GLOBAL PARTNERSHIP for EDUCATION

BOD/2019/06 DOC 15
Meeting of the Board of Directors
June 11-13, 2019
Stockholm, Sweden
For Decision

GPE STRATEGY DEVELOPMENT PROCESS

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.

Recommended by: N/A
Committee Consideration: The Board Working Group considered the proposed strategy development process and provided feedback on content for the June Board discussion, the timeline, and governance arrangements
Board Policy Reference: BOD/2018/12-01–Institutional Arrangements

1. Objective

1.1 The purpose of this document is to inform the recommended decision to launch the process to develop GPE's next Strategic Plan and Funding Framework.

2. Recommended Decision

BOD/2019/06-XX-: ***The Board of Directors:***

1. Launches the process to develop the next GPE Strategic Plan and associated Funding Framework;
2. Approves the timeline and governance approach included in BOD/2019/06 DOC 15.

3. Background

3.1 During the December 2018 Board meeting, the Board took a decision on Institutional Arrangements which instructed the GPE CEO to produce a "*plan, timetable, and process for development of GPE's next strategic plan" for consideration by the Board in June 2019.*"

3.2 A Board Working Group, composed of the Board Chair, Vice Chair and representatives from each of the constituency categories of the Board was created to provide oversight of process to develop the Institutional Arrangements deliverables. The Board Working Group met in March, April and May 2019 and provided input on strategy development including the proposed parameters for the Board discussion, governance arrangements and timeline included here and for discussion during the June 2019 Board meeting.

3.3 This strategy discussion aims to build on the substantial evaluative studies completed to date including findings from the Results Report, country level evaluations; and the Effective Partnership Review. The evidence pulled from these studies, in addition to analysis of the current context globally and for education specifically, provides a good base upon which to design the next GPE strategy and will be discussed in detail during the relevant sessions at the June Board.

3.4 The proposed approach to strategy development includes a three-phase process: consultation; options; and drafting, with the aim of a Board decision approving the new GPE Strategy and Funding Framework in June 2020. The **consultation phase** will consist of self-led consultations within Board constituencies as well as facilitated conversations with leaders from the education and development sectors. While consultations will be most intense during the period immediately following the June 2019 Board meeting, they will continue over the course of the strategy development period to ensure substantive opportunities to provide feedback.

3.5 Output from the first set of consultations will be used to develop **options** for consideration by the GPE standing committees in October and by the Board in December 2019. Following consideration of the findings of the Independent Summative Evaluation planned for November, and a subsequent discussion and decision by the Board in December, the final Strategic Plan and Funding Framework will be produced for Board approval in June 2020.

3.6 If the Board concurs, the strategy will be developed under the oversight of a Strategy Steering Group composed of the Chairs of the four Board committees and chaired by the Chair and Vice-Chair of the Board. The proposed governance arrangements acknowledge that the strategy development process will include multiple intersecting workstreams drawing on the relative expertise and mandates of all of GPE's standing committees of the Board. The Strategy Steering Group will oversee the work of the Secretariat and determine each committee's specific work-streams, including expected deliverables and timelines, monitor progress and identify opportunities for inter-committee collaboration to ensure that the process is coordinated and coherent. This arrangement is meant to facilitate a dynamic process, not a top down one, and will provide both light touch governance and an opportunity for all committees to engage.

ANNEX 1: RELATED BOARD DECISIONS

(excerpt)

BOD/2018/12-01–Institutional Arrangements: The Board of Directors:

g. Instruct the GPE CEO to produce for consideration at the June 2019 Board Meeting:

i. A plan, timetable and process for the development of GPE's next strategic plan.

ii. A timing proposal for GPE's next replenishment along with a strategic approach to replenishment preparation that ensures GPE is able to clearly communicate the results achieved under the current strategy period.

iii. In consultation with relevant World Bank staff and representatives from other relevant actors in the education architecture, a plan, timetable and process for developing the detail of the 'family of funds' referred to in Section 4.5 of the WB Final Offer.

iv. In consultation with the governments of France and Switzerland, a description of the merits, risks, costs and benefits of potentially locating a number of GPE Secretariat staff in Paris or Geneva, and a proposed way forward for decision and implementation. Should any comparable offers be received from other countries a description will also be prepared of the merits, risks, costs and benefits of those offers.