Strategic Plan Working Group: Implementation Plan

Meeting of the Board of Directors
Paris, France, 19-20 November 2012
Strategic Framework
FRAMEWORK OF THE STRATEGIC PLAN 2012-2015 (WITH ACTIVITIES)

VISION
A good quality education for all children, everywhere, so they fulfill their potential and contribute to their societies.

MISSION
To galvanize and coordinate a global effort to deliver a good quality education to all girls and boys, prioritizing the poorest and most vulnerable.

STRATEGIC GOALS

ACCESS FOR ALL
All children have access to a safe, adequately equipped space to receive an education with a skilled teacher.

LEARNING FOR ALL
All children master basic literacy and numeracy skills by the early grades.

REACHING EVERY CHILD
Resources are focused on the most marginalized children and those in fragile and conflict-affected states.

BUILDING FOR THE FUTURE
National systems have the capacity and integrity to deliver, support and assess quality education for all.

HOW THE PARTNERSHIP WILL WORK

THE GLOBAL PARTNERSHIP WILL LEVERAGE THE REACH, SKILLS, LEADERSHIP AND RESOURCES OF ITS PARTNERS BY:

- Increasing the visibility of education as a key strategy for the health, wealth and stability of nations
- Supporting countries to develop and implement good education plans which are sustainable and country-led
- Strengthening the quality, effectiveness and efficiency of government systems
- Continuously improving through innovation and by promoting best practice
- Developing and promoting harmonized education goals and metrics
- Improving development effectiveness

OBJECTIVES OF THE PARTNERSHIP 2012 -2015

1. Fragile and conflict affected states able to develop and implement their education plans
- Reduce GPE endorsement and funding mechanisms to be more fit for purpose
- Expand support for the Management Advisory Group for program implementation
- Deliver additional $120 million in bilateral and other funding mechanisms
- Education plans informed by comprehensive conflict analysis
- Increase support for crisis-affected and fragile situations
- With UNICEF, bring the gap between emergency response and development

2. All girls in GPE-endorsed countries successfully complete primary school and go to secondary school in a safe, supportive learning environment
- With UNICEF, establish gender equality index for education quality
- Improve teacher effectiveness to improve the gender equality gap
- Educate girls and education systems are gender-responsive
- Education plans informed by comprehensive gender analysis
- Increase specific funding for activities that address gender disparities in education: secondary school, reproduction, forced marriage and social protection
- With UNICEF, bring the gap between emergency response and development

3. Dramatic increase in the number of children learning and demonstrating mastery of basic literacy and numeracy skills by Grade 3
- Support countries to increase early childhood education, especially for the most marginalized
- Ensure that children who are literate in reading and numeracy in the early grades
- Support quality teachers equipped with the right tools to teach reading and numeracy
- Provide appropriate teaching materials
- Promote mutual learning between schools
- Increase teacher effectiveness through coaching and mentoring
- Increase assessment and feedback processes to improve learning and numeracy skills

4. Improve teacher effectiveness by training, recruiting and retaining teachers and supporting them to provide a good quality education
- Improve the ability of teachers to deliver quality education
- Support education plans that focus on increasing the quality of teaching, along with the percentage of teachers with the right skills
- Support the implementation of the teaching profession in countries
- Promote education in the deployment, remuneration and working conditions of teachers
- Promote effective and equitable allocation of resources and funding

5. Expand the volume, effectiveness, efficiency and equitable allocation of external and domestic funding and support to education in GPE-endorsed countries
- Strengthen resource mobilization to reach funding targets
- Provide increased external and domestic funding
- Engage with emerging donors and reduce dependence on a smaller number of countries
- Support the implementation of the teaching profession in countries
- Establish effective and equitable allocation of resources and funding
- Prove the impact of teacher education

STRENGTHENING THE PARTNERSHIP 2012-2015

IN ORDER TO ACHIEVE ITS OBJECTIVES THE GLOBAL PARTNERSHIP WILL STRENGTHEN HOW IT WORKS BY:

- Greater engagement in support of Local Education Groups, sector planning and country level processes
- Strengthen risk management and streamline processes and procedures
- Strengthen the role of civil society and the private sector in the partnership
- Greater focus on development effectiveness, value for money and results
- Seek out, nurture, evaluate and support scaling-up of innovations

GOOD QUALITY EDUCATION FOR ALL CHILDREN
Strategic Plan Working Group observations
Some Observations from SPWG

• Target completion date for the Implementation Plan is February 2013
• Some fundamental questions need to be answered by the Board
• How to capture an Implementation Plan for such a diverse group of actors?
• How to ensure ownership?
• How to frame deliverables in simple manner?
Principles for Implementation Plan

- Opting-in
- Inclusivity and ownership
- For the partnership, not just the Secretariat
- Clarity and simplicity
- Achievable
- Accountability
Beware!

Greatest risk to the success of the Strategic Plan is a lack of partner engagement in its implementation.
Implementation Plan major themes
Seven themes for implementation

1. Implications for ESPs
2. Implications for GPE working mechanisms
3. Implications for partners and linkages
4. Implications for resource mobilisation
5. Implications for knowledge sharing
6. Implications for assessment and accountability
7. Implications for financing modalities
Nota bene

This version of the implementation plan is very draft and is a work in progress

SPWG is seeking your comments and input

Though SPWG is seeking specific decision on a risk framework
Summary of the process to date

- In early 2012, questionnaires were distributed to partnership for feedback about a proposed Strategic Plan
- Process guided by Strategic Plan Working Group
- The result was an overwhelmingly positive response
- Overall summary was prepared picking up the main views and themes and highlighting the areas of difference
- Significant consultation with Board members over early drafts of Strategic Plan
- 6 June, 2012: Discussions of draft Strategic Plan during the Board Meeting in Berlin: approval of vision, mission and goals
Summary of the process to date (cont’d)

- 31 July, 2012, Board approved the Strategic Plan including draft indicators
- Week of 24 September 2012: Strategic Plan officially launched during the United Nations General Assembly
- Late summer/autumn 2012:
  - SPWG held three meetings to develop and refine the Implementation Plan
  - Feedback from partners was collected and integrated into the Implementation Plan design: focus on DCPs
  - Technical Group developed draft paper on indicators
- 18-20 November, 2012: Discussion on the Implementation Plan during the Board meeting in Paris
Strategic Plan Working Group

- Geeta Rao Gupta (co-Chair), UNICEF
- Jesper Anderson (co-Chair), Denmark
- Minister Koumba Boly Barry, Burkina Faso
- Simon Bland, DFID
- Greg Butler, Microsoft
- David Edwards, Education International
- Elizabeth King, World Bank
- Joseph O’Reilly, Save the Children
- Bob Prouty, Global Partnership for Education Secretariat
- Chris Tinning, AusAID
- Minister Farooq Wardak, Afghanistan

- Carol Bellamy, Chair, GPE Board of Directors
How we got to this point

- Considered different ways to present implementation plan
- Wanted to focus on deliverables: most cover multiple objectives
- Necessary “line of sight” from SP Objectives

- Premature for budget implications
- So, deliverables presented as one block. Will aim to structure more clearly in future
Indicators

• Technical Group has submitted draft report to SPWG: excellent

• BoD needs to consider two core questions to allow SPWG and Technical Group to finish its work and provide a clear set of recommendations in February
Consultation Feedback
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Consultation with civil society, partner countries, some donors, private sector, private foundations

Fundamental concern with being prescriptive of action
Agreement that needs to encompass the whole partnership, if possible
Threshold questions need to be answered
How to monitor processes of the partnership?
More ambition with indicators is needed
Developing Country Partner feedback

• General:
  • DCPs have a very positive perspectives on the Plan itself.
  • Implementation plan should be simple and realistic
  • Opting in is the way to go
  • GPE cannot do everything, so promoting linkages among different partners is an important role
  • Support for a risk framework
  • The value added of the partnership is firstly money, then attaining results, then national and global advocacy and visibility for education

• Resources:
  • Additionality and substitution are important
  • Value for Money is an important issue to address
  • Projectised funding should be avoided. Sector budget support preferred (though fragile states different)
Developing Country Partner feedback (cont’d)

- Education Sector Plan:
  - General (with one or two exceptions) support for being more proscriptive with respect to GPE priorities
  - There is a big disconnect between the Plan and how funds are allocated, and this needs to be rectified
  - LEGs mostly working well
  - GPE should “encourage” participation of CSOs and private sector in LEGs, rather than mandate it
  - Issues with SEs making most of the decisions, taking too much time to get things done, and charging high fees

- Knowledge:
  - Knowledge-sharing and innovation are important, especially south-south
  - An online community of practice (discussion board, shared input and papers from experts) could help GPE partners to learn from one another

NEXT STEPS: More interviews, and possibly a written questionnaire after the Board meeting.
Decision Requested
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BOD/2012/11-XX — Finalization of the Strategic Plan Implementation Plan:

The Board of Directors:

a. notes the work to date of the Strategic Plan Working Group on developing an implementation plan for the Strategic Plan 2012-2015;

b. requests the Strategic Plan Working Group, working with the Secretariat, to:
   · i. continue its consultation of GPE partners to contribute to the development of the implementation plan; and
   · ii. to finalize the implementation plan, including possible amendments to the Monitoring and Evaluation Strategy and the Secretariat budget, and deliver it to the Board of Directors as soon as possible but no later than 28 February 2013, for consideration by the Board of Directors at an audio-conference to be scheduled;

c. urges all partners to commit to contributing to the implementation of the Strategic Plan and indicate support for particular deliverables where possible; and

d. requests the Secretariat to deliver to the Board of Directors, no later than the next face-to-face Board meeting in 2013, a risk management framework for review by the Board of Directors.
Next Steps
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• Feedback from BoD in Paris
• Written feedback by 30\textsuperscript{th} November 2013
• Further consultation and interviews, especially with country partners
• SPWG to consider revised draft January
• SPWG to submit final draft IP to BoD by 28\textsuperscript{th} February 2013 for decision
Last Night’s Discussion

Reaffirmation of the centrality of the country-led model
Not a question of tension with GPE priorities, but one of complementarity: they should be considered, but each context is different
Need to be flexible and pragmatic
Greater dialogue on ESPs to inform FAC and BoD
Process conditionality more relevant
More progress to be made on alignment of funding modalities
Do not mandate LEG membership, but strong guidance and encourage engagement
Significant support and strengthening of LEGs required: need to remain technically and strategically strong
Issue 1

• What does membership of the partnership mean?

• What “obligations” does it imply in terms of expectations and commitments to assisting in delivery of the Strategic Plan?

• What should partners expect in return?
Issue 2

• Should increases in domestic financing be a requirement to access program implementation funding from the Global Partnership (i.e. should there be a requirement of commitment)?

• Should GPE have stronger guidelines on avoiding displacement of other sources of external financing (i.e. should leverage be a core objective)?
Issue 3

What is the role of the Global partnership in knowledge production, assimilation and distribution? Does it require its own dedicated knowledge platform? What is the role of the Secretariat?
Issue 4

• Should indicators be “mandated” or should a more gradual approach be used based on capacity building?

• Are we willing to accept that there will be considerable costs in collecting and reporting on indicators? If so, should SPWG present a concrete cost proposal in February?
Issue 5

How is “Value for Money” to be defined across the partnership?
Thank you!