Development and implementation of an evaluation study of the effectiveness and efficiency of developing country partners' (DCP) pre-Board constituency meetings in the context of GPE 2020

Presentation of Evaluation Findings

June 5th 2017

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Evaluation Purpose

The evaluation was commissioned to analyze whether the DCP pre-Board constituency meetings are fulfilling their primary objective of supporting a stronger engagement and voice for DCP constituencies in the governance of the Global Partnership for Education

The key evaluation questions were:

1. Are the pre-Board meetings achieving their objectives?
2. Are the pre-Board meetings efficiently managed?
3. Are the pre-Board meetings delivering value for money?
4. How can the meetings be improved?

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Three objectives of the DCP pre-Board meetings

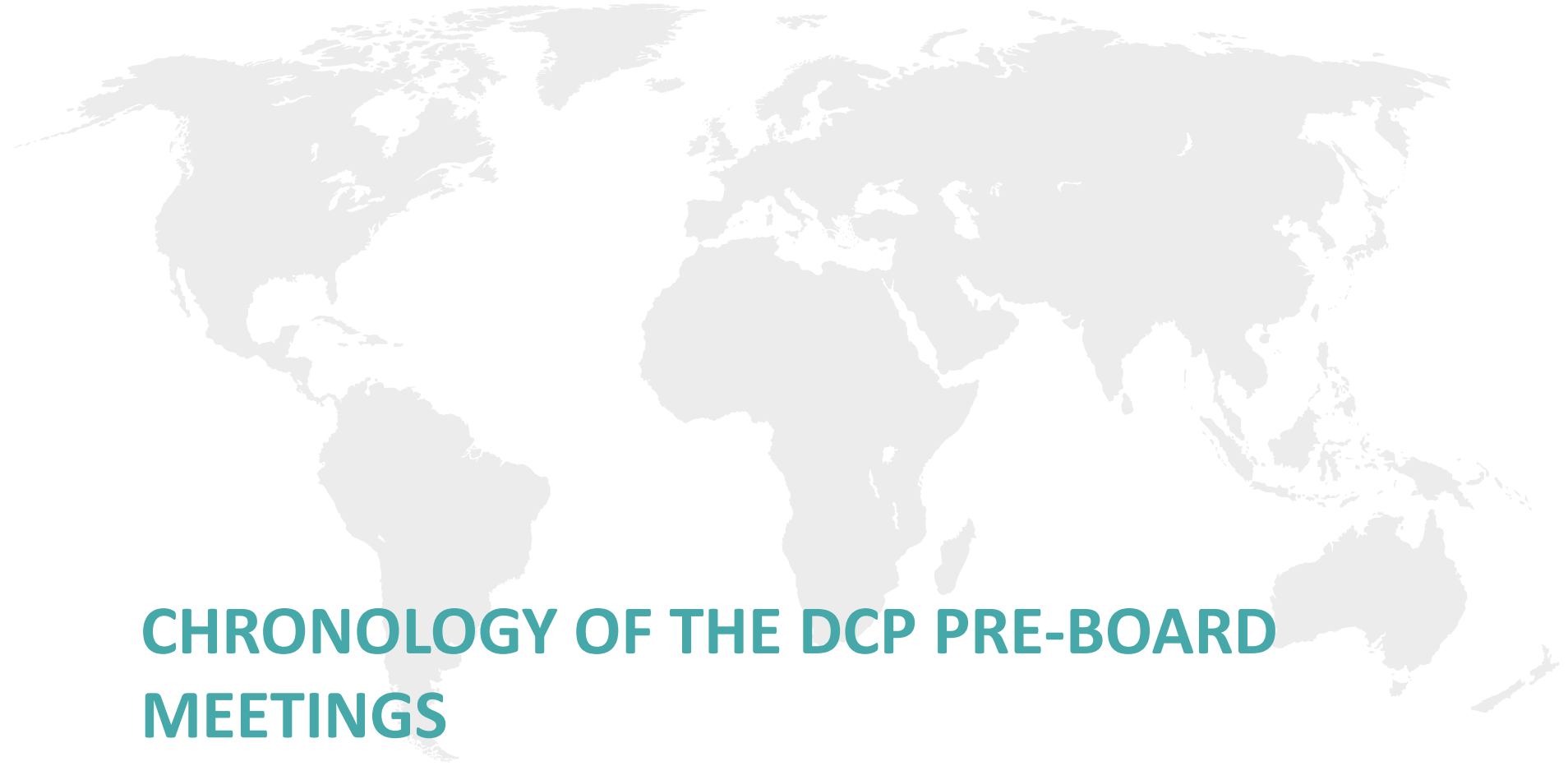
- Supporting **stronger engagement** and voice for DCP constituencies in GPE governance
- Improved **consultations and coordination** between and within DCP constituencies
- Supporting **Knowledge and Good Practice Exchange** (KGPE), **peer-to-peer learning**, and **sharing information** on GPE's operational model, policies, goals, and objectives with DCP governments

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Methodology

- Document review of 70+ documents
  - Documents were used to analyze (i) DCP constituency positions on Board decisions, (ii) alignment between DCPs and the GPE Board, and (iii) speaking time during Board deliberations
- Interviews with 9 GPE Board members (6 DCPs)
- Focus group interview with 6 GPE Secretariat senior staff, interview with the CEO
- Online Survey of DCP Focal Points, Board members, GPE Secretariat and observers
  - 64 responses, 46% response rate overall
    - 54% response rate for Focal Points; 40% response rate for GPE Secretariat staff

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CHRONOLOGY OF THE DCP PRE-BOARD MEETINGS

Evolution of the pre-Board meetings

2012-2014	2014	2015	2016
German BACKUP organized meetings Only for Africa countries	GPE started project Separate meetings for Africa and "Rest of the World"	Joint meetings began Added KGPE and peer-to-peer learning component to the meetings	Since 2014, 69 countries attended 3.4 meetings attended per country



ARE THE DCP PRE-BOARD MEETINGS SUPPORTING STRONGER ENGAGEMENT AND VOICE FOR DCP CONSTITUENCIES IN GPE GOVERNANCE?

Increased voice on the GPE Board

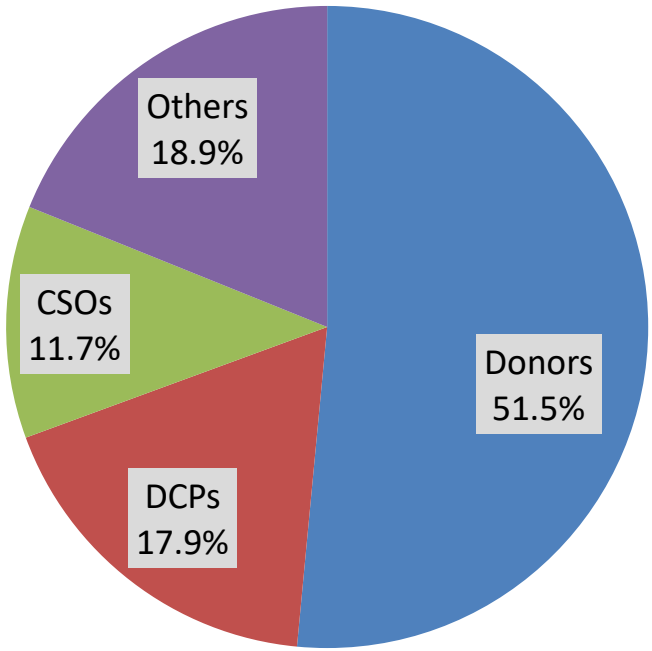
- All stakeholders agree that the meetings have increased DCPs' voice on the Board

"There has been a very positive development, they have a stronger and much more vocal voice"

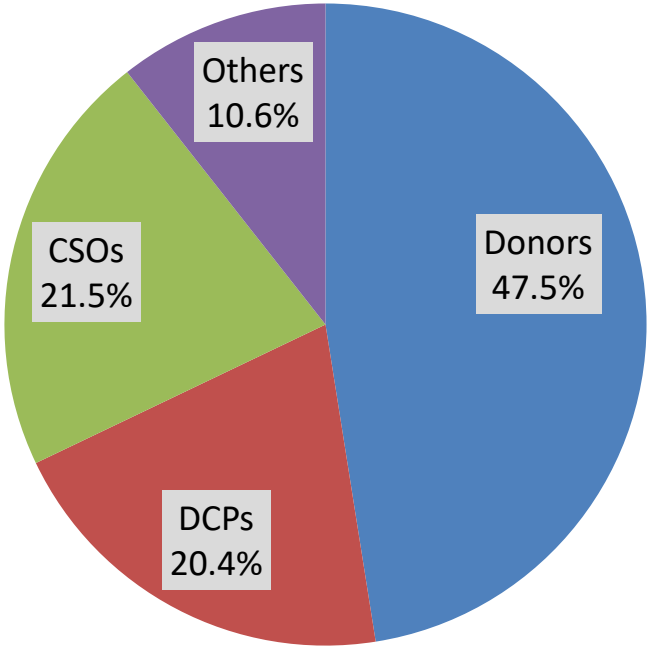
GPE Board Member on the participation of DCP members

Some increase in speaking time at Board meetings

Average of 4 Board meetings 2009-2012



Average of 3 Board meetings 2015-2017



Shortcomings

- DCP participation is still very much personality-driven, which reinforces the importance of selecting the right representatives



ARE THE DCP PRE-BOARD MEETINGS IMPROVING CONSULTATIONS AND COORDINATION BETWEEN AND WITHIN DCP CONSTITUENCIES?

Meetings are an effective mechanism for consultations

- Overwhelming consensus amongst respondents that the pre-Board meetings are an effective mechanism for DCPs to consult and coordinate their positions

Improved coordination within DCP constituencies

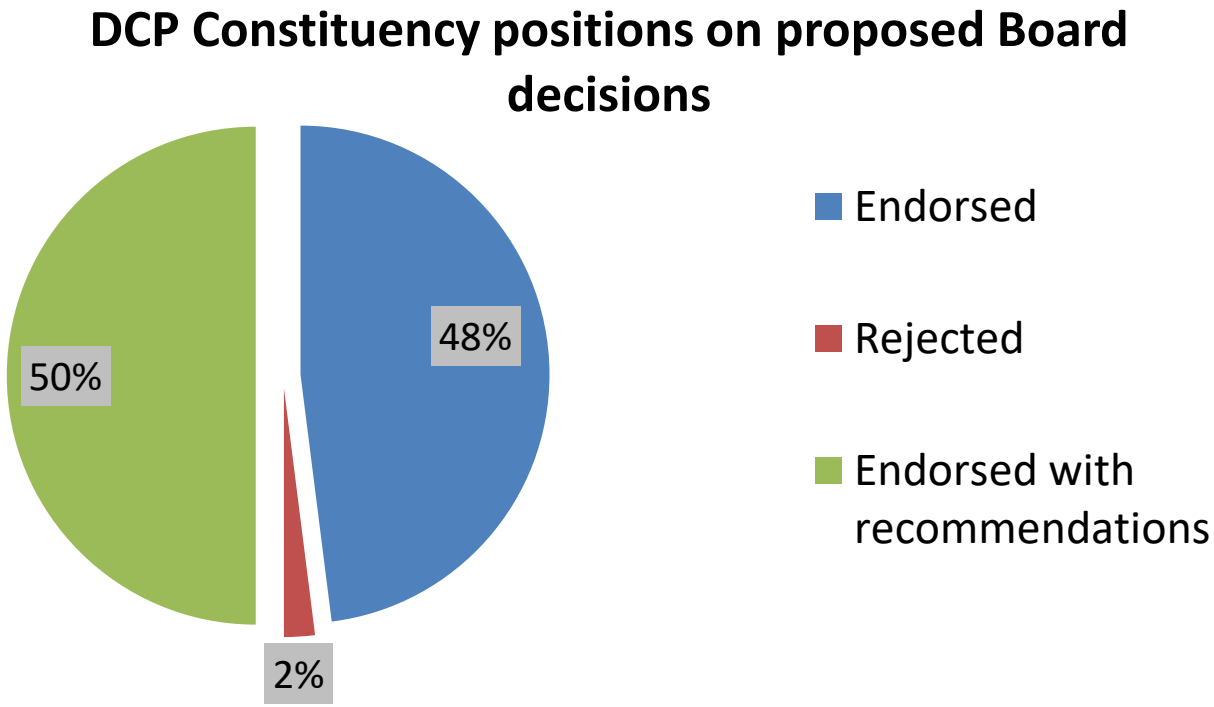
"Members of the same constituency can meet face to face to discuss issues and have more in-depth understanding of each other's position than is possible by e-mail or phone"

"They allow DCPs to speak as one voice"

DCP Focal Points responses from the survey

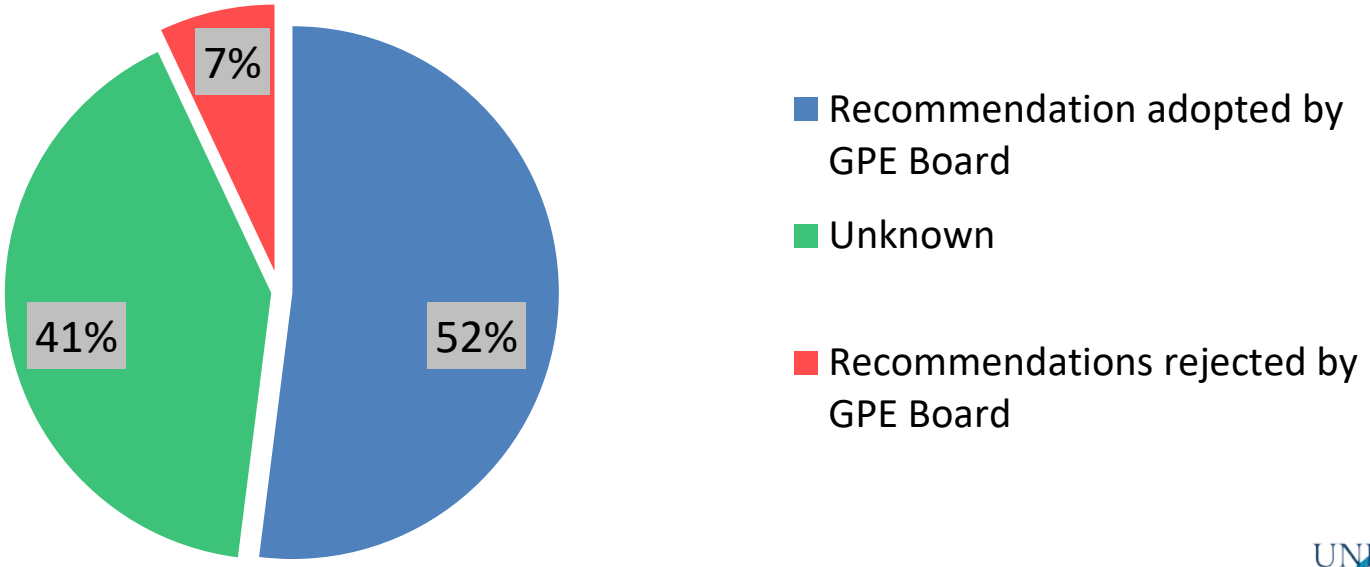
Improved consultations between GPE and DCPs

- DCP constituencies provided recommendations or comments to 50% of all proposed Board decisions in 2015 and 2016



Strong degree of alignment between the GPE Board and DCPs

- The meetings give DCPs increased participation in the decision-making process on the GPE Board
- The GPE Board adopted at least 52% of recommendations from DCP constituencies (from 4 meetings in 2015-2016)



Increased alignment of country-level priorities with GPE

- 94% of Focal Points surveyed indicated that the DCP pre-Board meetings have increased GPE's awareness of country-level priorities and issues

Shortcomings

- Insufficient time is available for in-country consultations and briefings prior to pre-Board meetings
- Insufficient time is provided for ministerial briefings (of DCP Board members) between pre-Board meetings and GPE Board meetings
- Participants indicate that the scheduling of the meetings should be reviewed



ARE THE DCP PRE-BOARD MEETINGS SUPPORTING KNOWLEDGE AND GOOD PRACTICE EXCHANGE (KGPE), PEER-TO-PEER LEARNING, AND THE SHARING OF INFORMATION?

Meetings participants have increased knowledge about GPE

- The DCP pre-Board meetings are an effective communication channel between the Partnership and member countries
  - Allows the GPE Secretariat to share information directly with countries on GPE's policies, objectives and goals, and consequently, to receive feedback on proposed pilots or projects
- 90% of Focal Point respondents indicated that their knowledge of GPE's policies, goals and objectives has increased as a result of attending the DCP pre-Board meeting

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Participants have a better understanding of GPE

The pre-Board meetings "give non-Board members some opportunity to understand why some Board decisions are made because they have had the opportunity to hear the opinions of the other representatives"

– DCP Focal Point

The pre-Board meetings "demystified complex financial and technical issues and allowed [DCP representatives] to better understand the issues at play and participate more fruitfully in board meetings"

– DCP Board member

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Mixed views on knowledge exchange and peer-to-peer learning

- Stakeholders had mixed views on the extent to which the meetings facilitate Knowledge and Good Practice Exchange (KGPE) and peer-to-peer learning
  - DCP Focal Points saw them as a good objective and as one of the main benefits with the meetings
  - Concerns were raised about how realistic this objective was given: a) the different levels of experience and fields of expertise among participants; b) the tight schedule; and c) the possibility of achieving this objective through different media

Shortcomings

- Not enough time is provided to facilitate effective exchange and learning

- Meeting participants have different levels of knowledge and experience on the topics covered by the agenda



ARE THE DCP PRE-BOARD MEETINGS EFFICIENTLY MANAGED?

The meetings are well organized

- Consistent high degree of satisfaction with the quality of the logistics and the organization of the DCP pre-Board meetings
  - Participants indicated a high degree of satisfaction with the invitation and registration procedure, the booking of flights and hotels, and the appropriateness of the hotel and meeting venues
  - 100% of participants surveyed indicated that the meetings are well organized by GPE

The budget management is adequate

- The meetings are managed through the standard rules and regulations of GPE. Self-reported data from GPE indicate that the management of the meeting budget has been efficient
- Data provided from GPE suggest that the meetings were all organized well within budget

Shortcomings

- The meeting agendas are too ambitious given the time available, which suggests that GPE should revise the intended objectives for the meetings
- An overload of information leads to insufficient time for discussions and hinders a deep understanding of issues
- In some instances, itineraries are selected for cost-efficiency which impacts on the ability of those coming from far away to engage fully (due to fatigue)



ARE THE DCP PRE-BOARD MEETINGS DELIVERING VALUE FOR MONEY?

Strong qualitative value as a result of this investment

- The DCP pre-Board meetings are delivering substantial results in terms of supporting stronger engagement and voice for DCP constituencies. Quantifying the value of these results is challenging
- However, alternative approaches for reaching these results (virtual meetings) are reported to be less effective
- A quantitative analysis of value for money would also require more robust data on the actual time spent by the Secretariat to support these meetings

Conclusion

- Overall, there is a high degree of satisfaction from participants about the DCP pre-Board meetings
- The meetings are viewed as a unique opportunity to receive updates from GPE, participate in the decision-making process on the GPE Board, and communicate amongst constituencies

Recommendations



Emerging Recommendations (1)

1. The investment should be maintained as it provides tangible qualitative results hardly achievable with alternative approaches

2. The third objective (knowledge and learning) could be achieved through a different format, which would provide more time for objectives 1 and 2 and would better match audiences and meeting goals

3. The Global Partnership for Education should review how the meetings are organized in terms of: (i) the scope of the agenda, and (ii) the time provided for consultations before and after the meetings

Emerging Recommendations (2)

4. Overall, the Global Partnership for Education should ensure that the meeting objectives, the audience and the format selected are all aligned to match the resources and time available

5. The Developing Country Partners should build on these results and continue to select representatives that will actively contribute to the Board meetings



Discussion
&
Next Steps