GPE Coordinating Agency: Opportunities, Challenges and Forward Look

UNICEF Perspectives

1. **Why do our Country Offices undertake the Coordinating Agency role?**

2. **What does the role entail?**

3. **What are the opportunities and challenges?**

4. **Way forward**

1 Why do our Country Offices undertake the Coordinating Agency role?

- At the end of February 2018, UNICEF was Coordinating Agency in 36 **countries**, including in FACS

  - ✓ UNICEF is well placed given its **track record of engaging with a wide range of partners** including governments, donors, multilateral agencies, civil society and the private sector
  - ✓ The CA role is a platform to increase ability of UNICEF to advocate for our **shared objectives with GPE** (equity, learning, systems)
  - ✓ In some FACS, limited number of partners able to take on the function – our footprint means **we're in most countries** and are likely to have an education programme. We're also likely to have had long term presence in a context.

2 What does the role entail?

- Consistent with CA Terms of Reference: 'Oiling the wheels' of the Partnership in country: facilitating country membership of the GPE, appraisal of ESPs, **'Post Box' and LEG meeting arrangements**, facilitating the preparation of GPE funding proposals and guiding partners through the process, Joint Sector Reviews, capacity building along the way.

- Practically:
  - ✓ Post box and LEG Secretariat functions dominate (including servicing heavy ESPIG business processes);
  - ✓ Translating/Communicating how GPE works into something accessible for all partners in country, including funding model (requirements for fixed and variable components)
  - ✓ ESP appraisal and JSRs: significant logistical and substantive policy exercises which test the partnership at the country level

3 What are challenges and opportunities?

Challenges	Opportunities
Heavy grant focused processes limit ability to 'lift gaze' beyond meeting grant deadlines	Clearer picture of sectoral level objectives which are on and off track
Variable quality and follow-up on JSR findings and lack of hardwired in approaches to monitoring system performance over time	Advice and guidance on Joint Sector Reviews
Lack of understanding about binding constraints to sustainable system reform	New ESA Chapter on Political Economy Analysis; SABER Service Delivery Instrument
Lack of clarity on roles and responsibilities in relation to the GA (frustrates both and other partners)	Clearer division of labor and TORs between CAs and GAs
Limited attention to capacity building beyond approaches in ESPIG programs	Clearer expectation that CAs and partners build in opportunities for capacity building coupled with desire for less transaction heavy, clear GPE procedures
Oiling the wheels of the partnership requires dedicated human resources	Resource/Fund LEG and CA appropriately to carry out their roles with sufficient capacity

4 Way forward?

- ✓ Re-orient the role of the Coordinating Agency so that it is **more than a ESPIG oriented Secretariat and post box**
- ✓ Engage the CA to build off vital work to diagnose system level ‘off track’ indicators and binding constraints – **CA as facilitator of discussion and solutions**
- ✓ Measure **impact of upstream strategy and policy influencing** to better capture value for money of investing in the CA
- ✓ Look at models from other global funds, partnerships and initiatives which **support partners in efforts to build local capacity**