STRATEGY AND IMPACT COMMITTEE - DAY 2

GPE Board of Directors
December 5-7, 2017
Paris, France
KNOWLEDGE AND INNOVATION EXCHANGE
Objectives for this discussion

Review and decide on design proposals

Consider timeline and risks

Input into implementation and next steps, including governance
Recall: Reinforcing funding mechanisms

Two key levers to dramatically increase GPE’s impact

- Improvements in Education Sector Planning, Implementation & Monitoring - Leading to Achievement of GPE2020 Goals
- Knowledge & Innovation Exchange
- Advocacy and Social Accountability
Starting point – Board

• **Committed** to increase knowledge exchange (KIX) and to reinforce work done by national coalitions (ASA), in support of GPE 2020

• **Mandated** SIC to design KIX and ASA as funding mechanisms to reinforce GPE model

• **Allocated** for KIX: $60 m minimum, 150m in full replenishment; ASA: 60 – 100m
Starting point - SIC

- Process as important as output
- Realize potential for harnessing through and across partnership
- Embed deeply into and strengthen core GPE business (ESDGs, ESPGs, JSRs)
- Exploit GPE comparative advantage (content, values, people)
- Avoid duplication, enable harnessing, enhance meaningful co-creation
Consultation-driven vision of stronger partnership to achieve GPE2020

FROM: Funding mechanisms to reinforce GPE 2020

TO: Core function embedded in operating model to better harness partnership knowledge and capacity in support of GPE 2020
Multiple inputs for KIX and ASA designs

- Partnership Consultations
- External comparator analysis
- KIX, ASA designs
- GPE lessons learned (GRA, KGPE, CSEF)
- Market & Thematic Analysis
KIX: Theory of change

**Goal**
Improved capacity of developing country partners to create and use knowledge, evidence and policy innovation to strengthen their education systems

**Objectives**
- More effective and impactful national education sector planning, monitoring and implementation efforts
- Ensure that knowledge and innovation is effectively aggregated, curated and exchanged across the Partnership
- Accelerate the availability and utilization of global and regional public goods, knowledge and innovation

**Operational Components**
- Learning Exchange
- Knowledge & Innovation Funding
## KIX: Operational components

<table>
<thead>
<tr>
<th>Learning Exchange</th>
<th>Knowledge &amp; Innovation Funding</th>
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<tbody>
<tr>
<td><strong>Partnership Wide Function:</strong></td>
<td><strong>Fund partners to:</strong></td>
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<tr>
<td>• Design of Thematic Areas</td>
<td>• Create evidence that can meaningfully inform country-level processes</td>
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<td>• Knowledge mobilization</td>
<td>• Create tools, standards and methods and new approaches.</td>
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<td>• Peer Learning</td>
<td>• Translate knowledge and innovation into education sector planning, policy development and implementation approaches.</td>
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<td>• Brokering with ASA, Civil Society</td>
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<td>• Brokering with national stakeholders and integration into policy cycles</td>
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<td>• Clearinghouse for all GPE knowledge and technical products.</td>
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- 20-25% of funds
- 75-80% of funds
Support to Country Level Policy Cycle

**Improve Sector Planning**
- Tools, best practice exchange, guidance on key policy challenges to enhance the work of national stakeholders

**Strengthen Implementation**
- Learning about implementation challenges and innovations supports improved execution and efficiency.

**Monitor and Learn**
- New approaches to data utilization, evidence building, monitoring and accountability reinforces a learning loop within and across countries.
SIC feedback

✓ More strongly embed ToC within GPE’s core business of ESDGs, ESPIGs and JSRs
  • Anchor to value added of working through GPE
  • Focus on GPE comparative advantage
  • GPE values and principles essential

✓ Deepen Learning Exchange component, keep simple two-pronged approach
  • Avoid duplication among partnership work (harness, enable, plug gaps)
  • Careful attention to cost/benefit
Iterative approach to themes: base list

**Goal 1: Learning**
- Learning Assessment Systems
- Teaching and Learning
- Early Childhood Education

**Goal 2: Equity**
- Gender equality
- Equity and Inclusion of the Most Vulnerable
- Education in Fragility and Conflict

**Goal 3: Effective systems**
- Sector planning, analysis, data systems
- Monitoring & Accountability
Selecting themes for a successful start

1. Scope and Scale of the Challenge, Alignment with GPE 2020 and Results Report

2. GPE’s comparative advantage for working in this area

3. Pre-existing Board prioritization or commitments to consider for first stage

1. Data Systems
2. Assessment
3. Early Childhood
4. Gender
SIC feedback

✓ Clarify process leading to GPE2020 Objectives and resulting themes, validate consultative process behind
  • Emphasise origins in partnership

✓ KGPE themes not pre-designated, but an input to build on (BELDS, A4L)

✓ Aim for successful start with limited themes, despite board option of 6
  • Takes a new way of working
  • Not only about secretariat capacity, but also partnership

• Prioritize results report findings as filter
1. Central Role for Developing Country Partners

2. Financing and Funding Allocations:

- $60 million minimum ($150 million in full replenishment)
- Of $60 million: $40 million set aside from the GPE pool and $20 million from targeted financing.
- Knowledge and Innovation Funding 75-80% of total; Learning Exchange 20-25%
KIX: Key Design Parameters

3. Management and Operationalization
   • Learning Exchange – embedded in the Secretariat but utilizing contracted organization(s) for key services
   • KIX Funding: management by Grant Agent
   • Independent Review Panels for Grant Selection.

4. Governance
   • SIC oversees launch of KIX to December 2018 – approves criteria and selection procedures for KIX funding.
   • Permanent oversight decided by GEC in Dec 2018.
IMPLICATIONS FOR SECRETARIAT RESOURCES AND RISKS

SECRETARIAT STAFFING AND RESOURCING
• With $60 million budget, additional staffing needs estimated at one senior technical lead and one operations officer.
• 3% of value of KIX for M&E

RISKS
• Fragmentation or lack of integration to country processes
• Insufficient targeted financing
• Insufficient secretariat capacity
• Challenges in securing grant agent
Timeline

- **January 2018**: Recruitment of technical partner to help design and launch the learning exchange and its functions.
- **May 2018**: Investment strategies in 4 thematic areas and Year 1 implementation workplan to SIC.
- **October 2018**: Criteria and format of calls for proposals agreed by SIC and issued.
- **January 2019**: First grantees or investments under contract.
- **October 2019**: Second set of thematic areas selected and calls for proposal issued.
Incorporate lessons learned from GRA and external analyses in design
  • Hybrid model (nature and number) likely needed to secure learning and harnessing – partnership is distinctive, full wholesale model poses risks
  • Work to proof of concept

Clarify resource requests and outputs
  • 1.5M start up request for KIX further development, 2 FTE
  • Further detail roles across secretariat, partnership, agent
  • Describe links between resource needs and pace of rollout

Establish governance following SIC oversight of launch
  • SIC for 2018, continuing thorough partnership consultations
  • Following launch, governance needs clarification
1. Approves the design features for the GPE Knowledge and Innovation Exchange (KIX) aimed at accelerating progress towards GPE2020, and longer term realization of 2030 Sustainable Development Goals. KIX will enhance the exchange and utilization of knowledge, innovation and good practices across the Global Partnership, with the Goal, Objectives, Components and Theory of Change (including operational components) as stated in this document [BOD/2017/12-xx].

2. Agrees that the KIX program of work will start with four initial themes: Learning Assessment Systems, Early Childhood Care and Education, Gender Equality, and Data Systems, and requests the Strategy and Impact Committee to guide the selection of additional thematic focus areas with a final decision by the Board by October 2018.
3. Delegates authority to the Strategy and Impact Committee to oversee the launch of KIX up to the end of CY 2018, which would include:
   a. Approving the criteria and procedures for selection of the grant agent(s);
   b. Approving the work plan and operating budget for Year 1 of KIX’s work (FY2019);
   c. Agreeing to selection criteria and procedures for soliciting and reviewing competitive calls for funding under each thematic area;
   d. Approving the approach to reporting, results monitoring, evaluation, risk management, and grant extension or restructuring;

4. Approves a budget request of $1.5 million as an initial allocation to cover operating costs and further technical design work to the launch KIX over a 12-18 month period.
GLOBAL PARTNERSHIP FOR EDUCATION

ADVOCACY AND SOCIAL ACCOUNTABILITY (ASA)
ASA: Theory of Change

Enhanced Civil Society Capacity to further GPE2020 goals

**Goal**
- Strengthen national civil society engagement
- Strengthen civil society roles in promoting the transparency and accountability
- Create a stronger global and transnational enabling environment for education advocacy

**Objectives**
- Policy analysis; Coalition building; Citizen Mobilization; Capacity building

**Outputs**
- National: Support to national civil society coalitions
- Global: Global / regional campaigns; Capacity building

**Operational Components**
- Social accountability grants
- Transnational advocacy grants

Learning Exchange
ASA: Goal

Enhanced Civil Society Capacity to further GPE2020 goals in learning, equity and stronger systems, by improving their participation, advocacy and efforts to ensure transparency and increased effectiveness in national educational policy and implementation processes.
ASA: Objectives

National Engagement
Strengthen national civil society engagement in education, planning, policy dialogue and monitoring

Transparency & Accountability
Strengthen civil society roles in promoting the transparency and accountability of national education sector policy and implementation

Global Engagement
Create a stronger global and transnational enabling environment for civil society advocacy and transparency efforts

50% of funds
25% of funds
25% of funds
ASA: Outputs & operational components

Outputs

(1) Policy analysis, evidence and research; (2) Coalition building; (3) Social mobilization of citizens; and (4) Capacity building for civil society; including to inform GPE support (ESPDGs, ESPIGs, etc.)

Operational Components

National

Support to national civil society coalitions

Social accountability grants

Global

(1) Global, transnational or regional advocacy campaigns; (2) Capacity building for civil society policy advocacy

Transnational advocacy grants

Learning Exchange
SIC feedback

✓ Strengthen TOC by
  • Deepen connection to GPE 2020
  • Linking more closely to ESPGS, ESPIGs, KIX
  • Adding increased effectiveness to goal
  • CSEF successor

✓ Revise windows as described in board decision
ASA: Key design parameters

Eligibility

• Civil society: not-for-profit public interest organizations, networks, coalitions or associations

• For national-level activities, eligibility should be confined to national civil society in any of the 89 FFF-eligible countries

• For transnational activities, eligibility should be confined to civil society organizations as long as the intended policy impact is in the 89 FFF-eligible countries and is undertaken in conjunction with civil society in a developing partner country.

• Special consideration should be given to CSEF recipients
ASA: Key design parameters

Allocation of Funds

• The minimum funding required for ASA is $60 million over three years, this amount may be increased up to $100 million.

• Of this total, the FFF suggest spending: 50% of funding on ASA Objective 1; 25% of the funding on ASA Objective 2; and 25% on ASA Objective 3.

- **National Engagement**
  - Strengthen national civil society engagement in education, planning, policy dialogue and monitoring
  - 50% of funds

- **Transparency & Accountability**
  - Strengthen civil society roles in promoting the transparency and accountability of national education sector policy and implementation
  - 25% of funds

- **Global Engagement**
  - Create a stronger global and transnational enabling environment for civil society advocacy and transparency efforts
  - 25% of funds
ASA: Key design parameters

Frequency of Grants

- A minimum commitment of three years of funding
- 2 calls for proposals, first in 2019 (or earlier if possible) and in 2020.
- Consideration for a “year zero” for planning, capacity building, alliance building and work program refinement, followed by bigger grant allocations to support work in the subsequent 2 years of the grant cycle.
ASA: Key design parameters

Governance

• In stage 2 of the design of ASA, from January to May 2018, the SIC will continue to oversee the design work.
• In addition, the SIC requests the Board to delegate the following authority to the SIC:
  • Agree formal criteria and process for the selection of the grant agent(s);
  • Agree to selection criteria and procedures for calls for proposals;
  • Review and approve the overall approach to reporting, monitoring and grant extension or restructuring.

The SIC will review and approve the final operational design for ASA, if delegated this authority, at its May 2018 face to face meeting.
ASA: Next steps

January to May 2018 – Phase 2 Design Work:
- Technical advisory panel established and external firm contracted for Phase 2 Design
- Grant agent criteria developed and potential candidates identified
- SIC approves final operational design details

May 2018 to December 2018 – Operationalization Work:
- Grant agent and call for proposals selected based on SIC approved criteria and procedures
- First call for proposals (December 2018/January 2019)
ASA: Implications for Secretariat Resources and Risks

STAFFING AND RESOURCING
• One operations officer requested; other staffing needs will be met with existing staff capacity.
• Firm contract for Phase 2 Design work – met within existing budgets.
• Equivalent of 3% of total ASA allocation set aside for monitoring and evaluation.

RISKS
• Challenge of finding grant agent and transactions costs of small grants.
• Potential interruption of funding to national coalitions and teachers organizations.
• Fragmentation/lack of integration with national policy processes.
• Potential closed political environment for Civil Society.
SIC feedback

✓ **Majority of funding for country-level impact, even if conducted at transnational or global level**

☐ **Clarify role and composition of technical advisory panel**

☐ **Address potential gap in implementation between CSEF and ASA**

☐ **Incorporate forthcoming CSEF evaluation in next stage of design**

☐ **Seek governance review for future ownership**
BOD/2017/12 XX—Advocacy and Social Accountability: The Board of Directors:

1. Approves the goal, objectives and outputs and operational components for the Advocacy and Social Accountability (ASA) funding mechanism and;

2. Adopts the parameters for (1) eligibility criteria; (2) allocation of resources by objective; (3) frequency of grants as stated in this document [BOD/2017/12-xx]

3. Delegates authority to the Strategy and Impact Committee to approve stage 2 operational design options for the ASA mechanism. This includes the authority to:

   a. Approve the criteria and process for the selection of the grant agent;

   b. Approve selection criteria and procedures for calls for proposals;

   c. Review and approve the overall approach to reporting, monitoring and grant extension or restructuring.
Objectives

Review and decide on strategy

Consider risks and mitigation measures

Offer input into implementation and next steps
Mutual Value Proposition

Mutual value proposition based on GPE’s and foundations’
• program expertise
• convening power
• knowledge and innovation
• financing
for the benefit of strengthening national systems
Strategic Principles

1. More deliberately deploy collective strengths and assets in support of SDG4
2. Simultaneously advance unmet needs in support of GPE 2020 and foundations’ own missions where they overlap
3. Strengthen and advance engagement and dialogue at global and local levels
4. Increase the quality of work in support of national system strengthening
Theory of Change

Foundations and GPE jointly deploy their strengths and assets through transformative partnerships that drive GPE2020 goals of improved outcomes, greater inclusion, and strengthened systems in support of SDG4.

**Vision**

- Increased engagement of foundations in national ESP processes
- A more enabling environment for philanthropy in education
- More effective governance role of foundations in GPE

**Goals**

**Inputs**

- Technical: KIX and ASA
- Advocacy collaborations
- Engagement in national policy cycles
- Stronger, more engaged constituency
- Financing: GPE PF, KIX, ASA, ESIC, MF
Modes of Partnership

Technical thought partners
• Knowledge and Innovation Exchange (KIX)
• Advocacy and Social Accountability (ASA)

Advocates and Advocacy partners
• High-level campaigns
• Thematic advocacy at national level

Country partners
• Philanthropy at the national level

Financiers
• Pooled Fund
• KIX and ASA
• ESIC
• Multiplier Fund
IMPLICATIONS FOR SECRETARIAT RESOURCES AND RISKS

SECRETARIAT STAFFING AND RESOURCING
- One relationships officer requested in HR plan, integrated in the Private Sector and Foundations sub team in External Relations Team (ERT)
- Strong link with secretariat colleagues working on KIX implementation (senior technical lead and operations officer).

RISKS
- Insufficient secretariat capacity
- Content and modes do not substantiate outreach to partners
- High transaction costs
- Fragmentation at country level
- Financing is predominant metric for success
- Homogeneity of foundation types
- Displacement of traditional donors
- Nonalignment of Private Sector strategy
SIC feedback

✓Sharpen overall goal
✓Elaborate on benefits for GPE especially at country level and resources needed
✓More fully explain transaction costs
✓Deepen risk assessment
**BOD/2017/12 XX—Private Foundations Engagement Strategy:** The Board of Directors:


2. Requests the Strategy and Impact Committee to provide annual updates to the Board on progress of work with foundations.

3. Requests the Strategy and Impact Committee to review the portfolio of work with foundations in early 2020 and initiate the development of a post-2020 Private Foundations Strategy based on lessons learned and key opportunities identified.
UPDATE ON THE PRIVATE SECTOR STRATEGY
Objectives of the Strategy per February 2017 BOD Roadmap

1. Develop high-impact transformational partnerships to accelerate progress towards GPE’s goals and SDG 4

2. Increase Private Sector’s understanding, support and advocacy for basic education and GPE’s work

3. Engage with Private Sector at global and national level

4. Facilitate Private Sector engagement in global policy dialogue on education
Constructing a Shared Value Proposition with Private Sector Partners

- Accelerate voice and advocacy for education
- Leverage expertise and innovation
- More and better financing
Private Sector Strategy – Where we are

Achieved Outputs
- Private Sector Board Member
- Secretariat outreach to business community in support of replenishment, exploratory for KIX.

Issues & Solutions
- Interim Private Sector Strategy not ready, Dec. 2017
- Lack of a PS Constituency

Next Steps
- PS Strategy developed for December 2018
- PS Constituency Development
Components for PS Strategy Development

1. Map **potential PS partners and modalities** supporting GPE2020 at the country and global levels – *including private service providers, and potential contributions to ESIC, Multiplier and KIX.*

2. Develop **shared value proposition** around key themes and/or modalities for engagement.

3. Refine **Principles, Goals and Objectives**, implementation timeline.

4. **Consult** across the Partnership, further refinements and prioritization.

5. Identify risks, resources and M&E strategy.
# Timeline for PS Strategy Development

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<th>2017</th>
<th>2018 Jan-March</th>
<th>March-Jun</th>
<th>Jul-Oct</th>
<th>Nov-Dec</th>
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<tr>
<td><strong>Phase I:</strong> Engage on replenishment/governance</td>
<td><strong>Phase II:</strong> Build Constituency &amp; define scope</td>
<td><strong>Phase III:</strong> Research &amp; Analysis</td>
<td><strong>Phase IV</strong> Strategy Design &amp; Development</td>
<td><strong>Phase V:</strong> Board Consideration</td>
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<td>• Identify PS Board member/constituency leadership</td>
<td>• Build constituency and vision</td>
<td>• Analysis of education contribution from PS at global and country level.</td>
<td>• Define areas for strategic engagement.</td>
<td>• Board review</td>
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<tr>
<td>• Engage PS in replenishment</td>
<td>• Select consultancy for analysis</td>
<td>• SIC review</td>
<td>• Draft principles &amp; objectives</td>
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<td>• SIC review of TORS for Strategy</td>
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<td>• Consultations</td>
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<td>• SIC recommends</td>
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**2017**
- Build constituency and vision
- Select consultancy for analysis
- SIC review of TORS for Strategy

**2018 Jan-March**
- SIC review

**March-Jun**
- Analysis of education contribution from PS at global and country level.
- SIC reviews

**Jul-Oct**
- Define areas for strategic engagement.
- Draft principles & objectives
- Consultations
- SIC recommends

**Nov-Dec**
- Board review
SIC feedback

✓ Acknowledged secretariat’s notification that interim strategy would not be delivered for this meeting, noting prior SIC input over the year could not be met

✓ Reconfirmed secretariat commitment to final delivery according to roadmap (Dec 2018)

☐ Requested a revised roadmap to reflect the result of changes in approach and timing, building in full partnership consultation and Board update in June 2018

☐ Recommended the inclusion of questions related to private providers of education under the umbrella of a private sector strategy – revising prior SPC guidance
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