



Independent Summative Evaluation Global Partnership for Education

MDF Training & Consultancy

Presentation of interim findings to GPE Board

Nairobi, December 11th, 2019





ISE objectives and set-up

Objective: help shape GPE's post-2020 strategy by offering reflections on the current GPE strategic plan, on related operations, and on governance at global and country levels.

Process set-up:

Stage one August - December 2019

- Document review of the existing evaluative and other GPE partnership materials =>
- Analysis of the gaps in the existing material to answer the evaluation questions =>
- A proposed evaluation methodology to address these gaps during the second stage

Stage two January - June 2020

- Implementation of agreed evaluation methodologies to address the evidence gaps identified in stage one
- Data collection
- Producing draft and final reports

Scope of work and some methodological notes

Scope of work:

Development effectiveness

- Effectiveness and contributions to impact
- Efficiency, additionality and leverage
- Likely sustainability
- Relevance

Organizational effectiveness

- Governance and management
- Administrative efficiency
- Country-level arrangements and processes
- Monitoring and evaluation

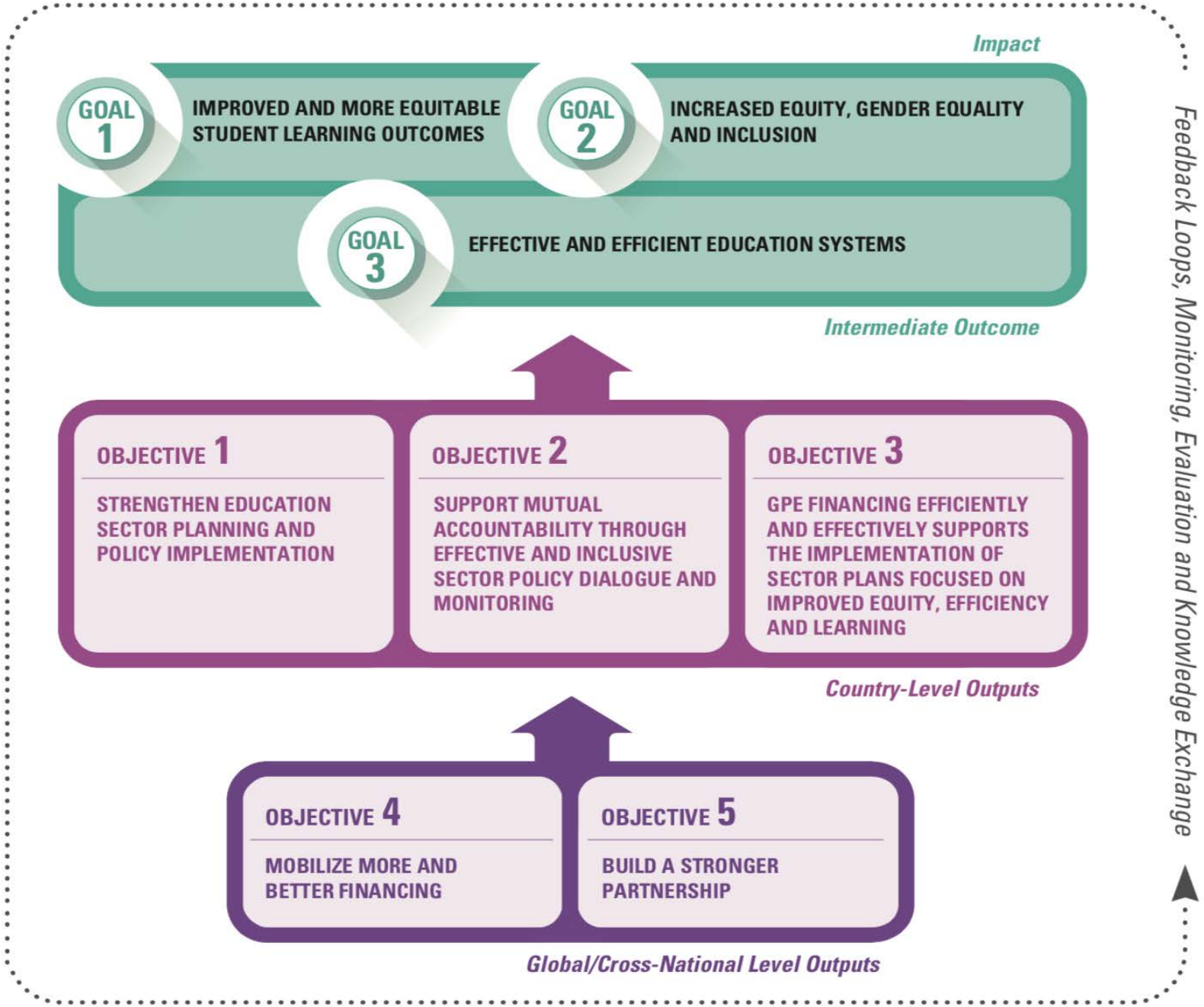


Methodological notes:

- Interim report primarily based on desk-study using documented findings and initial interviews with Secretariat
- Guided by facts and findings, initial conclusions are drawn and evidence-gaps identified.

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Theory of Change



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Development Effectiveness

Effectiveness

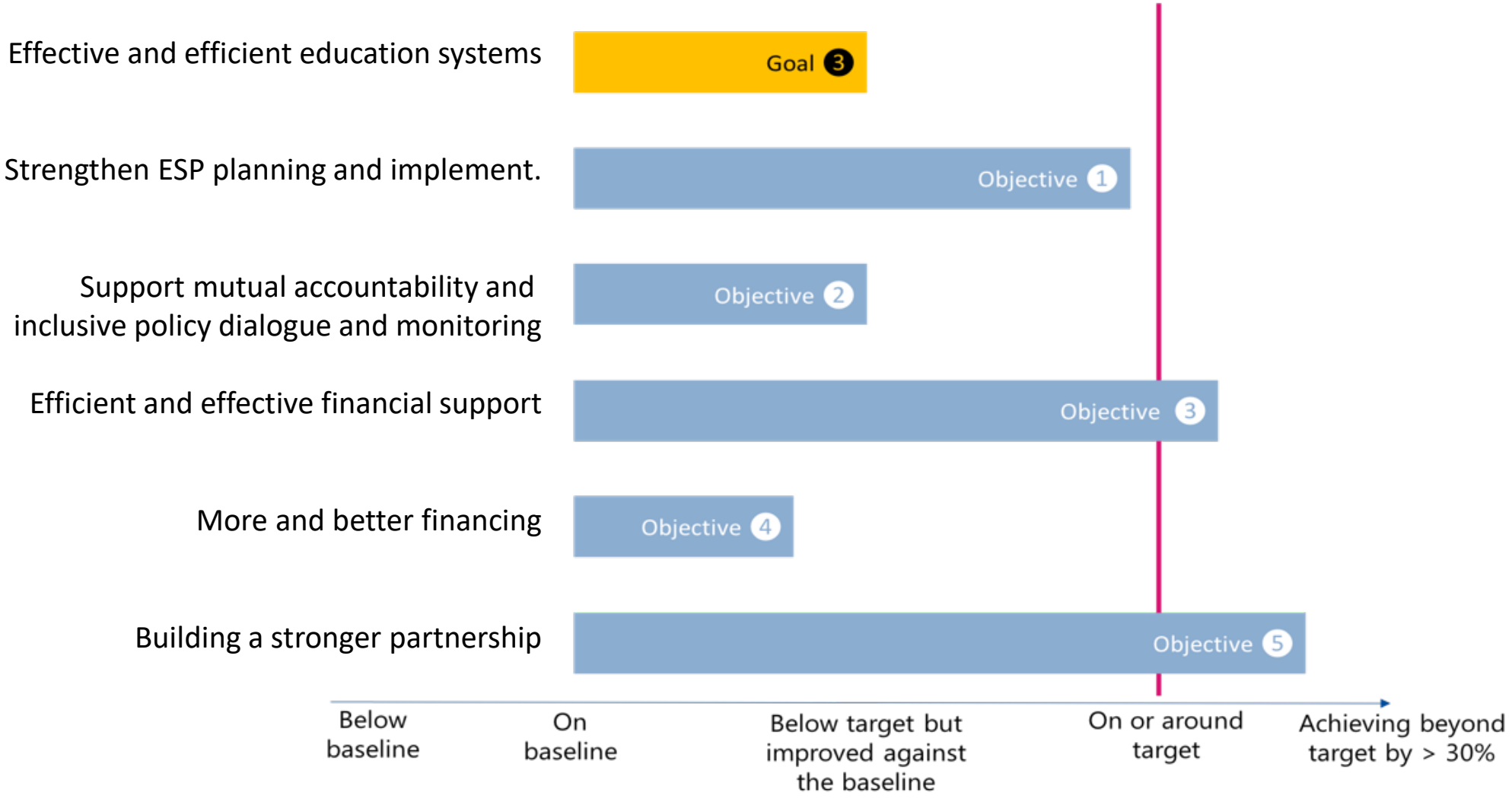
Efficiency

Likely Sustainability

Relevance

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Effectiveness: Achievements against RF (outputs and outcomes)
All countries: According to Results Reports and CLEs.



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Development Effectiveness: Progress towards outcomes and country-level outputs according to Results Reports and CLEs.

Goal 3

Signs of progress towards systemic strengthening, but below target and needs.

Change drivers: Political will, implementation capacity and resources.

Objective 1

Significant improvement ESP quality. ESP implementation varies.

- Universal QA processes stimulate quality according to GPE standards, but achievability is only one of seven criteria.
- Key factors: Alignment, strong central coordination, realistic results framework, sense of relevance and implementation capacity (besides incidental contextual factors)

Objective 2

Progress in Inclusive sector dialogue, especially during planning stages. Difficult to sustain during implementation

- JSRs step forward but challenges remain (clarity of roles and level of effort)
- Mutual accountability not widely accomplished yet (affected by tradition of govt – civil society dialogue and by donors not aligning financial support to national systems)

Objective 3

ESPIG funding takes time, but once approved in majority on track. Cover only fraction needed for ESP implementation.

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Development Effectiveness: Progress towards global outputs according to Results Reports and other review reports (e.g. EPR)

Objective 4

Progress in 'more and diversified' funding, but less in 'better' (i.e. aligned and harmonized) international funding.

- Strength of Public Finance Management systems and presence of well-established pooled funding mechanisms.
- Influence GPE on 'better' financing limited

Objective 5

Overachieved on targets in building a stronger partnership but concerns remain about partnership dynamics at country and global level.

- Significant progress in clarification of roles, # of knowledge products and advocacy events.
- Concerns relate to complexity constituency consultation, level of delegation to Secretariat, putting inclusiveness in practice, and mutual accountability (addressed by EPR)

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Development Effectiveness: GPE contribution according to CLEs

- Most common GPE contribution claims relate to improved sector-wide planning, but less significant in countries already with strong DCP planning capacity.
- GPE contributed to achievement sub-sector targets through the ESPIGs but contribution to overall ESP implementation remains small.
- GPE contributed to improved sector dialogue and monitoring.
- Incidental cases of contribution towards systemic change (Kenya, Mozambique, Senegal).
- GPE operates in a complex setting with many actors and factors at play, making its contribution relatively small.

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Organizational Effectiveness

Governance & Management

Administrative Efficiency

Country-level arrangements

Monitoring & Evaluation

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Organizational Effectiveness:

Board Performance: strategic direction, oversight, resource mobilization & partner relations



Extensive and deliberate efforts to intensify strategic steering and oversight undertaken with tangible results in terms of GPE 2020 Strategic Plan with ToC and agreed Results Framework (a.o. triggered by 2015 interim evaluation).



Progress in sustaining Political Will in terms of resource commitments, but less in securing country ownership.



Additional resources and strong reliance on Secretariat for follow-up, resulting in an increasing number of outputs in response to Board decisions, including:

- clarified roles and procedures and guidelines
- a range of M&E products (portfolio reviews, results reports, evaluation portfolio)
- dedicated engagement strategies for specific constituent group

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Organizational Effectiveness - Administrative Efficiency

Performance of GPE Secretariat

1

Significant growth of the Secretariat in budget, size and responsibilities, but still within Board established target range and reasonable when compared with other global partnerships (according to donor reviews).

2

The growth is largely in response to Board decisions. This added to the volume and complexity of the work of the Secretariat, which poses risks in terms of clarity of purpose and efficiency.

3

Secretariat shows flexibility and responsiveness in guidance for FCACs and other countries in crises, but wide variety among FCACs complicates contextualization.

4

Substantial increase in costs and efforts of Secretariat to improve risk management and remain 'in control' in terms of fiduciary oversight.

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Organizational Effectiveness - Country-level arrangements

Perception of in-country arrangements generally positive. In particular, GPE's contribution to improved **sector dialogue** appreciated.

LEGs have helped inclusiveness of dialogue, particularly in ESP/TEP planning. More involvement needed teacher organisations and CSOs needed. Challenge in finding balance between being inclusiveness and being efficient and effective.

LEGs loose momentum during implementation, affecting sense of mutual accountability and joint monitoring of ESP implementation, especially in countries without history of sector-wide platforms.

Effectiveness of CAs is diverse, depending highly on context. CAs successful and appreciated when being more than ESPIG-oriented secretariat. Cases where GA and CA were combined created confusion, while dominant CAs are seen to undermine LEG.

Some signs of GPE mechanisms increasing donor confidence and harmonization but overall influence of GPE on this is weak.

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Organizational Effectiveness - Monitoring and Evaluation



M&E work streams largely takes place according to plan, structuring M&E findings according to a carefully considered Results Framework with 37 indicators, which of course does have its limitations.



M&E work includes 3 progr. evaluations, 14 summative and 8 prospective CLEs that are largely consistent in methodology. They provide a systematic overview of progress and contribution to country level outputs and outcome (strengthened education systems).



Results of CLEs are synthesised to extract generic lessons for strategic steering at global level.



M&E of progress towards impact is hampered by limited data, affecting usefulness for learning and steering.



At lower result levels, comprehensive data collection and reporting takes place. Efforts to extract lessons from M&E work by Board and Secretariat visible at global level, but less evidence of learning from M&E at country-level yet.



The substantial investments in M&E have led to an impressive amount of information that is publicly available, primarily serving accountability and learning at global level.

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Generic observations in view of post-2020 Strategy Development





Generic observations related to post-2020 GPE strategy

To be explored further focus in stage 2 of the ISE

- *ESP implementation* remains a key concern, hampered by resource and capacity gaps, limited sense of ownership and mutual accountability, issues with alignment and coordination, and objectives that are not always seen as relevant and realistic (objective 1)
- The LEGs are of crucial importance to ensure and sustain inclusivity and mutual accountability during ESP implementation, but *LEG effectiveness* is highly diverse (objective 2)
- While *domestic and international funding* commitments have increased, significant funding gaps remain, complicated by ESPIGs only covering a small part of ESPs, and challenges related to harmonization, alignment and fungibility (objective 3 and 4)
- Significant progress in strategic steering with clarified roles and strengthened oversight, but challenge remains of *combining vibrant partnership dynamics with solid fund management* (objective 5)
- GPE's agreements about 'how to pursue and measure progress' towards its objectives are reflected in a conceptual framework (clear and logical ToC and comprehensive Results Framework) that appears valid in planning processes but less in implementation. *Use and usefulness of these conceptual frameworks* remains, by definition, work-in-progress.

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