PRIVATE FOUNDATIONS ENGAGEMENT STRATEGY 2017-2020

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. It is understood that constituencies will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to seek Board approval of a Private Foundations Strategy that will guide collaboration throughout the GPE2020 period and serve to establish durable engagement modalities to inform the next GPE strategic planning cycle.

1.2 The paper responds to the Board's March 2017 request for two distinct strategies on private sector and private foundations engagement, and builds on a year-long consultation process with the private foundations constituency.

Summary of Strategy and Impact Committee Deliberations on 24-25th October

- The SIC noted that the proposed Private Foundations Strategy is the product of significant effort and reflects a positive and productive collaboration between the Private Foundations constituency and the GPE Secretariat.
- There was strong support for the proposed strategy, including the way the strategic principles are captured, and how the goals, objectives and modes of partnership are framed.
- The SIC requested that a theory of change be included within the strategy document which clearly illustrates the goals of collaboration with Private Foundations.
- Finally, the SIC requested that there be further analysis on the transaction costs and risks associated with implementing the strategy, including what additional Secretariat capacity will be needed.

2. EXECUTIVE SUMMARY

2.1 The Foundations Strategy has three goals: a) to strengthen the global engagement of foundations in GPE2020; b) to support the development of an enabling environment for philanthropy in education; and c) to strengthen the role of foundations in GPE's governance. These objectives will be operationalized through appropriate modes of partnership that could entail foundations collaborating with GPE as technical thought partners, advocacy partners, country partners, and as financiers. In turn, GPE will assist foundations to access a global, multi-stakeholder network with significant convening power that mobilizes financing and works with governments to strengthen education systems.

2.2 GPE is not yet a partner of choice for foundations, although they have complementary strengths and overlapping interests. A mutual value proposition that builds on respective strengths needs to underpin GPE's strategy on engagement with foundations. Building on strategic principles developed with the Private Foundation Constituency, partnerships between GPE and foundations have the potential to integrate program expertise, convening power, knowledge and innovation, and unlock financing to strengthen national education systems. Further, these collaborations hold promise to facilitate sectoral and cross-sectoral collaborations (at both the national and international level) and increase the systematic sharing of information and data between governments and multilateral organizations working on SDG4.

3. RECOMMENDED DECISION / REQUESTED INPUT

3.1 The Strategy and Impact Committee requests that the Board of Directors approve the following decision:

BOD/2017/12 XX—Private Foundations Engagement Strategy: The Board of Directors:

1. Approves the Private Foundations Engagement Strategy 2017-2020.
2. Requests the Strategy and Impact Committee to provide annual updates to the Board on progress of work with foundations.
3. Requests the Strategy and Impact Committee to review the portfolio of work with foundations in early 2020 and initiate the development of a post-2020 Private Foundations Strategy based on lessons learned and key opportunities identified.

4. BACKGROUND

4.1 Collaboration between GPE and foundations has progressed significantly since June 2016. Six foundations have inputted to pilot initiatives in the areas of Early Childhood Care and Education, Learning Assessment, and Gender Equality. Over the same period, the Private Foundations Constituency has been reanimated and significant interest exists for more fulsome partnerships with GPE. High level political support from the GPE Secretariat CEO and Board Chair has also signaled to foundations community the high strategic value GPE associates with meaningful collaboration with foundations.

4.2 In March 2017, the GPE Board approved a Roadmap for GPE Engagement with the Private Sector and Foundations:

> ***BOD/2017/03-05—Roadmap for GPE Engagement with the Private Sector and Foundations:*** The Board of Directors:
>
> 1. Approves the Roadmap for Engagement with the Private Sector and Foundations, as presented in BOD/2017/03 DOC 08 Annex 1.
> 2. Endorses the objectives and steps for developing Private Sector and Foundations strategies over the course of 2017.
> 3. Approves the intention to focus on global level financing and advocacy by the private sector over the course of 2017, and exploration of country-level private sector engagement from 2018.
> 4. Mandates the Strategy and Impact Committee to provide governance and advisory oversight of the two strategies.

4.3 In May and June 2017, the GPE Secretariat and Private Foundations Constituency jointly developed a set of strategic principles to guide future collaboration between GPE and foundations. Regular meetings with the International Education Funders Group (a body that represents Foundations working in education) were initiated.

4.4 In September 2017, a draft Private Foundations Strategy was circulated to the Private Foundations Constituency representative who solicited an initial round of feedback from a core group of foundations active within the constituency. A call with the full constituency to discuss the draft was held on the 17th October. Concurrently, the Secretariat organized a meeting with Foundation Partners during the UNGA, co-hosted by the CEO, Board Chair and Private Foundations Representative to the Board.

5. REASONS FOR RECOMMENDATION

5.1 Foundations offer a unique mix of intellectual, social and financial capital and are increasingly influential in education policy and programming debates at global and national levels. GPE's operational model and the development of Knowledge and Innovation Exchange (KIX), Advocacy and Social Accountability (ASA), the Education Sector Investment Case (ESIC) and the Multiplier Fund, in particular, provide exceptional opportunities to systematically harness foundation assets in ways that drive collective goals of GPE and foundations. The respective contributions and a mutual value proposition is provided in the Annex.

5.2 Collaboration between GPE and foundations not only presents opportunities to further each of GPE2020's three strategic goals, which are explicitly tied to SDG4, but also lay the groundwork for substantive and durable collaborations throughout the entirety of SDG4 timeframe, up to 2030. Specific goals, objectives and activities are detailed in the Annex.

5.3 GPE has engaged with foundations since 2012 yet to date no systematic way of collaboration has been developed. The strategy is the first such attempt to do so, building on concrete engagements initiated in 2016, a reanimated constituency, and new modalities being created through the FFF. It further reflects the strong collective desire of the GPE and the constituency to systemize collaborations.

5.4 While the intention and opportunities to amplify collective goals are clear, risks around transactions costs to stakeholders – including developing country partners, foundations and the GPE Secretariat – threaten the implementation of the strategy, potentially stalling progress on SDG4, and lead to reputational damage for GPE among the foundation community and broader partnership. A detailed Risk Table is presented in the Annex.

6. IMPLICATIONS FOR SECRETARIAT RESOURCES AND RISK ANALYSIS

6.1 **Resources:** One position is proposed in the GPE Secretariat HR plan for December of 2017 to support immediate implementation of the Foundation Strategy and ensure continuity in supporting the Foundation engagement in KIX and ASA. This is a regarded as a minimum to support the work with foundations and implementation of the strategy and support the successful engagement of foundation in GPE activities, including in the Knowledge and Innovation Exchange (KIX) and Advocacy and Social Accountability (ASA) mechanisms.

6.2 **Risks**: pp. 17-18 in the Foundations Strategy lays out detailed risks and risk mitigations. The primary risks are lack of Secretariat capacity to support financial and non financial collaboration with foundations; and failure to link Foundation engagement to GPE's country level model.

7. NEXT STEPS

- Board approval of the Strategy and the inclusion of one position to support work with Foundations.
- Secretariat continues engagement with the Private Foundation constituency and seeks engagement of foundations in replenishment.
- Workplan for implementing Private Foundations Strategy is included in the Secretariat's workplan and budget for FY2019.
- Continued development of FFF mechanisms: Advocacy and Social Accountability (ASA), Knowledge and Innovation Exchange (KIX), Education Sector Investment Case (ESIC), Multiplier Fund up to June 2018

8. PLEASE CONTACT

Ian Macpherson at imacpherson@globalpartnership.org for further information.

9. ANNEXES/ REFERENCE(S) AND GLOSSARY

Annex 1: Private Foundations Engagement Strategy 2017-2020

Private Foundations Engagement Strategy 2017-2020

Final Draft for Approval



Executive Summary

Global and national philanthropy has been increasing consistently since 2008 yet with few exceptions foundations have largely been perceived as donors despite their potential for, and interest in becoming full-fledged development partners. Building on past learning, work by the GPE Secretariat and the Private Foundations Constituency, this paper first establishes, strategic principles and a mutual value proposition for GPE engagement with foundations and, second, a strategy to guide GPE's engagement with foundations from 2018 to 2020 in support of GPE2020 in order to become transformative partners in implementing the SDG4 agenda.

The strategy has three goals: a) to strengthen the global engagement of foundations in GPE2020; b) to support the development of an enabling environment for philanthropy in education; and c) to strengthen the role of foundations in GPE's governance. These objectives will be operationalized through appropriate modes of partnership that could entail foundations collaborating with GPE as technical thought partners, advocacy partners, country partners, and as financiers. In turn, GPE will assist foundations to access a global, multi-stakeholder network with significant convening power that mobilizes financing and works with governments to strengthen education systems.

GPE is not yet a partner of choice for foundations, despite complementary strengths and overlapping interests. A mutual value proposition that builds on respective strengths needs to underpin GPE's strategy on engagement with foundations. Building on strategic principles developed with the Private Foundation Constituency, partnerships between GPE and foundations have the potential to integrate program expertise, convening power, knowledge and innovation, and unlock financing to strengthen national education systems. Further, these collaborations hold promise to facilitate sectoral and cross-sectoral collaborations (at both the national and international level) and increase the systematic sharing of information and data between governments and multilateral organizations working on SDG4.

Tangible progress on implementing the strategy is urgently needed: inertia and insufficient capacity risks not only the loss of collective momentum and intentionality but threatens dislocation and slow progress on the SDG4 agenda.

1. Introduction

GPE's Foundation Engagement Strategy defines strategic principles and outlines how GPE will work with foundations over the period 2018-2020.

The mission is to support foundations to become transformative partners in implementing SDG4 through the realization of GPE's strategic goals. The strategy aims to position GPE as a partner of choice for foundations through a clear mutual value proposition, commonly agreed outcomes, and articulated partnership modalities.

This is the first GPE strategy for engaging with foundations. It draws on analysis of current global development trends, frameworks, and processes, the work of comparator and key informant organizations[1], the GPE Charter[2], and the views of foundations within the GPE Private Foundation

[1] European Foundation Centre, Council of Foundations, International Organization of Migration, Global Alliance for Vaccines and Immunization, Global Partnership for Effective Development Co-operation, SDG Philanthropy Forum, UNICEF, UNDP, OECD, the World Bank.

[2] file:///C:/Users/WB485119/Downloads/2017-09-08-gpe-charter.pdf

Constituency. It reflects the joint desire of GPE and foundations for transformational collaborations that go beyond the understanding of foundations as sources of financing to a recognition of foundations as full-fledged strategic partners of GPE.

Deeper, systemic engagement with foundations aims to strengthen GPE's country level operations by directly contributing to more informed, better supported, and increasingly inclusive steps in national policy cycles; dialogue, analysis, planning, implementation, monitoring and evaluation, thereby directly benefitting developing country partners. The engagement of g foundations through this strategy further aims to contribute to the achievement of GPE's three strategic goals, to provide evidence that informs global partners and international discourse and creates an increasingly enabling environment for foundations to engage as full partners in national, regional, and global education ecosystems.

Since all types of partner play important roles in supporting the transformative potential of foundations, the strategy addresses the full remit of GPE partners: developing country governments, multi-lateral institutions, bi-lateral donors, civil society, teacher unions, the private sector, and foundations themselves.

This document is a result of focused activity that took place since mid-2016. In addition to engagements with foundations described in section 3 below, in March 2017 the GPE Board approved a Roadmap for Engaging the Private Sector and Foundations, including the development of Private Foundations Strategy to be presented to the Board in December for approval. In April 2017, the Private Sector Constituency undertook an internal survey on areas of interest for engagement with GPE and in collaboration with the GPE Secretariat, co-constructed principles for engagement in May and June of the same year. As part of evolving GPE work in the areas of Knowledge and Innovation Exchange (KIX) and Advocacy and Social Accountability (ASA), analytical work to inform collaboration with foundations was undertaken in July and August. Most recently, a high-level meeting of CEOs, Presidents and senior staff from 23 foundations was convened by the GPE Secretariat CEO and Board chair during the UN General Assembly in September. These activities, jointly undertaken y the GPE Secretariat and the Private Foundations constituency have contributed to the development of this strategy document.

The following sections detail the strategy:

2. Global Context
3. Lessons Learned from GPE work with foundations
4. Foundations value propositions
5. GPE value propositions
6. Mutual value proposition
7. Strategic Vision
    a. Strategic Principles
    b. Goals and Objectives
    c. Modes of partnership
8. High Level Implementation Plan

2. Global Context

Before 2008 philanthropy was often regarded as a 'side-show' in global development.[3] Since the economic crisis of 2008, global wealth has consistently grown – surpassing $260 trillion in 2014[4] – thus contributing to a significant increase in private and philanthropic giving to development. The OECD estimates that private giving from DAC members to DAC recipients in 2011 alone was $51 billion, nearly half of the $132 billion on ODA contributed that year. Further, the UNDP estimates that cross-border private aid (from foundations and corporations) averaged $60-70 billion a year up to 2014[5] and in 2015 the Foundation Centre estimated that philanthropic contribution to the Millennium Development Goals was $31 billion. Thus, both global and national philanthropy in developing countries, has been consistently on the rise.[6]

Notwithstanding these significant contributions, the private sector, philanthropy, and donors have struggled to converge. The 2005 Paris Agenda on Aid Effectiveness made no mention of either the private sector or philanthropy, nor did the 2008 Accra Agreement. It is only in the 2011 Busan principles that an explicit mention is made of foundations as development partners. Reflecting these views, in 2016 the UNDP stated that "it is now widely accepted that the private sector and foundations have a crucial role to play in eradicating poverty and inequality and in promoting sustainable development in order to achieve the newly adopted SDGs"[7]. It identifies several factors that highlight their strategic importance, which include:

Foundations are becoming full-fledged development partners rather than donors. They expect to be closely involved in diagnosing and addressing development challenges. Foundations, jointly with partners, share common development outcomes and collaborate to mobilize resources and actions to bring about sustained and transformational change. Foundations are steering away from funding single or ad hoc projects but instead plan multi-asset interventions and *leverage* funding with advocacy, networks, knowledge and experience.

Foundations are interested in working with governments. Historically foundations have primarily worked with civil society and NGOs. However, they are increasingly coordinating efforts or even directly engaging with national governments as their development partners.

Foundations are interested in developing national capacities. Foundations have demonstrated interest in developing capacities and relations among civil society and government institutions while emphasizing greater civic engagement, transparency, accountability and advocacy for human rights.

There is a growing convergence in the interests of foundations and multilateral organizations as foundations engage more directly with development partners.[8]
Foundations are moving towards *solutions that strengthen systems* and away from single project outputs. In the past, foundations mostly distributed grants for small-scale and single-issue projects in isolation. In recent years, they often carefully choose development challenges and plan their

[3] Mike Green. 'Philanthropists and aid donors must join forces in these straitened times'. The Guardian, August 2013.
[4] Credit Suisse (2014). Global Wealth Report. Zurich
[5] UNDP (2014) Philanthropy as an Emerging Contributor to Development Cooperation.
[6] Ibid.
[7] UNDP (2016) Strategy Note: UNDP's Private Sector and Foundation Strategy for the Sustainable Development Goals 2016-2020.
[8] Nashua Watson, 2012. (Source: the Bellagio initiative)

interventions strategically. The focus of foundations has shifted toward *leveraging* funding with advocacy, networks and knowledge to address development issues;

Foundations are increasingly committed to *aligning interventions and results with national development priorities and policy* at the country level. Foundations often work in coalitions and in coordination with national governments and other in-country development partners and seek cooperation from both the public and private sectors;

Foundations are increasingly interested in *adopting accountability codes* and good practices of transparency and governance.

Source: UNDP 2012

GPE's analysis points to four principal dynamics:

Bringing philanthropy into international and national development discourse

The huge potential for philanthropic organizations to contribute not only to SDG4 but to the wider development agenda, combined with the breadth, scope and ambition of the SDGs, presents an opportunity for the philanthropic sector to better engage with the SDGs.

The rising prevalence and role of philanthropy in emerging markets

Greater wealth accumulation across the world has produced expanding levels and types of philanthropy. In recent years, the growth of formal philanthropic activity in developing countries has been significant, marked by home-grown philanthropists, and new institutions and initiatives that are well attuned to local education and development needs.

Philanthropy is a bridge between the public and private sectors

Social entrepreneurship and private social investment have become popular philanthropic strategies in some countries. While many social enterprises are non-profits, they meld profit-seeking and non-profit activities, often leveraging the strengths of both sectors (business and philanthropy) to create multiplier benefits. The result is a blending of traditional philanthropic values of supporting social issues with business approaches that stress direct engagement, innovative approaches to financing and programming, risk-taking, problem-solving, efficiency, impact assessment and leverage.

Overall, the immense diversity amongst philanthropy organizations has its benefits and challenges. On the positive side, the plethora of organizational types and specialties mean they are well attuned to local education, humanitarian and development needs. However, these differences also make it difficult to generalize about strategies and approaches, as each philanthropist and associated institution can operate differently.

Globally philanthropy has a huge social capital base and innovative financing capabilities

Foundations constitute one of the last sources of capital on earth that is not already earmarked for something. Therefore, their flexibility to leverage and use resources—in ways governments cannot—is enormous.

Foundations have also pioneered interesting experiments of unlocking huge sources of unconventional or blended financing, in some part because they can shoulder the initial risk of financing innovative projects.

Philanthropic resources, therefore, can crucially complement official aid in two ways: by providing a) 'patient' capital—that is, funds for supporting non-profit and government grantees to implement tested and new approaches over the long term; and b) risk capital—funds for innovative approaches and pilot projects that are often considered too risky for bi-laterals, multilaterals, and governments to fund.

It is therefore not just the financial resources of philanthropy that make a difference but their unique way of approaching challenges – including a focus on outcomes, commitment to innovation through experimentation and testing, field building, being first movers, their ability for long term commitment that goes beyond political winds and short-term business interests, and the knowledge and insights on issues and contexts within which they work.

The GPE Charter defines philanthropic foundations as fully fledged development partners with the same roles and responsibilities as local representatives from bilateral and multilateral development partners who commit to: (1) increase support to government education sector plans, including through technical and financial support; (2) assist in mobilizing resources and aligning them with the priorities of developing country partners; (3) harmonize procedures and utilize country systems as much as possible[9]. Philanthropic foundations comprise private, public, family-run, corporate, community, and faith-based institutions. What defines them as foundations is that all are not-for-profit institutions that are asset-based or have established sources of income with which they support mission-based grant making and programs, i.e. a stated purpose with a delineated source of income[10].

The significant mutual benefits to be gained through strategic collaboration with foundations requires fresh mindsets and forms of collaboration for this new form of bio-diverse internationalism to be meaningful. This will necessitate refinements to the way the GPE Secretariat, partners, and foundations work together because change must be catalyzed within the multilateral system, governments, civil society, and philanthropy itself.

3. Lessons Learned from GPE work with foundations

GPE has engaged with foundations since 2012 when a shared Private Sector and Foundations seat was created on the Board of Directors, representing the joint constituency.

Between 2012 and 2014, engagement between the GPE Secretariat and constituency members was through the representatives to the Board, with a singular focus on GPE's 2014 Replenishment to which six foundations pledged: Children's Investment Fund Foundation (CIFF), Educate a Child, Dubai Cares, Hewlett Foundation, Mastercard, and Varkey Gems[11]. Only CIFF and Dubai Cares pledged financial resources for GPE operations – $22m and $1m respectively – and other foundations outlined the manners in which their investments and strategic priorities were aligned with those of GPE.

[9] GPE Charter, pp. 2 and 6:http://www.globalpartnership.org/content/charter-global-partnership-education
[10] UNDP (2016). Sources of assets include: endowments, earned income, combinations of public and/or private fundraising, trusts, family donations, community donations, corporate donations, and 'new' forms such as crowdsourcing. Additional avenues for philanthropic giving include: donor-advised funds, direct giving, high net-worth individuals, impact investing, giving circles, family-governed operating organizations, social enterprises, planned giving instruments, corporate giving by a family or business, liquidation or restructuring of state-owned assets or unclaimed financial assets in the public domain.
[11] Microsoft and Pearson also pledged: http://www.globalpartnership.org/funding/replenishment/pledges

From 2014 and 2016 the focus of the self-governing Private Sector and Foundations Constituency was on developing Corporate Alliance Guidelines and, subsequently, a Private Sector Strategy. Yet the lack of concrete pathways for either the private sector or foundations to tangibly engage with GPE led to frustration and, ultimately, atrophy of both constituencies.

In June 2016, the GPE board approved the institutions' approach for Knowledge and Good Practice Exchange (KGPE) that included concept notes for two pilot initiatives in Early Childhood Care and Education and Learning Assessments, focused on supporting national capacities to plan and design improvements in national education systems. The board separately approved GPE's Gender Equality Policy and Strategy. Targeted funding for the three initiatives was then solicited, and by June 2017 $27.54m had been raised from six Foundations. Additionally, extensive work with and by the Open Society Foundations created the first GPE pooled fund for Foundations. A summary of GPE work with foundations is presented in Annex One.

GPE's experience of working with foundations raises key lessons while analysis of the global landscape points to opportunities and challenges the partnership must address to achieve meaningful collaborations.

Collaborations focused on resource mobilization or loose alignment with GPE are ineffective. The early focus on GPE's 2014 replenishment revealed a primary identification of foundations as financiers of GPE. Yet foundation pledges were both modest in number and scale, with the majority detailing a general alignment of investments with GPE rather than resources to the GPE core fund or explicit link to GPE strategic goals. The pilot initiatives in 2016 offered concrete pathways to operationalize partnerships that combined foundation and GPE priorities with financial resources, and have been enthusiastically received by foundations.

Foundations want to be active partners at all levels, not solely funders. Foundations are keen to support programs that explicitly link to systems strengthening at country level. This is a distinct incentive. Further, foundations demonstrate interest in bringing their expertise, networks, and financing to bear on co-constructed initiatives, and amplify collaborative work back in to those networks. In addition, foundations are interested in supporting research, global public goods and transnational knowledge exchange.

Transaction costs for foundation partnerships are high. As a trust fund of the World Bank Group, GPE adheres to its protocols for financial contributions, which create significant challenges for contributing foundations. Due diligence can be lengthy and costly for GPE, and WBG contribution agreements lack the specificity that foundations tend to require. Further, customization of GPE agreement letters and Memorandums of Understanding to respond to this need require substantial negotiation to adhere to both WBG protocols and foundation's legal and reporting processes. Transaction costs for both GPE *and* partnering foundations are therefore high, and requisite capacity is needed on both sides to ensure meaningful partnerships are operationalized. The Open Society Foundations' pooled fund for BELDS, requiring extensive work on their part, set a precedent that greatly reduced transaction costs for all parties.

GPE is not yet a partner of choice for foundations. With some notable exceptions, foundations remain unclear on the value of partnering with GPE, or the means to do so. GPE has not sufficiently

disseminated its value proposition or modes of partnership within the foundation community. Yet foundations within the constituency are clear there is tremendous opportunity and are eager to work with GPE to address this.

GPE Secretariat has limited capacity to develop partnerships with foundations. Partnering with foundations requires capacity to develop and maintain relations, and work with policy, program, financial and legal teams within foundations as well as across GPE. Additional designated capacity is also needed to execute programs of work. To reduce opportunity and transaction costs, greater capacity and coordination is needed to develop ensure relationships become meaningful.

4. Foundations value propositions

Foundations have unique intellectual, technical, social, political and financial capital. GPE identifies a range of features that make them attractive partners.

Thought leadership: Foundations – large institutions working globally and/or nationally or smaller institutions working nationally and/or locally – invest in cutting edge research that can not only inform policy but manifest in innovative programming. These investments, whether made directly by foundations or through grantees, not only generate knowledge but influence discourse and build networks, Additionally, global foundations work in many GPE partner countries directly or through grantees and can provide additional or alternative sources of knowledge and insights on how to overcome barriers, as well as encourage indigenous philanthropy. Local foundations similarly provide new information and approaches to addressing sectoral challenges.

Innovation: Foundations, whether large or smaller scale, invest not only financial but social capital in risky pilots because they have freedom to explore risk, incubate practical solutions, and spur innovation in financing, policy and programming. Results-based financing, using human rights committees and frameworks for policy dialogue, and data collection through mobile telephony are some examples. Actors in the philanthropy sector and their grantees are often able to support activities that governments—or even inter-governmental organizations—find difficult. Innovative experiences can be further harnessed through the new and innovative, results-oriented business models of foundations, such as venture philanthropy or impact investing. 'Patient' risk capital of foundations can support non-profit and government partners to implement tested and new approaches over the long term that withstand political winds. Beyond financing innovative activities, Foundations can play important roles in seeding and nurturing a mind-set towards innovation in partnership and country oriented work.

Dexterity and agility: The unique political space that Foundations occupy – in-between governments, intragovernmental organizations, and civil society – affords a lightness of foot that, unencumbered by bureaucratic structures and processes, allows them to be dexterous and agile in responding to policy challenges and program engagements. Distinct from innovation, Foundations can employ strategic entrepreneurialism to swiftly mobilize their assets to work with unlikely partners in new ways.

Sector-specific and cross-sectoral collaboration at national and international level: Foundations provide intellectual, operational and financial capital that strengthens engagement around shared objectives under SDG4. The activities of many foundations working in developing countries are closely

aligned with many SDGs and targets, and provide opportunities for working across education, health and gender for example. Foundations can therefore promote multi-stakeholder cross-sectoral partnerships to tackle multi-dimensional development challenges.

Advocacy: Foundations can assert political influence to forge complementarity at the country level and are keen to support governments as drivers of development and to leverage their resources in support of national development plans. Foundations are also effective at mobilizing media attention to education and other development issues, profiling global advocacy with well-honed communication campaigns that utilize and thicken their networks.

Information and transparency: Foundations play a key role in increasing the systematic sharing of information and data that can be beneficial to governments and multilateral organizations that might lack capacity in the areas of innovation, data and data mining. At the same time, it is hard to assess the contribution of philanthropic organizations to the achievement of the SDGs in developing countries, mainly due to a lack of reliable information and data. Many foundations are interested in improving the availability of such information to help enhance transparency for recipients and other actors contributing to the same sectors or countries.

Taken together, the features of foundations and their in-country grantees have potential to augment the impact of GPE's work. Decreasing transaction costs and increasing innovative operational opportunities for partnerships with foundations should be sought across and throughout GPE.

5. GPE value propositions

GPE **is a global platform**: GPE is the only multi-stakeholder partnership focused on SDG4, comprised of 19 board seats representing developing country partners, multilateral organizations, donors, CSOs, teacher unions, and the private sector and foundations. It provides unique access to the global education architecture of SDG4. Many foundations recognize the value of engaging more at the global level and with multilateral organizations and governments to maximize opportunities for scaling up initiatives of interest. GPE is a direct route to institutions that shape the global discourse and enabling environment for philanthropy.

GPE **works with developing country partners to strengthen education systems:** At the national level, GPE brings together all education partners in a collaborative forum - the Local Education Group (LEG) – led by the ministry of education. The LEG participates in the development, implementation, monitoring and evaluation of education sector plans and programs. The engagement in LEG processes – analytics, planning, implementation, and review – offers a singular platform for Foundations to bring their expertise to bear on the entire national policy cycle. GPE is a trusted partner of its 89 member countries. Foundations are keen to support governments as drivers of development and to leverage their resources in support of national development plans. GPE can help forge complementarity of foundations at the country level through its range of grants (ESPDGs and ESPIGs) and modes of working (LEGs and JSRs). GPE can facilitate a shared agenda, concise objectives, and a clear division of labor, which will be critical for successful collaboration that supports scaling up of promising initiatives. Working within national policy cycles led by governments, Foundations can apply technical

expertise at a systems rather than project level and, irrespective of size, channel their work towards national strengthening education systems.

GPE 2020 and the latest Results Report signal multiple areas for collaboration: The KGPE pilots demonstrate added value and appetite on the part of foundations to help drive GPE strategic goals in ways that are mutually beneficial. GPE2020 – the 2016-2020 strategic plan – has three goals and five strategic objectives that provide opportunities for foundations – large and small – to bring thematic, sub-sectoral and program expertize to bear on the work of the partnership. Additionally, GPE's Results Report released in June 2017 indicates especially useful areas for foundations' engagement. Annex Three illustrates where GPE 2020, the latest Results Report, modes of partnership and the Private Foundation strategic goals and objectives intersect.

GPE **mobilizes more financing for education**: GPE mobilizes financing from public and private sources around the world and encourages developing country partners to provide sufficient domestic financing for basic education. In the last 10 years, GPE directly invested more than US$4.6 billion in education in developing countries. Also, GPE grants strengthen education systems to improve equity, quality, and learning, with 30% paid only if specific targets are reached. GPE offers the opportunity for foundations to leverage their financing.

GPE **shares knowledge of what works**: GPE enables developing countries to address common education challenges through learning from each other, strengthening technical capacity, and accessing the best technical expertise. GPE offers unique platforms for knowledge exchange through which foundations can bring and disseminate their expertise.

GPE **has convening power and global visibility**: GPE is an honest broker and trusted partner that can support greater coordination between philanthropy and key stakeholders. Foundations are particularly interested in building sustainable, functional partnerships that can help enhance the impact of their efforts on the ground. GPE can facilitate country partners to be more aware of the potential of the philanthropy sector to contribute to the achievement of SDG4 and other global development goals. Philanthropy is increasingly looking to more seasoned global stakeholders to partner with to realize its global agenda. One area of exploration may be a nuanced and informed approach to private education based on DCP contexts, experience and global evidence.

6. Mutual value proposition and Theory of Change

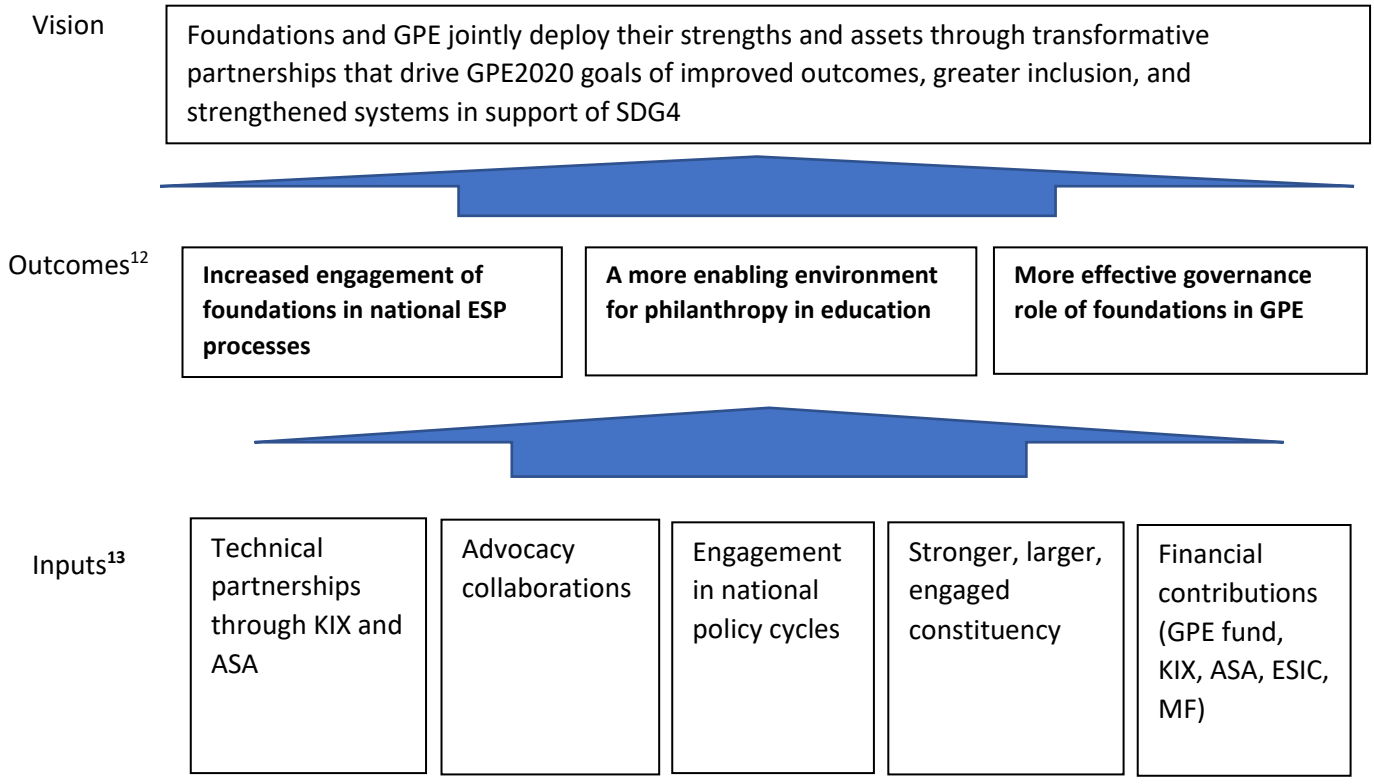
Foundations and GPE have respective strengths and share common interests, detailed in Annex Two, that properly combined lead to a clear mutual value proposition to directly support the analysis, development, implementation and monitoring of national education sector plans and reinforce GPE's country-oriented model.

Dynamic partnerships between GPE and foundations integrate program expertise, convening power, knowledge and innovation, and financing that strengthen national education systems. Reciprocally, collaboration enhances the impact of philanthropy, creating a virtuous cycle of mutual benefit.

Partnerships leverage technical expertise and networks, catalyze advocacy and accountability, and crowd-in financing that leads to innovative, sustainable, systems-level responses to education challenges led by governments. Collaboration supports more inclusive and informed policy dialogue, generates creative approaches to planning, implementation and monitoring of sector plans, and provides better coordinated and more efficient financing.

Demonstrable enhancement of GPE results through collaboration develops the enabling environment for philanthropy in the global education architecture.

Figure One illustrates how the mutual value proposition manifests in a theory of change for collaboration between foundations and GPE. The vision is to leverage the respective strengths and assets of foundations and the GPE to drive GPE2020 and support SDG4. This will be realized through three principal outcomes that stem from five core inputs that GPE will create or facilitate: technical partnerships; advocacy collaborations; engagement in national policy cycles; an animated constituency; and financial contributions.



7a. Strategic Principles of collaboration

Strategic principles were co-constructed by the GPE Secretariat and the Private Foundations Constituency. They align with GPE's guiding principles that apply and uphold the Paris Declaration on

[12] Metrics for these outcomes are described in section 7b below.
[13] Financial Contributions legend: GPE Fund, Knowledge and Innovation Exchange, Advocacy and Social Accountability, Education Sector Investment Case, Multiplier Fund

Aid Effectiveness, (2005), the Accra Agenda for Action (2008), and the Busan Partnership for Effective Development Cooperation (2011). They also align with the Principles of Accountability for International Philanthropy developed by the Council of Foundations and the European Foundation Centre[14], and the OECD netFWD Guidelines for Effective Philanthropic Engagement[15].

Collaboration between foundations will follows four strategic principles:

1. **More deliberately deploy collective strengths and assets in support of SDG4**
2. **Simultaneously advance unmet needs in support of GPE 2020 and foundations' own missions where they overlap**
3. **Strengthen and advance engagement and dialogue at global and local levels**
4. **Increase the quality of work in support of national system strengthening**

1. **More deliberately deploy collective strengths and assets in support of SDG4 goals of inclusive, equitable, quality education for all be 2030:** The principal objective of collaboration between the GPE and Private Foundations are strategic partnerships aimed to deploy each groups' strengths and assets in support of SDG4 goals of inclusive, equitable, quality education for all be 2030.
    a. Philanthropic collaboration with GPE stakeholders will occur at global and country level – working through LEGs – and through multi-year national programs.
    b. Engagement with GPE will be enhanced using a variety of Foundation tools and assets including technical expertise, convening, grants, program-related investments, and training and support of GPE's three strategic goals.
    c. Foundations and GPE will initiate and consolidate technical partnerships across GPE's thematic focus areas.

2. **Simultaneously advance unmet needs in support of GPE 2020 and foundations' own missions where they overlap:** Private Foundations will leverage their assets, skills, grantees and networks to advance and strengthen GPE's operating model, while enhancing mutual potential for collective impact.
    a. Coordinated high-profile advocacy and media campaigns will lead a larger collective impact.
    b. Forging innovation partnerships (stakeholders using different approaches, alternative information and novel methods) will create new resources that magnify benefits to GPE partner countries.
    c. Appropriate government policies and incentives will encourage the growth of indigenous philanthropy that can connect through LEGs and the Private Foundation constituency.

[14] 1. Integrity, 2. Understanding, 3. Respect, 4. Responsiveness, 5. Fairness, 6. Cooperation and Collaboration, 7. Effectiveness.
https://www.cof.org/sites/default/files/documents/files/PrinciplesAccountability%20for%20International%20Grantmaking.pdf

[15] 1. Dialogue, 2. Data and Information Sharing, 3. Partnerships. http://www.oecd.org/site/netfwd/ENG%20-%20Guidelines%20for%20Effective%20Philanthropic%20Engagement%20country%20pilots.pdf

3. **Strengthen and advance engagement and dialogue at global and local levels:** Collaboration between GPE and Private Foundations will strengthen and expand dialogue among relevant actors in support of an alignment with global goals and national education sector plans.
    a. Working through LEGs, governments, donors, civil society and foundations will engage in multi-level, multi-stakeholder dialogue to support the development of and implementation of quality national education sector plans.
    b. Inclusive and systemic dialogue through LEGs will be sought in policy-setting processes, the development of frameworks, and local and national dialogue on innovation while giving ownership to local actors to address policy challenges.

4. **Increase the quality of work in support of national system strengthening:** Collaboration between GPE and Private Foundations aims to strengthen mutual knowledge sharing and accountability by informing work with good practice, and raising awareness of technical and policy opportunities.
    a. Foundations will contribute to problem analysis, fund research, invest social, political and financial capital in pilot initiatives and help build collaboration between and across sectors.
    b. All GPE partners will provide timely and accurate data to support better analysis, planning and decision making about GPE operations.
    c. Sharing knowledge and experience across all GPE focus areas is imperative for effective engagement, which includes making data available for statistical collection and improving research and analysis.
    d. Foundations will work closely with other foundations on data and knowledge sharing, including on spending and inputs and other forms such as due diligence assessments, impact assessments, problem analysis and context-specific evidence.

7b. Strategic Goals and Objectives

The strategic mission is to support foundations to become transformative partners in implementing GPE202 through the joint realization of GPE's strategic goals, which are explicitly tied to SDG4 and the pursuit of 'free, publicly funded, equitable, quality primary and secondary education, of which nine years are compulsory, leading to relevant learning outcomes'[16].

Goals, Objectives, Outcomes, Activities and Targets are detailed in the table below. In addition to quantitative targets, an Effective Partnership Framework will be used to develop, assess and improve the effectiveness of partnerships that go beyond particular program outputs and substantiate a continuum of effectiveness based on jointly agreed and assessed indicators[17].

[16] Incheon Declaration, p.7

[17] The Effective Partnership Framework will be jointly developed by the GPE Secretariat's Strategy and Policy and Monitoring and Evaluation units and core members of the GPE foundation constituency. The framework will develop indicators related but not limited to: partnership vision; communication and collaboration; joint leadership; joint ownership and accountability for results; alignment, integration and results; and policy impact. The framework will propose a methodology for discerning an appropriate time-bound continuum of Ineffective – Partially Effective – Effective – Highly Effective partnerships.

Goal One: **Strengthen the global engagement of foundations in GPE2020**		
Strategic Objective	Outcomes	Activities and Targets
a. Ensure foundations are integrated in KIX and ASA as co-constructors of co-financed initiatives	The KIX and ASA mechanisms are developed, launched and co-financed with foundations. As a result, concrete joint initiatives are created that catalyze the value of GPE as a multi-stakeholder platform directly linked to governments with the dexterity, expertize and innovation of foundations.	• 5 additional foundation partners for the three existing KIX pilots[18] are secured over 2018-2020 • At least 3 foundation partners co-construct the next KIX initiative in 2018 • At least 3 foundation partners co-create the ASA mechanism[19] in 2018 and 2019 • Partnerships are jointly assessed as 'effective' or 'highly effective' (see footnote 15)
b. Support foundations to strengthen GPE's country model as key actors in national education ecosystems	Global foundations with national presence or indigenous foundations in partner countries are facilitated to bring their knowledge, networks and financing to bear on education sector plan analysis, planning, implementation and monitoring. As a result, the entire policy cycle is more innovative, informed, and inclusive, as well as better resourced.	• Develop country-level process that identify opportunities for philanthropy and partners/grantees to participate in LEGs and JSRs[20] in 2018 • A mutual accountability framework is developed that includes foundations as well as other stakeholders in 2018 • Country level engagement of foundations in supported in 5 partner countries in 2019-2020 • Partnerships are jointly assessed as 'effective' or 'highly effective' (see footnote 15)
c. Develop streamlined operational procedures for foundation engagement with GPE	Lowered transaction costs for the GPE Secretariat and partner foundations lead to a greater number of collaborations that are more efficient and effective.	• Standard Operating Procedures for partnerships between GPE and foundations are developed to guide

[18] Building Early Learning and Development at Scale (BELDS), Assessment for Learning (A4L), and Gender Responsive Education Sector Planning (GRESP)

[19] Through the three proposed windows: national education coalitions, social accountability initiatives, and global and transnational cross-sectoral campaigns

[20] Local Education Groups (LEG) and Joint Sector Reviews (JSR)

		foundations and GPE Secretariat in 2018 • A template Letter of Agreement is developed that supplements the trustee Standard Contribution Agreement in 2018

Goal Two: **Support the development of an enabling environment for philanthropy in education**		
Strategic Objective	Outcomes	Activities and Targets
a. Make data on philanthropic partnerships with GPE more accessible to track progress, find partners, and tell stories about effective collaborative efforts.	A robust body of evidence demonstrates the mutual benefit to GPE and partner foundations of the benefits of collaboration. As a result, greater clarity is generated on the roles that different GPE stakeholders must play to develop the enabling environment for philanthropy in education.	• An aligned impact framework is developed between GPE and partner foundations that documents how both GPE and foundation results are enhanced through different modes of partnership is developed in 2018 • Communication modalities established including monthly updates, annual casebook, and other means is developed in 2018 and applied to GPE engagement with foundations up to 2020
b. Create means for philanthropy to engage better as a partner in the Post-2015 Agenda	Institutional relationships with global and regional philanthropy platforms help shift the cultural understanding of the global development architecture from foundations as funders to fully fledged strategic partners. Evidence from GPE partnerships contributes to education being a new signifier sector and amplifies the beneficial role of philanthropy in achieving the SDGs.	• Coordinated, planned engagement in 2018, 2019, and 2020 with the following platforms: • SDG Philanthropy Forum • OECD netFWD • International Education Funders Group • Global Philanthropy Forum • African Philanthropy Forum • Philanthropy in Asia • Arab Foundation Forum • European Foundation Centre

Goal Three: **Strengthen the role of foundations in GPE governance**		
Strategic Objective	Outcomes	Activities and Targets

a. Support the GPE foundation constituency to be vibrant and engaged	Foundations within the self-organizing constituency grow in number, are well informed about opportunities and modes of engagement with GPE, amplify their resources through the partnership, and explore opportunities for strategic engagement.	• 5 new foundations join the constituency each year in 2018, 2019, 2020. • At least three of these are national foundations from the developing south
b. Ensure foundations are strongly represented and well supported at the committee and Board levels	Foundations views and inputs are increasingly represented within and across GPE, outputs of the impact and communications framework are more regularly discussed (2a), and constituency engagement strengthens (3a).	• GPE Secretariat responds to demand-driven support for committee and board representation, as well as the constituency[21]

7c. Modes of partnership

To implement GPE2020, GPE adopted a new Financing and Funding Framework (FFF) in March 2017 that in addition to several financing windows contains three mechanisms of particular significance for engagement with foundations:

a) **Knowledge and Innovation Exchange** (KIX): Progress in education hinges on the capacity of developing country governments to develop better policy solutions, improve their use of data and analysis, and to draw on other countries' experience. By dedicating efforts to knowledge and innovation exchange, GPE will harvest and share experience from across the partnership to scale up and fund innovative approaches, especially in equity and learning. Priority thematic areas are driven by needs identified by developing country partners and primarily support global and cross-national activities.

b) **Advocacy and Social Accountability** (ASA): Securing long-term and sustainable learning outcomes for children requires building the commitment of political leaders to prioritizing and investing more resources in education. A more actively engaged civil society, including think tanks, research organizations and nongovernmental organizations, is vital to build the political will needed to adopt good policies, sound practices and inclusive approaches. Two complementary programs are supported through this fund—one that focuses on country-level social accountability and one that advances global and transnational advocacy on issues such as aid effectiveness, finance and cross-sector development synergies.

c) **Education Sector Investment Case (ESIC):** Credible Education Sector Plans outline multi-year action plans that specify the cost of each activity and identify sources of funding for full implementation. The Education Sector Investment Case will provide a mechanism to support DCPs in crowding in harmonized financing for the full implementation of education sector plans.

[21] Eligibility and election processes for engaging in GPE committees and board processes and guided by GPE Secretariat governance protocols.

GPE will seek to develop flexible, mutually beneficial combinations of the following modes of partnership, with an emphasis on technical partnerships, advocacy collaborations and country partners. Financing is also welcomed, whether directly to the pooled fund or as part of multi-faceted strategic alliances[22]. Informal, lighter touch interactions through constituency processes and dialogue will also be pursued.

1. **Technical thought partners**

- **Engagement in Knowledge and Innovation Exchange (KIX):** Foundations can engage in existing pilot investment programs on Early Childhood Care and Development, Assessment for Learning, and Gender Responsive Education Sector Planning and the Data Challenge in Education[23]. Additionally, scope exists to co-construct new KIX initiatives over the course of 2018-2020 on thematic areas to be determined, apply for innovation program funding, and support the development of the KIX knowledge platform.
- **Engagement in Advocacy and Social Accountability (ASA):** Foundations can engage in the design and implementation of GPE's three advocacy and social accountability windows as thought-partners that provide new tools, approaches and modes to support local, national and cross national, cross sectoral advocacy.

2. **Advocates and advocacy partners**

- **High-level advocacy campaigns:** Global education financing is under pressure and coordinated campaigns that leverage foundations' social and political capital with extensive media reach can help generate additional education ODA and well as assist national governments to prioritize education financing.
- **Thematic advocacy at national level:** Foundations with sub-sectoral and thematic expertize can work with national stakeholders to generate data and information that drives policy and programing responses to priority areas.

3. **Country partners**

- **Philanthropy at the National Level:** Engaging directly in national policy cycles through LEGs brings contextual knowledge, program expertize and enhances financing efficiency. Philanthropy-government partnerships can be formed around collecting, using and analyzing non-traditional data, leading to more informed policy dialogue and cohesive and comprehensive monitoring and evaluation frameworks. Further, due to the work that many funders and philanthropic organizations already do with local grassroots organizations, foundations often have strong links to local communities and government authorities. There exists momentum therefore to develop greater ties with individual provinces or districts within countries.

4. **Financiers**

[22] Note: Financial engagement with GPE necessitates working with and through World Bank Group protocols, which has various restrictions. Foundations can contribute financing in thematic areas but cannot earmark funding by country. All financial arrangements are governed by the GPE Contributions and Safeguards Policy.

[23] NB: These technical areas are to be confirmed by the GPE Board in December 2017

- **Contribute to the GPE pooled fund:** Foundation can provide unrestricted financing to GPE's pooled fund in support of its operational model in 89 partner countries.
- **Education Sector Investment Case:** Co-finance ESPs based on country-led dialogue, building on existing investment vehicles and structures and guided by defined processes and quality standards.
- **Multiplier Fund:** Foundations can leverage GPE financing by co-finance national education sector plans.
- **Knowledge and innovation exchange and support to advocacy and social accountability**: GPE is seeking targeted financial support of $30 million and technical collaborations to develop and launch its knowledge and innovation exchange. Another US$10 million are sought to support civil society actors to take on social accountability programs and advocacy in GPE partner countries.

8. Risks

Risks	Mitigation measures
Insufficient capacity within the Secretariat to execute on existing commitments and deliver on expectations with the foundations constituency leads to incomplete programs, missed opportunities and reputational damage	1. Adequate secretariat capacity is in place to manage existing commitments, operationalize modes of partnership and develop and service relationships with foundations 2. Inform constituency representatives around GPE/WB way of working and co-create mutually supportive solutions.
The desire to instigate partnerships with foundations overtakes the time needed to ensure modes of partnership are robust, technically sound and aligned with other aspects of GPE work and governance arrangements	Adequate human resourcing and coordinated work load distributions are in place to develop modes of partnership, implement safeguards, and trigger remedial actions if needed
Transaction costs for collaborating with foundations outweigh the benefits to countries	1. Sufficient staffing, financial resources and operational procedures are in place to minimize transaction costs for the GPE Secretariat, foundations and benefitting countries 2. GPE is able to report on and assess impact through robust M+E processes
Modes of partnership with foundations fragment GPE's country-focused operational model	1. Strong coordination within the Secretariat, rigorous technical design and oversight by GPE committees (Strategy and Impact Committee, Grants and Performance Committee) ensure modes of partnership reinforce GPE's operational model. 2. Contributions and Safeguards Policy limits fragmentation
The dominant metric of success for collaboration is financial contributions to the	The Effective Partnership Framework accounts for the quality of collaboration as measured by

GPE pooled fund or FFF mechanisms, including KIX, ASA, ESIC and the Multiplier Fund	impact of technical collaboration and advocacy partnership in addition to financial contributions. Metrics for determining partnership effectiveness are detailed in footnote 17 above
An assumption of homogeneity within the foundations constituency (not disaggregating between private, family, and corporate foundations) creates generalized approaches to collaboration leading to insufficiently nuanced modes of engagement and communication, missed opportunities and reputational damage	GPE Secretariat works with the constituency to undertake a nuanced assessment of composition and develop modes of partnership that align with foundation orientations
Increased engagement with and by foundations displaces or deters traditional donors from engaging in KIX and ASA, skewing their support to more traditional areas of GPE work – ESPDGs and ESPIGs	KIX and ASA will be funded through a mix of GPE pooled funding and targeted financing from non-traditional donors. The Contributions and Safeguards policy will additionally ensure that donor contributions to FFF mechanisms are additional and do not displace contributions to the pooled fund
The Private Sector strategy does not account for philanthropic modalities of business sector engagement in education, leading to misalignment with the Private Foundations Strategy, increasing transaction costs and raising reputational issues	Close collaboration within the GPE secretariat and cross-working between the Private Foundation and Private Sector constituencies on developing the Private Sector strategy

9. High Level Implementation Plan

Period	PF Goal	Activity and focus
2017	N/A	SIC recommends to GPE Board for Approval
		Board approves PF Strategy
2018	1,2,3	Development of Effective Partnership and separate Impact Framework
	1,2,3	Standard Operating Procedures for foundation engagement developed
	1	Foundation partners for existing KIX themes engaged
	1	Co-construction of next KIX initiative with foundations and other partners
	1	Co-construction of ASA with foundation and other partners
	1	Mutual accountability framework developed
	2	Approach to foundation engagement in country-level ESP processes developed
	2	Communication modalities developed
	2	Approach to engagement in Global philanthropy platforms developed
	3	GPE Secretariat support to PF constituency and governance strengthened
2019	1	Co-construction of ASA with foundations and other partners
	1	Ongoing engagement of foundations in KIX and ASA
	2	Ongoing support to foundation in country level processes
	1,2,3	Application of Effective Partnership and Impact Framework
	1,2,3	Approach to engaging southern philanthropy developed and implemented
2020	1	Ongoing engagement of foundations in KIX and ASA
	2	Ongoing support to foundations in country level processes
	1,2,3	Application of Effective Partnership and Impact Framework

	1,2,3	Approach to engaging southern philanthropy implemented

ANNEX ONE: SUMMARY OF GPE COLLABORATION WITH FOUNDATIONS

GPE works with the International Education Funders Group (IEFG), the foundation constituency, and individual foundations on a range of initiatives including:

Better Early Learning and Development at Scale (BELDS). Through knowledge exchange with developing country partners, GPE shares and develops good practices on scaling equitable, quality early learning programs. This includes support for developing analytical tools, methodologies, data, and sharing lessons learned to boost stronger and more effective inclusion of ECCE in education sector plans and policies. Foundations supporting BELDS include Comic Relief, Conrad N. Hilton Foundation, Dubai Cares, Open Society Foundations.

Assessment for Learning (A4L). This initiative aims to build capacity for national learning assessment systems to measure and improve learning. A4L provides technical and financial assistance to support sector planning and analysis, capacity building and knowledge exchange at the regional level, and promotes more holistic measurements of learning globally. Foundations help develop diagnostic tools for benchmarking learning assessment systems to support knowledge exchange across ministries of Education and technical partners. Foundations supporting A4L include Dubai Cares and Porticus.

Gender Responsive Education Sector Planning (GRESP). GPE works with governments and national stakeholders to improve gender responsiveness in their national sector strategies and policies through funding training and technical assistance for national teams; cross-border knowledge mobilization and advocacy to influence policy; collaboration with Global Fund and other organizations to address the needs of adolescent girls; and improved evaluation and reporting of gender equality in education. Foundation supporting GRESP include Children's Investment Fund Foundation (CIFF).

More information can be found at: http://www.globalpartnership.org/about-us/foundations

ANNEX TWO – AREAS OF MUTUAL INTEREST BETWEEN GPE AND FOUNDATIONS

Forcefield of Areas of Mutual Interest		
GPE interests and competencies	**Common interests**	**Foundation interests and competencies**
GPE2020 and its Results Framework is a proven means of implementing SDG4	Collaborative efforts on GPE's 3 strategic goals to demonstrate implementation and impact of SDG4 targets	Growing alignment of foundation interests and strategies to SDGs, including SDG4
Established expertise and mechanism to support national education sector planning that strengthens education systems	Joint efforts to address policy challenges in education at national level through strengthened education systems	Growing interest in long-term engagement with governments to address national education issues
GPE has a long-standing experience in developing national capacities	Concentrating efforts to support change and national capacities for education development	Foundations have an emerging focus on the development of national capacities.
The GPE model provides policy and planning advisory functions to governments in finding transformative solutions to education challenges	Joint efforts to invest in cutting-edge areas to find new education policy and development solutions	Social risk capital for investments in technologies and development pilots
Established experience in working in multi-stakeholder partnerships for education	Opportunity to broker and broaden collaborations that develops the enabling environment for foundations	Growing recognition that partnering with multi-lateral organizations effectively contributes to sustainable change in education.
GPE supports strong coherence between its partners and constituencies	Coordinating efforts and issues of common concern between GPE development agencies and partners can increase impact and lower transaction costs	Emerging interests in collaboration with not only national governments but other development partners
GPE seeks new ways of enhancing efficiency and effectiveness in education and education aid coordination	Investing in innovative ways to achieve higher efficiency and effectiveness as well as sustainability in delivering development results.	Investing in new institutions and solutions that emphasize efficiency, transparency and scale in achieving development results. Investment in 'impact investing' or social finance, whereby philanthropic funding 'leverages' reach and impact far beyond the initial investment

ANNEX THREE: GPE 2020 and Results Report 2017 alignment to Foundations modes of engagement and Strategic Goals and Objectives

GPE2020 Goals and Objectives	Results Report 2017 main findings[24]	Mode of partnership engagement / thematic engagement area	Private Foundations Goals and Strategic Objectives
Goal 1: Improved and More Equitable Student Learning Outcomes through Quality Teaching and Learning	First milestones will be in 2018 for: • Proportion of DCPs showing improvement of learning outcomes (2020 targets are Overall 65%/50%) • Percentage of children under 5 yrs developmentally on track (2020 targets Overall 74% / Gender disaggregated 75%) • Strong need for **better learning data** generation, collection and analysis • Strong **need for increased investment in ECCE** across the partnership including pre-primary ages 3-5.	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism partners in following thematic areas: 1. Improved Learning Assessment Systems 2. ECCE 3. Teaching and Learning **Advocacy and Social Accountability** (ASA) mechanism	**Goal One** **Strategic Objectives 1, 2 and 3**
Goal 2: Increased Equity, Gender Equality and Inclusion	2016 Milestones: • No. of children supported for a year of basic educationCompletion of basic education in 2016 disaggregated by Gender and Fragility **met within tolerance** • Equity index **met**	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism in following thematic areas: 4. Gender Equality 5. Equity and Inclusion	**Goal One** **Strategic Objectives 1, 2 and 3**

[24] For details please refer to: http://www.globalpartnership.org/content/2016-results-report

	• Pre-primary gross enrolment ratio targets **not met** (disaggregated by Gender and Fragility) • Gender parity index for out-of-school rate for (1) primary education and (2) lower secondary **not met**	6. Education for Refugees and Displaced Populations **Advocacy and Social Accountability** (ASA) mechanism	
Goal 3: Efficient and Effective Education Systems	2016 milestones **met** for: • Pupil Teacher Ratio <40 (Overall 25% / FCAC 13% - 2020 targets are Overall 35% / FCAC 21%) • DCP use of 10 of 12 international education indicators (Overall 30% / FCAC 32% - 2020 targets are Overall 66% / FCAC 54%) First milestones will be set in 2018 for: • Public expenditure (2020 targets are Overall 90% / FCAC 86%) • Equitable Allocation of Teachers (2020 targets are Overall 48%) • Repetition and completion rates (2020 targets are Overall 42% / FCAC 25%) • Use of learning assessment systems (2020 targets are Overall 47% / FCAC 36%)	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism in following thematic areas: 7. Strengthening Sector Analysis and Planning 8. Strengthening Data Systems 9. Improving Mutual Accountability **Advocacy and Social Accountability** (ASA) mechanism	**Goal One** **Strategic Objectives 1, 2 and 3**

Strategic Objective 1: Strengthen Education Sector Planning, Policy and Implementation	2016 milestone **met** for: • Proportion of DCPs with a data strategy that meets quality standards (2020 targets are 100% for all – including FCAC) First milestones will be in 2018 for: • Endorsed quality of ESPs or TEPs (2020 targets are 100% for all – including FCAC) • Proportion of ESP/TEPs that have teaching and learning strategy (2020 targets are 100% for all – including FCAC) • Proportion of ESP/TEPs that have marginalized group strategies (2020 targets are 100% for all – including FCAC) • Proportion of ESP/TEPs that have efficiency strategies (2020 targets are 100% for all – including FCAC)	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism in following thematic areas: 7. Strengthening Sector Analysis and Planning 8. Strengthening Data Systems **Advocacy and Social Accountability** (ASA) mechanism	**Goal One** **Strategic Objectives 1, 2 and 3**
Strategic Objective 2: Support Mutual Accountability through Effective and Inclusive Sector Policy Dialogue and Monitoring	• 2016 milestone for proportion of JSRs meeting quality standards (including inclusiveness of civil society, teachers' organizations, private sector and all development partners) **met** in non-fragile contexts (Overall 41%) but **not met** in Fragile Contexts (FCAC 38%).	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism in following thematic area: 9. Improving Mutual Accountability	**Goal One** **Strategic Objectives 1, 2 and 3**

	2020 targets are Overall 90% / FCAC 90%. • First milestone will be set in 2017 for civil society and teacher representation on LEGs. 2020 targets are Overall 59% / FCAC 70%.	**Advocacy and Social Accountability** (ASA) mechanism	
Strategic Objective 3: GPE Financing Efficiently and Effectively Supports the Implementation of Sector Plans Focused on Improved Equity, Efficiency and Learning	2016 milestone for proportion of GPE program applications approved from 2015 that (1) identify targets in Funding Model performance on equity, efficiency and learning, and (2) achieving performance targets in the same areas **met** (Overall 95% / FCAC 90%) First milestones will be set in 2017 for: • Proportion of textbooks purchase and distributed through GPE grants (2020 targets are Overall and FCAC 90%) • Proportion of teachers trained through GPE grants (2020 targets are Overall 90% / FCAC 80%) • Proportion of classrooms rehabilitated or built through GPE grants (2020 targets are Overall 80% / FCAC 70%) • Proportion of program grants assessed as on track with	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism partners in following thematic areas: 1. Improved Learning Assessment Systems 2. ECCE 3. Teaching and Learning 5. Equity and Inclusion 6. Education for Refugees and Displaced Populations 7. Strengthening Sector Analysis and Planning 8. Strengthening Data Systems **Advocacy and Social Accountability** (ASA) mechanism	**Goal One** **Strategic Objectives 1, 2 and 3**

	implementation (2020 targets are Overall 85% / FCAC 83%) First milestone will be in 2018 for: • Proportion of grants supporting EMIS/learning assessment systems (2020 targets are Overall 60% / FCAC 51%)		
Strategic Objective 4: More and Better Financing	• 2016 milestone ($5m) for funding from non-traditional donors (private sector and first time donors to GPE) **met** • 2016 milestone for percentage of donor pledges fulfilled **met** (100%) • 2017 milestone set (48%) for 2020 target of proportion (56%) of GPE donors that have (1) increased their funding for education and (2) maintained their funding • 2016 milestone for proportion of GPE grants aligned to national systems (Overall 37% / FCAC 29%) **not met**. 2020 targets are Overall 51% / FCAC 38%. • 2016 milestone of proportion of GPE grants using (1) co-financed project or (2) sector pooled funding mechanisms (Overall 34% / FCAC 32%) **met**. 2020 target Overall 46% / FCAC 42%.	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism partners in following thematic areas: 9. Improved domestic financing **Advocacy and Social Accountability** (ASA) mechanism	**Goal One** **Strategic Objectives 1, 2 and 3** **Goal Two** **Strategic Objectives 1 and 2**

	• 2016 milestone of proportion of country mission including addressing domestic financing (Overall 51% / FCAC 65%) **met**. 2020 targets Overall 65% / FCAC 65%.		
Strategic Objective 5: Build a Stronger Partnership	• 2016 milestone for number of policy, technical and other products developed and disseminated with funding or support from GPE met (n=6). 2020 target is n=64. • 2016 milestone for proportion of Secretariat time spent on country-facing functions (28%) **met**. 2020 target is 50%. First milestone will be set in 2017 for: • Proportion of (1) DCPs and (2) other partners reporting strengthened clarity of roles, responsibilities, and accountabilities in GPE country processes. 2020 target Overall 80% / FCAC 80% for DCPs and other partners. • Number of advocacy events undertaken with partners and external stakeholders to support	**Modes: Thought partners / advocates / country partners / financiers** **Knowledge and Innovation Exchange** (KIX) mechanism partners in following thematic areas: 1. Improved Learning Assessment Systems 2. ECCE 3. Teaching and Learning 4. Gender Equality 5. Equity and Inclusion 6. Education for Refugees and Displaced Populations 7. Strengthening Sector Analysis and Planning 8. Strengthening Data Systems 9. Improving mutual accountability **Advocacy and Social Accountability** (ASA) mechanism	**Goal Two** **Strategic Objectives 1 and 2** **Goal 3** **Strategic Objectives 1 and 2**

	achievement of GPE2020. 2020 target is 65. • Proportion of significant issues identified through audit reviews satisfactorily addressed. 2020 target is 100% First milestone will be set in 2018 for: • Proportion of results and evaluation reports published against set targets. 2020 target is 100%		