MOPAN assessment of GPE
2017-18

Key Findings

11 June 2019
Stockholm, Sweden
1. How was the assessment conducted for GPE?
2. What are the key messages for GPE?
GPE Assessment Process

- Working hypothesis
- Structured analytical tools
- Document review
  - 265 documents reviewed
- Survey of external partners
  - 55 responses
- Interviews & consultations
- MOPAN Assessment Report
- 98 staff interviews
- External expert QA review

Headquarters/Corporate level
Global/Regional/Country level
MOPAN within the larger trajectory of GPE

Creation of EFA-FTI
2002
Launched to accelerate progress on universal primary education by 2015

GPE
2002
2003
2004
2012
... 2015
2016
2017
2018
2019
2020
2021

WORLD BANK

GOVERNMENTS
NGOs
PRIVATE SECTOR
FOUNDATIONS

Goals
- Quality teaching and learning
- Equity, gender equality and inclusion
- Effective and efficient education systems

Strategic Plan
Launched to accelerate progress on universal primary education by 2015

GPE 2020

First MOPAN Assessment MOPAN 3.0
Evaluation sub-strategy

GPE’s M&E Strategy / Results Framework

Agenda 2030
Agenda

1. How was the assessment conducted for GPE?
2. What are the key messages for GPE?
Partnership approach is complex to manage; many voices.

Replenishment is positive; growth is putting resource pressures on the Secretariat.

Relationship with the World Bank is complex, given the WB’s multiple roles.

Grant agent process brings contradiction (roles, responsibilities and accountabilities).

GPE identity (partnership, secretariat, funding mechanism, country partners).
### Key Strengths of the GPE per MOPAN Performance Area

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<tr>
<th>Performance Area</th>
<th>Strengths</th>
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<tr>
<td><strong>1. STRATEGIC MANAGEMENT</strong></td>
<td>- Shared vision and charter</td>
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<td>- Clear strategic direction</td>
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<td>- Focus on mandate (quality education)</td>
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<td>- Comparative advantage in national systems development</td>
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<td>- Good coverage and commitment to cross-cutting priorities</td>
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<td><strong>2. OPERATIONAL MANAGEMENT</strong></td>
<td>- Assets, systems and capacities well aligned to strategic direction</td>
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<td>- WB financial and HR systems operate effectively</td>
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<td>- Processes are flexible according to country needs (differentiation)</td>
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<td>- Financial systems demonstrate good accountability</td>
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<td>- Competent and committed workforce</td>
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<td><strong>3. RELATIONSHIP MANAGEMENT</strong></td>
<td>- Committed global partnership – strong advocacy work</td>
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<td>- Country relationship through LEG</td>
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<td>- Committee efficiency &amp; DCP pre-meeting</td>
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<td>- New CRM system</td>
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<td>- Negotiation and influence at country level</td>
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<td><strong>4. PERFORMANCE MANAGEMENT</strong></td>
<td>- More processes being systematized</td>
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<td>- Accounting systems are transparent and improving; including value for money work</td>
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<td>- Information management is receiving focus and improving</td>
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<td>- Risk analysis work has engaged staff across the agencies and is proactive</td>
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<td><strong>5. RESULTS</strong></td>
<td>- Potential for capacity development through ESA/ESP</td>
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<td>- FCAC – relevant processes</td>
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<td>- M&amp;E embedded and tracked</td>
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Key Challenges of the GPE per MOPAN Performance Area

1. STRATEGIC MANAGEMENT
   - Blurred role (fund vs. partnership)
   - Lack of visibility/comparative advantage
   - Mandate scope has been broadened
   - Growth management
   - Strategic performance not yet synthesized

2. OPERATIONAL MANAGEMENT
   - Confusion in roles, responsibilities of actors/country actors/partners
   - Fragmentation – silos, incomplete systems, duplication and gaps
   - Roles and responsibility
   - Communication and advocacy affected by role confusion

3. RELATIONSHIP MANAGEMENT
   - Internal growth/staffing (thematic vs. country focus)
   - Type of engagement with partners (UIS, IIEP)
   - Pre-board meetings not fully transferred to Board – different participation

4. PERFORMANCE MANAGEMENT
   - Overall GPE performance reporting dispersed
   - Disbursement delays - lack of analysis
   - Approach to capturing and sharing lessons learned not yet systematic
   - Difficult to prove contribution; but efforts to do so could be improved

5. RESULTS
   - Indicators too cumbersome and not SMART enough
   - Monitoring of ESPs would be valuable
Performance ratings

Organisational Performance

Results

- Highly satisfactory (3.01-4)
- Satisfactory (2.01-3)
- Unsatisfactory (1.01-2)
- Highly unsatisfactory (0-1)

Key Performance Indicator
Final report: May 2019
• Final Brief, Executive Summary,
• Detailed Assessment, Overall Performance
• Annexes (Evidence Table, List of Documents, Partner Survey Results)

Management Response
• Within approximately 2 months of release of the report

Publicly accessible at:
www.mopanonline.org
Thank you.

www.mopanonline.org
MOPAN looks at 5 performance areas

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<th>PERFORMANCE AREAS</th>
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| **STRATEGIC MANAGEMENT**  
Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities |
| **OPERATIONAL MANAGEMENT**  
Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability |
| **RELATIONSHIP MANAGEMENT**  
Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments) |
| **PERFORMANCE MANAGEMENT**  
Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning |
| **RESULTS**  
Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way |

Source: MOPAN 3.0 Methodology, 2017-18