



GCE 7th WORLD ASSEMBLY

22 - 24th November 2022
Johannesburg-South Africa

The Future of Education Re-Imagined

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Discussion Paper 9:

How can we strengthen the credibility and legitimacy of the GCE movement and strong national, regional, and global representation?

The draft GCE strategic plan for 2023-2027 will be discussed and adopted by the 7th World Assembly as a call for strategic interventions focused on re-engineering, renewing, and reviving the GCE movement. To effectively deliver our results-oriented strategic plan and realise our ambitious strategic objectives, it has become fundamental for us to look at how we are organised and governed so that we can close up any leadership and organisational capacity gaps. With strong leadership and a well-organised movement, all GCE structures can become active agents of change through strong governance, transformation, and revived organisational work to become a revolutionary movement.

How do we organise GCE to become a credible and resilient revolutionary movement

As the saying goes, there can be *'no revolution without a revolutionary movement'*. As a movement, we have to be bold to address some of the key issues can strengthen our credibility, inclusion and our leadership efforts, some of which are the process of mainstreaming gender within the Movement; the rise of the youth voices within all the structures of the organisation. All these processes form a backbone and remain an integral part of strengthening the movement. As "a strategic center of advocacy and campaign," the GCE should command both legitimacy and accountability, deriving from the quality of its collective ideas and the discipline of its members, supported by strong and democratic elected leadership. It should ensure its members carry out its mandate wherever they are located. It should be able to monitor and evaluate its policies and strategy implementation.

Information dissemination and rigorous consultations improve the legitimacy and credibility of any movement; it also triggers automatic mobilisation and organising, the motive force to drive advocacy. Empowering local people through information sharing enhances the movement's consensus and responsiveness, doing half the advocacy work. Furthermore, a recalibration of our membership recruitment and development approach is required to ensure our members are steeped in progressive thought, driven by intellectual endeavour, and a strong work ethic. GCE requires a capacitated, diverse, inclusive, and progressive collective of members.



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GCE has best practice measures to measure our engagements and move from the individualism approach to increase our legitimacy and credibility. Through consensus engagement with critical stakeholders.

Key organisational challenges that affect GCE's credibility and legitimacy

Difficulty to deliver aligned actions in an organised manner: A distant, inward look at GCE shows some of the members might be having difficulties being agents of change and connecting with communities; in some instances, the global secretariat faces challenges coordinating the movement resulting in members not aligning with the values and goals of the GCE.

Strong leadership across the movement: Building leadership and developing communication skills is an ongoing challenge for some members that needs to be addressed in the electoral processes to ensure strong candidates can lead the movement's mandate.

Decreasing public and CSO mobilisation: The ongoing struggles of mobilising each other and the limited public participation places the credibility and legitimacy of the movement at a vulnerable status. Engagement with community-based organisations, feminist movements, and disability organisations in decision-making processes and critical advocacy spaces remains an area of improvement. The challenges related to broad consultations with broader society are due to time constraints and questions about the level of the movement's engagement with heterogeneous groups to bring local realities to the national and global fora.

Cotesting ideologies: The ideological contestation in the movement is the battle of the ideas; these passions for individuality can lead to limitations in measuring the overall impact of the advocacy actions targeted at national, regional, and global levels. To enhance our strategic planning and work procedures, a synchronised coordinated effort in these three levels of our governance structures is required to improve accountability, transparency, and responsiveness.

Limited ability to influence: To influence key decision-making players, members should build powerful networks with all stakeholders despite hierarchies, develop effective relationships with the existing links, and get to know other actors. There is a need to identify critical personalities who can help generate new linkages and partnerships with like-minded individuals and organisations by lobbying and setting trust-based relationships to advance our ability to influence key decision-making spaces.



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Key considerations to strengthen our ability to influence:

- (a) To represent, organise and mobilise communities and the motive forces and win their support.
- (b) To make policy recommendations, put pressure on multilateral and national institutions, and monitor the implementation and impact of our advocacy at global, national, and regional levels.
- (c) To transform the education sector paradigm and societies through our programmes, values, and integrity by winning the battle of ideas convincingly.
- (d) To select capable leaders, public representatives, and experts to drive and implement our programmes.
- (e) To produce leaders schooled in our values and policies, with the capacity to be agents of change wherever they advocate.

Composition of organisational structure of the GCE movement and their primary mandate

1. **The Board:** A strategic centre of power should command both legitimacy and authority, deriving from the quality of its collective ideas informed by its constituency and leading the values enriched by the GCE constitution, and it should ensure that its mandate is carried out by its members, wherever they are located.
2. **GCE secretariat:** Provide technical support and coordinate effectively, and monitor and evaluate the implementation of its policies and programmes. Capacity build and support GCE members and respond to thematic issues related to transforming education.
3. **National Coalitions:** Formed at the country level, comprised of civil society and grassroots organisations working in education and children's rights, unified by a common goal to promote the right to education for all. To encourage collaboration and synergies at the national level (to maximise impact). Coalitions consist of teachers' unions, grassroots organisations, and education NGOs.
4. **Regional Coalition:** Formed at the regional level, should reflect a contextualised basis of the current status quo of education and support the coordination between the global and national activities at the country level.
5. **Youth movement:** Political and ideological work amongst the new generations of young people in advocacy and social strata to reproduce leaders who are responsible citizens and active participants in transforming education.

Key Discussion Questions



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1. In mobilising and organising within ourselves, how do we strengthen our strategies and engagements with these different actors?
2. What should be the main elements of our accountability mechanisms for all GCE structures to rise in building a revolutionary movement and become agents of change?
3. How effective are our leadership nomination processes and nominations of representatives in key advocacy spaces?
4. How should we effectively consult and disseminate information amongst the constituency we represent in key advocacy spaces?
5. What level of public participation engagement and membership consultation do we conduct to produce evidence-based advocacy?
6. Are the GCE structures living up to their respective tasks, and what support should be given to these structures?