

BOD/2011/05—DOC 10

Meeting of the EFA FTI Board of Directors

Kigali, Rwanda, 18-19 May 2011



REBRANDING OF THE EDUCATION FOR ALL FAST TRACK INITIATIVE

For Decision

1. Purpose

The purpose of this paper is to seek the approval of the EFA FTI Board of Directors to implement the enclosed strategy for the rebranding of the Education for All Fast Track Initiative (EFA FTI).

2. Background

On 4 March 2011, the EFA FTI Secretariat sent a note to the EFA FTI Board of Directors outlining the rationale for the rebranding of the Education for All Fast Track Initiative. A copy of that note is provided in Annex 1. This paper sets out in more detail the approach to rebranding and also recommends a new name for the Education for All Fast Track Initiative.

3. Decision Requested

The EFA FTI Board of Directors is requested to approve the following decision:

BOD/2011/05-XX – Rebranding of EFA FTI: The EFA FTI Board of Directors endorses the rebranding implementation strategy described in BOD/2011/05-DOC 10, with its associated resource and staffing requirements. The EFA FTI Board of Directors also approves the new name for Education for All Fast Track Initiative as the “Partnership for Global Education.”

4. Reasons for Recommendation

4.1 Introduction

4.1.1 The case for rebranding of the EFA FTI will not be repeated in this paper; it has been sufficiently addressed in the note in Annex 1. Assuming that the EFA FTI Board of Directors endorses proceeding with rebranding, there are essentially six steps that need to be completed prior to a launch of the new

brand, bearing in mind that rebranding is not just about a new name. Firstly, some research is required of other brands in the sector and also ensuring we have a proper definition of the EFA FTI and its mission. Next, a new name and brand identity need to be developed. It is recommended that the new name for the EFA FTI be the “**Partnership for Global Education**”, or a close variation to this name maintaining the essential elements of “education”, “partnership”, and “global.” Key messages or slogans require definition, as well as the attributes of the new brand that will run through all materials. Development of a logo and brand identity is the final step in the process. All this needs to be completed well before the formal “launch” of the new brand at the replenishment event planned for October 2011.

4.1.2 The development and design of the new brand identity for the EFA FTI is outlined below:

4.2. Conducting Research

4.2.1 The EFA FTI Secretariat will need to review comparable organizations within the development aid architecture including multilateral and civil society organizations. A comparable “landscape” review can be undertaken to determine how organizations working in international education present themselves. It will be interesting to see how their logos and brands embody issues such as education, children, learning and schooling, literacy, children’s rights, and poverty reduction.

4.2.2 “Internal” brand review: Another aspect of the research is understanding the EFA FTI Partnership and its mission in detail. A review of the Partnership’s main materials, presentations, and documents, like the communications strategy and the replenishment strategy, will give an idea of important future directions. One report that should not be overlooked in this context is the Mid-Term Evaluation of the EFA FTI of February 2010.

4.2.3 Research interviews: The document review can be complemented by interviews with main stakeholders such as the EFA FTI Board Members (which represent key partners: donors, developing countries, CSOs, multilateral organizations, and private foundations and the private sector), the EFA FTI Secretariat management and its Communications Team, and the EFA FTI Chair of the Board of Directors. These interviews are necessary to reflect on the current name and brand, to establish the desired direction, but also to establish any images, icons or graphics that should not be overlooked when designing a new brand.

4.3 Defining the Brand

Just like a piece of machinery, all aspects of the brand need to work in harmony to be successful. These elements, used consistently, can build credibility and evoke a positive response among key stakeholders.

The elements include:

- A compelling and clearly articulated mission that is easy to understand.
- An organizational name that conveys the mission.
- A slogan, or supporting messages that amplify what the organization is about.
- A professional logo that is recognizable, and helps build trust and excitement.
- All online resources (web and social media outlets), materials (brochures, leaflets, reports etc.), and other marketing materials that get the message out.

4.4 Defining a New Name

4.4.1 The most important stakeholders seem to agree that it will be essential to include the following elements in the name:

- Education
- Global
- Partnership

4.4.2 Defining the name is often the most contentious issue in any rebranding exercise, though it is theoretically the simplest. Similarly, it is easy to make a name too complex and to try and include too much information in a name. This should be avoided. So, for the purposes of clarity and simplicity it is recommended that the new name for the EFA FTI be the **“Partnership for Global Education.”** Unless the EFA FTI Board of Directors reaches agreement on this new name at its meeting in May 2011, it is not proposed to proceed with a rebranding exercise since it is not expected that agreement would be reached at any future time. There is little point in expending the time and effort on rebranding in the absence of an agreement on the new name.

4.5 Defining Key Messages

4.5.1 The following slogans are currently used: “A global partnership to achieve Education for All”, and, “Educating every child, everywhere.”

4.5.2 These slogans are still valid, but the first one is probably only understood to its full extent by a smaller group of key constituents. A couple of slogans or “straplines” will need to be developed as part of the brand strategy.

4.6 Brand Attributes

Just as a person has a distinctive personality, so too does every organization or partnership. For example, the EFA FTI is the only global partnership for education. It will be helpful to compile a list of adjectives and statements that describe the mission, vision, core principles, how the mission has been broadened over the years, the lessons from the independent evaluation, and the reform process. This list should be compiled by the EFA FTI Secretariat and the EFA FTI Chair of the Board of Directors, with inputs from important constituents. Without wishing to pre-judge the exercise, brand attributes for the EFA FTI could include:

- The promotion of free, basic education.
- Compact between developing countries, civil society and donors.
- Reducing the numbers of out-of-school children.
- Improving the quality of education, especially reading, writing and arithmetic in the early grades.
- Increased and improved education leading to poverty reduction.
- Country-driven education sector or interim plans.
- The model as an excellent example of donor harmonization.
- The model achieving aid effectiveness.
- The Education for All Fund helping meet funding needs.
- Educating girls achieving significant developmental outcomes.

4.7. Designing a Logo and Brand Identity

4.7.1 A next step is the design of the logo, which should represent the personality of the Partnership and should capture its essence. Since the logo is the entry point for the brand, and it appears on nearly every communication – website, emails, materials, events, etc. – it carries a lot of weight.

4.7.2 The current logo performs satisfactorily in the current context of the EFA FTI name. With a new name and brand, a new logo/visual needs to be explored. External advice will be necessary in this phase.

4.8 Timing

The following is the suggested timeline for the rebranding work:

- 18-19 May 2011: The EFA FTI Board of Directors decision to go ahead with new brand and name.
- Late May 2011: Composition of the rebranding team and kick-off of activities.
- June 2011: Design or public relations and marketing company hired to help with visuals/logo/marketing – for materials (print) and web (online).
- June 2011 onwards: Smaller batches of stationary, brochures, other materials with current logo and name are ordered (to avoid obsolete stock).
- June/July/August 2011: Brand development process.
- September 2011: Testing of new brand identity (logo/visuals) with test audience.
- September 2011: Development of one standard leaflet with new brand identity, new stationary, and web design.
- October 2011: Launch of new brand and name at Pledging event. Simultaneously, website/social media platforms go “live” under new brand and brand identity.
- October 2011 onwards: phasing out of “old” materials (over six months).

5. Next Steps

Following the agreement of the EFA FTI Board of Directors to this strategy, implementation would proceed according to paragraph 4.8 above.

6. Costs of Initiative

Additional resources anticipated for the rebranding exercise include the cost of hiring a short-term consultant and a design/marketing company. Specific cost details for these resources are included in the “Overview of the Strategy for a Replenishment Campaign” (BOD/2011/05—DOC 08).

7. Contact

Board members and others with questions on these matters are invited to contact Senior Replenishment Advisor, Charles Tapp, at: ctapp@educationfasttrack.org.

ANNEX 1: THE CASE FOR REBRANDING OF FTI

The Mid Term Evaluation of the EFA Fast Track Initiative made a clear recommendation that FTI should be rebranded with a name and identity that better expressed its purpose. Since late 2009 the question of rebranding has been discussed both formally and informally in the Board and elsewhere. The purpose of this note is to look at the case for rebranding and the necessary steps that would need to be taken were such a course of action to be followed.

Changing a brand is a major decision. Before even considering it, a number of questions need to be answered.

1. What is the current brand?

The current name is “Education for All Fast Track Initiative.” The name was created in 2002 to describe a compact/brand essentially to help get more children into primary school. Originally FTI was not intended to be solely a funding mechanism. The governance was ad-hoc and loose. The EFA part derives from the UNESCO-sponsored program.

2. Has the entity changed?

Yes, FTI has changed significantly. It has introduced a major funding mechanism, provision of technical assistance and a far greater focus on partnership. In recent years FTI has changed its governance, has a constituency Board, independent Board Chair, a new single fund, results focus, expanded mandate and a larger and more professional secretariat.

3. Does the current brand/name reflect the current entity?

By no stretch of the imagination does the brand/name reflect the current entity. The name is mostly shortened to FTI, so the education focus is missed. It is a long way from being an initiative: it is a partnership with a long-term future. It is a major funder of education globally. FTI is currently identified with the World Bank and is often seen as a World Bank program, not an entity in itself. The brand/name has very limited global recognition, even in development circles.

4. Will the entity change significantly in the coming 24 months?

Yes, FTI will evolve further and significantly. It will be taking leadership in the areas of girls' education, education quality, education in fragile states and in performance/results reporting for the education sector. The Education for All Fund will grow considerably should the 2011 replenishment effort prove successful. The Secretariat will become stronger, show technical leadership and will be more influential. The FTI partnership will become stronger.

5. Will the current brand reflect the changed entity in 36 months?

The current brand will unquestionably be even less reflective of the entity in three years than it is now.

The answers to these questions clearly highlight that the current FTI brand/name is far detached from the entity that the FTI Board and partnership is trying to create. Accordingly it makes a great deal of sense to change the name and the brand and quickly. To wait will make it ever more difficult. There is a window of opportunity through the replenishment process that provides a good platform for a rebranding. It can be used to galvanize support and make a statement that a new/changed FTI is alive and strong.

All this said, there are two further threshold questions that would need to be answered:

- **Can a better name and brand be found that will describe the entity and help make it stronger?**
The new branding would ideally need to encapsulate partnership, education and a global nature. It should avoid being categorized as a Fund. It should be recognizable and descriptive and should not lead to confusion with other entities.
- **Is there a coherent, affordable strategy in place for the transition between the old and new brand?** Such a strategy will require a strong communications and messaging framework; a practical, realistic implementation plan; and a budget.

The Secretariat will attempt to answer both these questions in time for the May Board Meeting in Kigali. Options for a new name and brand will be presented with clear recommendations, together with a costed rebranding strategy with the intent to complete the process at the time of the replenishment event proposed for October. The Board will need to be pragmatic in seeking agreement to the answers

to these two questions, since without such agreement the moment is lost for change and the current brand will remain for the foreseeable future.

C. Tapp & R Prouty

3rd March 2011