RESOURCE MOBILIZATION AND REPLENISHMENT

For Decision

1. PURPOSE

The purpose of this paper is to seek a decision from the Board of Directors (the "Board") on the timing and broad strategy for a replenishment campaign for the Global Partnership for Education (the "Global Partnership" or "GPE"), culminating in a pledging conference in June 2014.

2. RECOMMENDED DECISION

The Secretariat requests that the Board of Directors approves the following decision:

BOD/2013/05-XX — Resource Mobilization and Replenishment: The Board of Directors:

a. endorses the broad strategy and timeline for a replenishment campaign outlined in BOD/2013/05 DOC 04, including convening a pledging conference in or about June 2014; and

b. calls upon all Board members and other partners to provide political leadership and strongly support the replenishment campaign.

3. EXECUTIVE SUMMARY

This paper outlines the broad strategy and timeline for the replenishment campaign. Following earlier consultation with the Board, the Secretariat recommends holding the next GPE replenishment pledging conference in June 2014.

4. BACKGROUND

4.1 In early April 2013, the Secretariat delivered a paper to the Board entitled "The Next Replenishment Campaign" (BOD/2013/03 DOC 01, the "Consultation Paper"). The Consultation Paper posed three questions:

1. What do you consider to be the optimal timing for the next GPE replenishment pledging conference?

2. What are the two or three items that you believe to be most critical to an effective case for investment?

3. Would your country or organization be interested in acting as a sponsor of the replenishment pledging conference? If so, in what manner?

4.2 The Secretariat received responses from many constituencies to these questions. The preferred timing from a clear majority of respondents was June 2014, just prior to a face-to-face Board meeting. A few countries expressed interest in some sort of sponsorship, though none have expressly offered to date to host the pledging conference. The responses on elements of an effective case for investment were varied, though the following issues were most cited:

- Demonstration of impact and results, including progress against the outcome commitments made at the last replenishment. In essence, "what has previous funding bought in terms of results?";
- Articulation of the value-added of both the partnership and the GPE Fund;
- Demonstration of responsiveness, effectiveness, profile and efficiency of the Secretariat and the effective and efficient use of the GPE Fund;
- Clear articulation of what the funding through the next replenishment will achieve, both in terms of current Millennium Development Goals and likely future post-2015 development goals;
- Clear articulation of global education needs; and
- Clear articulation of funding needs.

4.3 Much work will need to be done to meet the timing imperative of a June 2014 pledging conference. Board paper BOD/2013/05 DOC 09 outlines a restructuring of the Secretariat which places a stronger emphasis on the Country Support functions as well as external relations and resource mobilization. It also includes a small supplemental budget request that includes additional resources for fundraising and advocacy, without which adequate preparation of a successful replenishment campaign will not be possible.

5. PROPOSED REPLENISHMENT STRATEGY

5.1 Timeline: Annex 1 sets out provisional thinking for the timeline between the May 2013 Board meeting and a June 2014 pledging conference. Core elements include the following:

5.1.1 **High level launch event**: The ideal moment to launch the GPE replenishment campaign will be in the margins of the United Nations annual General Assembly meetings in September 2013. High-level events under the guise of the Global Education First Initiative are already being considered and one of these can be used to bring senior Ministerial and Head of State attention to the replenishment. While some early data on results will be available, the launch will be more symbolic and will not yet include targets, but will put the replenishment campaign onto the political map and bring important endorsement.

5.1.2 **Results meeting in late 2013:** The annual GPE Results Report will be finalized in October 2013. It is proposed that partners be invited to a Results Meeting, to coincide with the November Board of Directors meeting, where progress of the Global Partnership to date can be discussed, along with its value added and that of the GPE Fund. This meeting affords donors and other partners the opportunity for a dialogue with the Secretariat on all aspects of performance and also to consider their respective roles in the replenishment campaign. This meeting will be the opening meeting of the replenishment campaign.

5.1.3 **Needs and targets finalized in late 2013**: The Secretariat will deliver to the Board for its discussion at the second face-to-face Board meeting in 2013 a full analysis of the demand for program support and funding needs in eligible countries. At the same time, the Board will agree on the replenishment targets, both for the GPE Fund and also for external and domestic financing and review recommendations for any changes to the allocation framework, as well as any changes to the fund architecture to attract and leverage private sector and other new sources of additional financing.

5.1.4 **Business case finalized in January 2014**: The critical document for the replenishment of the GPE Fund will be the business case, which will be finalized in January 2014 and become the core of all advocacy and campaigning.

It is expected that there will be a full and detailed version and a shorter summary document of no more than 10 pages. A number of donors have requested more substantive background information than was available for the previous replenishment campaign in 2011.

5.1.5 **Strong political leadership and advocacy**: Please see 5.4 below for more thinking on this topic.

5.2 An inclusive campaign: In their feedback to the Consultation Paper, many constituencies commented favorably on the importance of a replenishment campaign that went beyond simply raising resources for the GPE Fund, and sought commitments of all types of funding to basic education, as well as policy pledges. Therefore, the 2014 pledging conference will again, as in Copenhagen, have a broad, inclusive agenda. The campaign leading up to the event will accordingly need to take into account the wider agendas.

5.3 Fund-raising approach: There will be four primary elements to the fundraising work around the replenishment, the traditional donors, developing country partners, emerging donors and the private sector/ private foundations/ innovative financing. Each requires a distinct strategy and engagement of champions.

5.3.1 **Traditional donors**: This comprises the current donors to the GPE Fund and the aim here is to engage all such donors regarding their commitment to quality basic education and their partnership with GPE with a view to secure new resources for the period ahead. Focus will also be placed on bilateral funding to basic education. Our replenishment dialogue will include outreach at political as well as working levels and will feature strong reporting on results and future outcomes. GPE recognizes the critical role of civil society in program delivery and as advocates for education in program and donor countries. Therefore, CSOs will have a very important role to play in GPE's replenishment and in securing increased bilateral funding.

5.3.2 **Developing country partners**: These governments account for the greatest financial contributions to education and therefore form an important plank of the replenishment campaign. Increased commitments to domestic financing will be sought.

5.3.3 **Emerging donors**: This comprises future potential donors to the GPE Fund and also important sources of increased bilateral funding. GPE will also explore expanding this pool beyond governments to include large state-sponsored foundations and international development banks. The search for emerging donors will rely strongly on champions and concerted high-level advocacy. The goal will be to secure new support for the GPE Fund as well as to "leverage" increased and aligned bilateral funding for basic education.

5.3.4 **Private sector, private foundations and innovative financing**: This represents a new area of work for GPE and the current fund architecture does not readily allow for contributions from these actors. The Implementation Plan calls for an immediate review of the GPE Fund to explore ways in which private sector and other sources of funding can be more readily accessed. To date, the Secretariat has had no staffing capacity in this area and recruitment will occur rapidly to address this gap. A fully thought through strategy will be developed by the end of July 2013 on this aspect.

5.4 Advocacy: Ensuring and supporting a strong, well-coordinated advocacy effort is essential to a successful replenishment campaign. The following are the five essential elements:

1. A compelling case for investment and strong materials for the different advocacy partners.

2. Recruitment of political champions from developing country partners and donors (traditional and emerging) as well as people like the UN Secretary General, UN Special Envoy for Global Education, World Bank President and some influential celebrities and representatives of the private sector.

3. A well-coordinated and spirited campaign of support from civil society partners. In 2011 their support proved pivotal, even though it was qualified in some quarters and hurriedly pulled together (given the very short timeframes that were available).

4. Ensuring that education is not left out of any post-2015 agenda.

5. Indication of strong grass-roots support for education that can be used in the final lead-up to the replenishment conference to push for greater political support. A

major global event is planned for early May 2014 at which the Global Partnership will be closely involved and profiled.

5.5 Support from the partnership: Replenishment is not simply the job of the Secretariat to convince the donors to contribute more to the GPE Fund. It will require all partners actively supporting the whole process. The Board will discuss the roles of different partners in supporting the replenishment campaign at the Board meeting in Brussels.

6. IMPLICATIONS FOR SECRETARIAT RESOURCES

6.1 Long term staffing requirements for the Secretariat in resource mobilization and advocacy are contained in the papers on the budget (BOD/2013/05 DOC 09) and the Strategic Plan Implementation Plan (BOD/2013/05 DOC 05).

6.2 Additional one-off staffing requirements to deal with the surge of a replenishment campaign and event amounts to approximately US$ 516,000. For the previous replenishment, these surge requirements were paid for by the event's co-sponsors, outside of the Secretariat's core budget. No projections of the cost of the conference itself have yet been made. This will be possible for the second face-to-face meeting of the Board of Directors in 2013.

7. NEXT STEPS

7.1 Following approval by the Board of the strategy in this paper and the budgetary resources, rapid recruitment of staff will be required. The coming three months are preparatory before the campaign itself starts in September 2013.

7.2 The Secretariat will be immediately engaging with partners to identify sponsors and champions.

ANNEX 1 GPE REPLENISHMENT PROPOSED TIMELINE

2013

May	Board approves plan for pledging conference and proposed timing
May-Sept	Identify key sponsors/ champions of campaign
	Identify developing country partner Heads of State champions
	Staff recruitment
September	Venue and primary sponsor/ champion agreed
	UN General Assembly meeting used to launch/ announce campaign and build into Education First; high level event
October	Coherent civil society lobbying and political campaign agreed with partner CSOs
November	A compelling results report released to support the campaign; results meeting with partners held back-to-back with Board meeting
	Board approves final plan and replenishment targets based on funding needs document
Nov/ Dec	Sponsors/ champions do first round of lobbying

2014

January	Full business case for replenishment released
Feb-March	Sustained lobbying and lead-up events
	Second round of lobbying by sponsors/ champions
End March	Second Copenhagen pledge monitoring progress report published
April-May	Final push
May	Large attention-grabbing lead-in event
June	Replenishment pledging conference