GPE 2025 STRATEGIC PLAN

Meeting of the Board of Directors
November 30, December 1, December 3, 2020
Strategic Plan
Vision, Mission, Goal, Objectives, Priority Areas

Operating Model
Compact, System Capacity Grant, System Transformation Grant, Capabilities Strategic

Monitoring, Evaluation, Learning

Financing & Funding
Eligibility & Allocation, Gender top-up, Innovative Finance, CSP
LOOKING FORWARD - MORE TO DO

• **Critical operating model components still to be developed**
  - Details on assessing requirements (domestic financing etc.)
  - Independent Review panel
    - Detailed guidance on partnership compact
    - Strategic capabilities

• **Pilot in five countries – learn and adapt**

• **MEL policy and Results Framework**

• **Operationalising funding and financing agreements**
Strengthen gender-responsive planning and policy development for system-wide impact
Analyses and diagnostics | Gender-responsive planning and policy development

Strengthen capacity, adapt and learn, to implement and drive results at scale
Adaptive management and learning from evidence

Joint policy dialogue to identify system transformation priorities within sector plans and policies
Mobilize global and national partners and resources for sustainable results
Access to strategic capabilities | KIX | EOL

Mobilize coordinated action and financing to enable transformative change
Partnership compact that aligns all partners behind country system transformation priorities
PARTNERSHIP COMPACT
why a partnership compact?

• Drive broader policy dialogue on **system transformation**
• **Harmonize and align** partner contributions
• Apply **context-based assessment of GPE funding requirements**
  • gender-responsive *(new)* Education Sector Plan
  • domestic finance
  • data and evidence
  • sector coordination *(new)*
• Identify **policy reforms to address gaps in requirements** and propose top-up indicators
• Define GPE engagement
  • ensure **best use of GPE grants** (System Capacity Grant and System Transformation Grant)
  • identify opportunities for **leveraging innovative financing and strategic capabilities**, including KIX and EOL
ADVANCES EFFECTIVE PARTNERSHIP ROLLOUT

• **Strengthens decentralized mutual accountability:**
  - Greater role for Local Education Group (LEG) in shaping GPE’s engagement in the country

• **Strengthens national government’s ownership and capacity:**
  - GPE support better aligned to country’s policy cycle and priorities
  - Supports government leadership of a system transformation agenda
  - Capacity strengthening prioritized and supported

• **Rebalances the GPE model:**
  - Implementation and performance monitoring emphasized
  - LEGs' attention shifted from GPE grants to broader policy framework and partner alignment

• **Potentially reduces transaction costs:**
  - Upstream agreement through the Compact can reduce downstream transactions
CONSULTATIONS: QUESTIONS AND ANSWERS

- **Local Education Group (LEG) Effectiveness**: will the model work ‘where the LEG is weak’ and CSOs are not in LEG?
  - Compact strengthens incentives for LEG effectiveness/inclusion & identifies LEG improvement needs
  - Supporting mechanisms need to be leveraged: MEL; EPR; LEG self-assessment tools

- **Transaction costs**: will new transactions be offset by removal of existing transactions?
  - Compact enables better alignment to national policy cycle
  - Upstream requirements & approval of grant focus can streamline downstream assessments and negotiations
  - Reduced risk of grant preparation effort leading to non-approval or conditions
SYSTEM CAPACITY GRANT
Why a System Capacity Grant?

- GPE 2020 lacks a **systematic approach** to supporting country capacity
- **DCPs** emphasize need for a **demand-driven funding mechanism** for capacity building
- **System capacity grant** expands current sector planning grant (ESPDG)
- Next to planning, it includes **better sector coordination, financing, data systems**...
- Key needs identified in the **partnership compact** with emphasize on requirements
CONSULTATIONS: QUESTIONS AND ANSWERS

• **Strategic coherence across the full range of GPE support to countries**
  - The Partnership compact will identify needs to be addressed
  - System Capacity Grant can be attached to other funding, when appropriate

• **Support for education sector plans must be maintained**
  - Funding sector planning will remain an integral window of the System Capacity Grant
  - Partnership compact will prioritize support for weaknesses in sector planning
SYSTEM TRANSFORMATION GRANT
PURPOSE

• Support countries to deliver system transformation by making focused, evidence-based investments in programs that unlock system bottlenecks

• Catalyze progress in GPE 2025 operating model requirement areas through requirements and incentives linked to allocations

EVIDENCE ON THE GPE 2020 OPERATING MODEL

• (CLEs) Requirements kept issues on the policy agenda but not contextualized; limited effectiveness and negative unintended consequences in some cases

• (ISE) GPE funding can add more value by being strategically selective and GPE (should) prioritize funding more sharply

• (CLEs/VP study) Incentives can foster inclusive policy dialogue and drive implementation
Components

- **Minimum allocation portion**: focused, evidence-based investments to address bottlenecks
- **Top-up portion**: incentives for progress in requirement areas
- **Variable part**: simplified with exemptions for grants with minimum allocation portion <$15 million and low-capacity, fragile contexts
- **Embedded MEL**: gender and disability-disaggregated data (as applicable), core indicators for priority areas, minimum standards for grant monitoring, and evaluation policy
# Requirements and Incentives

## GPE 2020 Operating Model Requirement Areas

<table>
<thead>
<tr>
<th>Share of public expenditure spent on education (and share of education expenditure spent on primary education)</th>
<th>Equity, efficiency, and volume of domestic public expenditure on education</th>
<th>Funding implications</th>
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</thead>
<tbody>
<tr>
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<td></td>
<td>• Very low, declining volume and no agreement to reform: <strong>withhold STG</strong></td>
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<tr>
<td></td>
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<td>• Other challenges: incentives through top-up portion and support through SCG</td>
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## GPE 2025 Operating Model Requirement Areas

<table>
<thead>
<tr>
<th>Credible education sector plans</th>
<th>Sector planning, policy, and monitoring</th>
<th>Funding implications</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>• Gaps in gender responsive planning, policy and monitoring AND/OR gender and children with disabilities—disaggregated data: <strong>required use of SCG to address gaps</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Other challenges: incentives through top-up portion and support through SCG</td>
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<tr>
<th>Reporting of key education data (or a funded plan to develop necessary data systems)</th>
<th>Availability and use of data and evidence</th>
<th>Funding implications</th>
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<tbody>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td>No requirement</td>
<td>Sector coordination</td>
<td></td>
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<tr>
<td></td>
<td>• Coordinated financing and funding</td>
<td></td>
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<tr>
<td></td>
<td>• Coordinated action</td>
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Application, Approval, and Review Process

- ITP recommendations on requirements status
- Minimum allocation: 4 months
- Partnership compact
- Board approval: Allocation and focus area: 3 months
- GA selection and grant development: 7 months
- Streamlined quality assurance
- Streamlined approval: 3 months
- Grant start/1st commitment

Total: 17 months

Continuously available system capacity grant: rolling sector analysis, planning, monitoring and evaluation

Mid-term review (in year 2 to year 3)
KEY FEEDBACK FROM CONSULTATIONS

REQUIREMENTS AND INCENTIVES
• Maintain the **centrality of domestic finance** with strong requirements and incentives
• Balance contextualized requirements with consistency in application across countries

REVIEW AND APPROVAL PROCESS
• Independent Technical Panel has potential to enable a more multidimensional and nuanced assessment of requirements but need to clarify Board and Committee roles

RESULTS-BASED FINANCING
• Results-based financing must be carefully targeted to ensure the most marginalized are reached

USE OF EVIDENCE
• Investments must be based on evidence of what works and delivers value for money
**INITIAL DOMESTIC FINANCE PROPOSALS (FOR FURTHER ELABORATION)**

**VOLUME**
- Progress towards the **20% benchmark retained as universal**
- Supplemented with additional indicators to assess **adequacy of spending**
- **Failure to commit to adequate spending** remains possible **basis for withholding GPE funds**
- New model provides **additional incentives and support**

**EQUITY**
- Is public finance for education **equitably allocated** and **reaching the poorest and most marginalized?**
- Requirement to spend 45% of education expenditure on primary **not retained**: more effective ways to assess equity, while giving priority to at least one year of pre-primary education, primary education, and focusing on the poor and most marginalized across 12 years of education

**EFFICIENCY**
- Is education spending achieving the **best outcomes at the least cost?**
- **Internal efficiency** (minimizing repetition and dropout) is a key element
STRATEGIC CAPABILITIES
Strategic Capabilities – What the Board Agreed

• Strategic shift: “harmonizing efforts, strengthening alignment, and purposefully engaging in strategic partnerships” to support transformation of education systems

• Enabling objective: “Mobilize global and national partners and resources for sustainable results”
THREE TYPES OF STRATEGIC PARTNERSHIPS

• **Advisory services on demand**
  - Contract global or regional partners to provide advisory services on demand
  - Focus on operating model requirement areas

• **Access to identified solutions**
  - MOU with partners with effective/promising solutions to common constraints
  - Generally not funded by GPE; may involve seed or co-funding

• **Convening on critical challenges**
  - Bring together partners for solutions to critical/complex challenges
  - May involve (co-)funding for problem-solving process
## Strategic Capabilities versus Other GPE Mechanisms

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<th>Other GPE mechanisms</th>
<th>Strategic capabilities</th>
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<tr>
<td>Advisory support from Secretariat</td>
<td>Advisory support leveraged from expert partners</td>
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<tr>
<td>KIX develops/shares innovative solutions</td>
<td>Building on KIX, offers opportunities to adapt innovations to context and support their integration in education systems</td>
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<tr>
<td>System Capacity Grant would provide funding at country level to address capacity needs (demand-based)</td>
<td>Strengthens the offer by mobilizing qualified partners who can provide technical support (supply-based)</td>
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THANK YOU