partnership mean?
- What "obligations" does it imply in terms of expectations and commitments to assisting in delivery of the Strategic Plan?
- What should partners expect in return?



Issue 2

- Should increases in domestic financing be a requirement to access program implementation funding from the Global Partnership (i.e. should there be a requirement of commitment)?
- Should GPE have stronger guidelines on avoiding displacement of other sources of external financing (i.e. should leverage be a core objective)?

Issue 3

What is the role of the Global partnership in knowledge production, assimilation and distribution? Does it require its own dedicated knowledge platform? What is the role of the Secretariat?



Issue 4

- Should indicators be “mandated” or should a more gradual approach be used based on capacity building?
- Are we willing to accept that there will be considerable costs in collecting and reporting on indicators? If so, should SPWG present a concrete cost proposal in February?

Issue 5

How is “Value for Money” to be defined across the partnership?



Thank you!

