STRATEGIC PLAN IMPLEMENTATION PLAN (2016 – 2020)

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to provide the Board with a comprehensive multi-year Implementation Plan detailing the work required to fulfill GPE 2020, the partnership's five - year strategic plan (2016 – 2020).

2. RECOMMENDED DECISION

2.1 The Secretariat requests the Board approve the following decision:

BOD/2017/06-XX—Strategic Plan Implementation Plan: The Board of Directors:

1. Endorses the Implementation Plan detailing work underway or to be completed to deliver on GPE 2020 as set out in Annex 1 to BOD/2017/06 DOC 15.
2. Notes that the Implementation Plan will be updated annually as informed by progress toward the strategic plan objectives and the Results Report.

3. BACKGROUND

3.1 At its meeting in Dakar in December 2015, the Board approved the Strategic

Plan 2016-2020 (GPE 2020). At that same meeting, the Board endorsed the Implementation Roadmap set out in Annex 4 to BOD/2015/12 DOC 08. The roadmap lays out actions the Secretariat has taken or will take to deliver the key building blocks needed to support the goals in GPE 2020. The Board also requested the Secretariat to update the Implementation Roadmap for the remaining period of the Strategic Plan and keep the Board informed (BOD/2015/12-13).

3.2 At a special Board meeting in February 2017, the Board endorsed an Implementation Roadmap detailing work undertaken and work to be completed by June 2018 (BOD/2017/03 DOC

07). This document builds on the Implementation Roadmap, further aligning the Secretariat's work with the objectives in the strategic plan and the indicators and targets in the results framework, to be completed by 2020.

3.3 The Secretariat's overarching objective for the planning period from FY2018 to 2020 is to expand the partnership and diversify funding and support to engage effectively with 89 eligible low and lower–middle income countries to fulfill GPE 2020. The Implementation Plan details key strategic initiatives required to deliver fully on GPE's theory of change including rolling out all components of the Financing and Funding Framework and other key actions to strengthen the partnership.

3.4 The Implementation Plan will be updated annually based on progress toward the strategic plan objectives and as informed by the evidence arising from the results report.

3.5 The Office of the CEO will be responsible for tracking progress and priorities and for making adjustments to the Implementation Plan and ensuring adherence and organization–wide alignment.

4. REASONS FOR RECOMMENDATION

4.1 In addition to ensuring progress on an ambitious strategy and results framework, the Implementation Plan will form an integral part of Secretariat-wide planning and coordination and help to realize greater efficiencies across the organization. The Implementation Plan, among other purposes, will guide and inform the development of the Secretariat annual work plan and budget and help to ensure coherence and alignment with the Board and Committees forward work plans.

4.2 The Secretariat anticipates making further improvements to existing planning tools and processes to help maintain effective organization–wide planning following the development of the comprehensive human resources plan.

5. PLEASE CONTACT: Ruth Dantzer (mdantzer@globalpartnership.org) for further information.

6. ANNEXES

6.1 This paper includes the following annex:

Annex 1 – Implementation Plan

ANNEX 1: IMPLEMENTATION PLAN

*All targets are estimates/approximations and dependent on the outcome of the next replenishment.

The Secretariat's overarching objective for the planning period FY2018–2020 is to expand the partnership and diversify funding and support to engage effectively with 89 eligible low and lower–middle income countries to fulfil the GPE Strategic Plan 2016-2020 (GPE 2020).

Strategic Objective 1: Strengthen education sector planning and policy implementation **Sub–objectives*/Indicators** ❖ ***Improved education sector plans (ESPs) meeting quality standards, including in countries affected by fragility and conflict** ❖ **ESPs contain strategies on teaching and learning, marginalized groups and efficiency** ❖ **National data collection strategies meet quality standards**			
Key priorities	**Activities/** **Milestones/** **Targets FY 18**	**Activities/Milestones/Targets** **FY 19**	**Activities/** **Milestones/** **Targets FY 20**
1. Expanding the Partnership	• 7-10 additional developing country partner (DCP) members	• 7-10 additional members	• 4-10 additional members

2. ESP technical support and review	• 12-20[1] ESPs • 20-25 Education Sector Plan Development Grants (ESPDGs)	• 15-25 ESPs • 20-25 ESPDGs	• 10-25 ESPs • 20-25 ESPDGs
3. Evaluation and quality assurance (QA) of ESPs	• QA designed	• QA implemented	• QA implemented
4. Planning and systems, guidance, tools and policy papers	• 3 products incl. results-based financing (RBF)/variable part, refinement of data strategy criteria, implement DCP financing and alignment tool and education management information system (EMIS) reviews	• 3 products	• 4 products
5. Gender equality strategy	• Gender equality strategy implementation o Roll out gender-responsive education sector planning (GRESP) capacity development	• Gender equality strategy implementation cont'd	• Gender equality strategy implementation cont'd
6. Effective design and successful implementation of Education Sector Investment Case (ESIC)	• Design ESIC	• Pilot ESIC (2-6 countries)	• Pilot and launch ESIC (additional 4 - 12countries)

[1] Higher range depends on expansion of the Partnership through endorsement of sector plans in new member countries; if high range is achieved in earlier years, the figure will be lower in later years. These figures also take into account that not all GPE partner countries will be developing new ESPs during the next three year period, as they will be implementing existing plans.

7. Enhance sector plan implementation through knowledge and good practice exchange (KGPE)	• Implement three KGPE pilots in the areas of early childhood care and education (ECCE), Gender and Assessments for Learning (A4L) (refer also to SO5/no. 4 and no. 5)	• Implement KGPE pilots cont'd	• Implement KGPE pilots cont'd
Strategic Objective 2: Support mutual accountability through effective and inclusive sector policy dialogue and monitoring **Sub-objectives*/Indicators** ❖ ***Improved joint sector reviews (JSRs) meet quality standards** ❖ **Local education groups (LEGs) include teacher and CSO representation**			
Key priorities	**Activities/** **Milestones/** **Targets FY 18**	**Activities/Milestones/Targets FY 19**	**Activities/** **Milestones/** **Targets 20**
1. JSR missions/ reviews	• 25-30 JSRs	• 30-40 JSRs	• 35-50 JSRs
2. Mutual accountability and country level tools, guidance, and research	• Country-Level Process Guide (CLPG) updated • LEG capacity assessment/ other research • Disseminate Good practice and quality standards for JSRs	• 20 missions	• 30 missions

	• Prepare guidance on Domestic Resource Mobilization • 10 missions		
3. Civil Society, advocacy and social accountability	• Monitor Civil Society Education Fund (CSEF) program implementation • CSEF evaluation	• Monitor CSEF program implementation cont'd • Roll out CSEF successor program	• Monitor CSEF program implementation cont'd • Roll out CSEF successor cont'd
Strategic Objective 3: GPE financing efficiently and effectively support the implementation of sector plans focused on improved equity, efficiency and learning **Sub-objectives*/Indicators** ❖ **Financing supports achievement of targets for equity, efficiency and learning** ❖ **Financing supports improved information management and learning assessment systems** ❖ **Textbooks purchased, teachers trained and classrooms built or rehabilitated, as planned** ❖ **Grant implementation on track**			
Key priorities	**Activities/** **Milestones/** **Targets FY 18**	**Activities/** **Milestones/** **Targets FY 19**	**Activities/** **Milestones/** **Targets 20**
1. Monitor grant performance	• Portfolio Review (PFR) • Data monitoring system developed • 55 missions	• PFR • Data monitoring system maintained • 55 missions	• PFR • Data monitoring system maintained • 55 missions

2. Quality support to ensure education sector program implementation grant (ESPIG) financing is used to improve equity, efficiency and learning	• 30 ESPIG applications	• 15-20 ESPIG applications	• 15-20 ESPIG applications
3. Efficient and effective use of ESPDGs	• 30 ESPDG applications	• 15-30 ESPDG applications	• 15-30 ESPDG applications
4. Value for money (VFM)	• Develop VFM roadmap	• VFM implemented	• VFM implemented cont'd
Strategic Objective 4: Mobilize more and better financing **Sub-objectives*/Indicators:** ❖ ***Increased donor contributions to GPE** ❖ **Increased number of donors, including from non – traditional sources** ❖ ***GPE financing aligns to national systems and uses pooled funding mechanisms** ❖ **Policy dialogue to increase domestic financing**			
Key priorities	**Activities/** **Milestones/** **Targets FY 18**	**Activities/** **Milestones/** **Targets FY 19**	**Activities/** **Milestones/** **Targets FY 20**

1.Secure donor contributions to GPE	• Successful replenishment campaign and pledging meeting (additional US$700 million raised)	• Meetings, publications and roadshow cont'd (additional $1bn raised • GPE 2020 replenishment mid – term review	• Additional US$1.4 billion raised • GPE 2025 replenishment campaign launch
2. Establish fund to incentivize additional external financing through co-financed programs	• Identify 5-6 initial countries and develop applications	• Commence implementation	• Consolidate & expand fund
3.Increase number of non-traditional donors, including private sector and foundation	• Pipeline development	• Pipeline development cont'd	• 3 new sovereign donors by 2020 • 5 new private sector / foundation partners by 2020 • 3 high net-worth individual (HNWI) donors by 2020
4.Successful development and roll out of private sector and private foundation (PS/F) strategies	• Develop PS/F strategies	• Implement PS/F strategies	• Implement PS/F strategies cont'd

5. DCP domestic financing	• 83 percent of countries that have increased their public expenditure on education • 58 percent of country missions addressing domestic financing issues	• 86 percent of countries that have increased their public expenditure on education • 61 percent of country missions addressing domestic financing issues	• 90 percent of countries that have increased their public expenditure on education • 65 percent of country missions addressing domestic financing issues
6. Complete design and successful implementation of the disaster risk finance mechanism	• Pilot disaster risk finance mechanism	• Scale up implementation of disaster risk finance mechanism	• Implementation of disaster risk finance mechanism cont'd
Strategic Objective 5: Build a stronger partnership **Sub-objectives*/Indicators:** ❖ ***Strengthened clarity of partners' roles, responsibilities and accountabilities in country processes** ❖ **Knowledge and good practice exchange to improve education policy** ❖ **Expanded advocacy with partners to strengthen global commitment to education** ❖ **Improved country support and grant oversight from the Secretariat** ❖ **Results report, evaluations and reviews published**			
Key priorities	**Activities/** **Milestones/**	**Activities/** **Milestones/**	**Activities/** **Milestones/**

	Targets FY 18	**Targets FY 19**	**Targets FY 20**
1. Strengthened clarity of partners' roles, responsibilities and accountabilities in country processes	• Prepare a report on issues and options for ensuring Grant Agents Coordinating Agents and Local Education Groups are operating effectively and efficiently, as well as learning from past experience to deliver GPE 2020	• Implement selected options	• Implement selected options cont'd
2. Effective participation in the rollout of Sustainable Development Goal 4 (SDG4) and Education 2030	• Participate in the Education 2030 Steering Committee and Chair the Education 2030 Finance Group. • Collaborate with UNESCO's Regional Coordination Groups • Collaborate with the Global Alliance for Monitoring Learning to ensure coordinated approach to the delivery of Global Metrics	• Participate in Education 2030 Steering Group cont'd • Collaborate with UNESCO's Regional Coordination Groups cont'd	• Participate in Education 2030 Steering Group cont'd • Collaborate with UNESCO's Regional Coordination Groups cont'd
3.Effective design and successful implementation of Advocacy and Social Accountability (ASA) fund	• Design ASA	• Implement ASA	• Implementation of ASA cont'd
4.Effective design and successful	• Facilitate consultation on diagnostic and good practice exchange activities with DCP	• Facilitate implementation of diagnostic and good practice	• Facilitate implementation of diagnostic and good practice

implementation of the Knowledge and Innovation Exchange (KIX) fund	and southern civil society (CSO) partners • 15 knowledge products	exchange activities with DCP and southern CSO partners/ • 3 KIX initiatives launched/15 knowledge products	exchange activities with DCP and southern CSO partners • 6 ongoing thematic platforms/ 15 knowledge products
5.Strengthened knowledge and innovation exchange across the partnership	• Produce monthly KGPE webinar series as a means to communicate GPE's identity, added value, and to showcase country level experiences (refer Strategic Objective 1/No. 6)	• Produce monthly KGPE webinar series as a means to communicate GPE's identity, added value, and to showcase country level experiences	• Implement KGPE pilots cont'd • Produce monthly KGPE webinar series as a means to communicate GPE's identity, added value, and to showcase country level experiences
6.Strengthened partnership and enhanced mutual accountability	• Enhance key strategic partnerships with multilateral organizations, private sector, foundations, regional entities and other external stakeholders • Mapping of country level roles, responsibilities and accountabilities • Tools/resources to facilitate dialogue and engagement with DCPs and southern CSOs (online platform, DCP focal point mechanism)	• Enhanced strategic partnerships to realize shared objectives • Roll out findings from review of country-level roles, responsibilities and accountabilities • Tools/resources to facilitate continued dialogue and engagement with DCPs and southern CSOs (online platform, DCP Focal Point Mechanism)	• Enhanced strategic partnerships to realize shared objectives cont'd • Tools/resources to facilitate continued dialogue and engagement with DCPs and southern CSOs (online platform, DCP focal point mechanism)
7.Expand global advocacy for education and GPE	• Identify and participate in key public policy forums • Manage champions programme • Build advocacy partnerships	• Identify and participate in key public policy forums cont'd • Manage champions programme cont'd • Build advocacy partnerships cont'd	• Identify and participate in key public policy forums cont'd • Manage champions programme cont'd • Build advocacy partnerships cont'd

8. Strengthen GPE's governance arrangements	• Decision Framework approved • Board and Committee planning 3-5 years • Expand the Board registration site to manage DCP meetings • Forward agenda for DCP's that provides for DCP engagement early in Board decisions/policy	• New Board and Committee nomination process • Review Board and Committee mandate and forward work plans based on self-assessment • Forward agendas to 2020 • Self–governing mechanisms shared between constituency groupings • Better understanding and accessibility of full range of GPE offerings • Key needs of DCPs identified and met	• Substantive discussions at Board level • Committee work is value added to move items forward • Improved transfer of knowledge from DCP meetings to the DCP Board and Alternate members
9.Improve organizational efficiency and effectiveness	• Deliver human resources (HR) plan and implement efficiency gains • Roll out multi–year strategic plan implementation plan (FY 18–2020) • Implement Knowledge Management strategy and commence second phase of GPE exchange • Complete analysis of detailed implications and decision on special purpose vehicle • Complete ECW hosting review and determine GPE engagement • In depth review of risk policy	• Implement HR plan • Roll out changes to institutional arrangements as appropriate • Integrated operations with Education Cannot Wait (ECW) • Implement updated risk policy • Re-design of downstream ESP QA • maintain increased fiduciary oversight in high risk countries	• Implement HR Plan cont'd • Roll out changes to institutional arrangements as appropriate cont'd • Integrated operations with ECW cont'd • Implement revised risk policy cont'd • maintain increased fiduciary oversight in high risk countries

	• QA function established and re-design of upstream ESP • Expanded fiduciary oversight (up to 20 high-risk countries)		
10. Implement monitoring and evaluation (M&E) strategy to establish evidence of GPE results	• Results report • 4 evaluations (DCP, Global and Regional Activities (GRA) program, ESPDG), country evaluations	• Results report • CSEF evaluation, 2 thematic evaluations • Launch GPE 2020 independent evaluation	• Results report • Country evaluations
11. Strategic Plan			• New Strategic Plan finalized (2021 to 2025 – or to 2030)