Global Education Initiative
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Education consistently ranks at the top of business, government and civil society agendas as one of the most crucial issues to prepare the next generation of citizens in today’s increasingly interconnected world. Yet, the challenges to achieve the parity and access required, as outlined in the UN Millennium Development Goals, remain significant.

In 2003, recognizing the urgent need to develop new approaches, the World Economic Forum launched the Global Education Initiative (GEI) with business leaders to develop new multistakeholder partnership models to catalyse education reform at country, regional and global levels. True to the Forum’s mission “to improve the state of the world by engaging leaders in partnerships to shape the global, regional, and industry agenda,” the resulting country initiatives in Jordan (2003), Rajasthan (2005) and Egypt (2006) have demonstrated that collective and coordinated action can lead to systemic and measurable transformation.

In 2007, the GEI will focus on socializing and scaling multistakeholder models on a global level. I am pleased to share our vision for this in the coming pages and look forward to your continued support and engagement.

Klaus Schwab
Founder and Executive Chairman
World Economic Forum
The World Economic Forum is pleased to recognize Cisco, Intel Corporation and Microsoft as official GEI Partners.
Education is a priority not only for governments, but for all of society. The private sector in particular has a vested interest in an effective education system: it is critical to economic growth, builds a skilled labour force, increases purchasing power and boosts productivity. In 2000, the Education for All goals were established by the international community in Dakar to operationalize the Millennium Development Goals (MDGs) pertaining to education. Seven years on, large gaps remain.

To address these gaps, a bold new development paradigm is needed based on multistakeholder partnerships that use key strengths of a variety of stakeholders – ranging from the donor community, the multinational private sector, regional and national governments to international and local NGOs, teacher’s unions and the local private sector. The Global Education Initiative (GEI) rises to this challenge.

The vision for the Global Education Initiative was established during the World Economic Forum Annual Meeting 2003. Business leaders of the information technology and telecommunications community launched an initiative to create new sustainable models for education reform in the developing world. Jordan was selected as a pilot country. The Jordan Education Initiative has since grown into a full-scale initiative involving over 50 partners, including 17 global corporations and resulting in over US$ 25 million in resource allocations. In 2005 and 2006, three additional initiatives were launched in: the Palestinian Territories, the Indian state of Rajasthan and Egypt.

As a next step, the GEI will turn to developing and advocating the value propositions, methodologies and best practices on how business, government, civil society and the development community can come together on large-scale, sustainable education initiatives. For that purpose, the Forum’s Global Education Initiative has joined forces with UNESCO to create “Partnerships for Education”, an initiative of the GEI aimed at scaling and replicating the successes of the country initiatives in other countries and regions.

**Objectives**

The overall objective of the Global Education Initiative is to catalyse education initiatives at the global, regional and country levels through the establishment of multistakeholder partnerships (MSPs), involving the private sector.

**Key Actions**

- Actively facilitate country and regional initiatives that engage a wide variety of local and international stakeholders in the education reform process
- Establish principles and frameworks of successful partnerships. Extract the methodologies, best practice studies and frameworks that would be helpful in setting up new partnerships
- Develop the value proposition for MSPs in education for all kinds of stakeholders and present these effectively
- Build capacity among key stakeholders worldwide to initiate and lead MSPs for education
- Ensure global coordination among different MSPs in education
- Advocate the usefulness of MSPs in education worldwide through regional fora, meetings, summits and conferences

**Benefits**

The social benefits of education are extensive and well documented. In addition, the private sector can also gain from a visible and active involvement in partnerships channelled through the GEI, among others, in the following ways:

- Improve the quality and supply of skilled individuals in areas of specific interest to contributing organizations
- Strengthen local enterprise capacities and create the right ecosystem to support the development of relevant skills in today’s fast-changing global economy
- Enhance trust among governments, local communities and the private sector
- Achieve greater leverage, outreach and impact for strategic social investment programmes
- Increase interaction and profile with key international development and financial agencies
- Target education of girls to foster rapid social and economic development
Education is recognized as a key catalyst and enabler for social and economic development in countries throughout the world. Recognizing this, business leaders from the IT and telecommunications sectors at the World Economic Forum Annual Meeting 2003 presented the Forum with a mandate to launch an action-oriented initiative to accelerate education reform in selected pilot developing countries using a new framework for public-private collaboration and partnership. Jordan, with a committed, clear and aggressive strategy for education reform, was selected as the pilot country for the learning initiative.

Under the leadership of His Majesty King Abdullah II of Jordan, the Jordan Education Initiative (JEI) was formally launched in June 2003 at the Extraordinary Annual Meeting of the World Economic Forum at the Dead Sea. The JEI is an agent of change; its vision is to build a global capacity building model of effective public-private partnership that leverages reform to generate value through innovation.

So powerful is the capture of the JEI that to date no less than 17 global corporations, 17 Jordanian entities and 11 governmental and non-governmental organizations have worked together to achieve the JEI objectives in partnership with the government of Jordan. Direct contributions to the initiative from global and local partners have reached over US$ 25 million.

In November 2006, on the occasion of the seventh Update Meeting and under the auspices of Her Majesty Queen Rania of Jordan, the World Economic Forum had the honour to officially hand over the JEI to the government of Jordan. The JEI will remain an exceptional model for innovation and creativity in education reform for the Kingdom of Jordan as well as for the region and the rest of the world.

Objectives

- Improve the development and delivery of education to Jordan’s citizens through public-private partnerships and, in the process, help the government of Jordan achieve its vision for education as a catalyst for social and economic development
- Encourage the development of an efficient public-private model for the acceleration of developing country educational reforms, unleashing the innovation of teachers and students through the effective use of ICT
- Build the capacity of the local information technology industry for the development of innovative learning solutions in partnership with world-class firms, creating economic value that will lead to mutually beneficial business opportunities
- Leverage an environment of national government commitment and corporate citizenship to build a model of reform that can be exported to, and replicated in, other countries

"By empowering our youth through this education initiative, Jordan and its World Economic Forum partners can create a dynamic and practical model of public-private partnership in the area of ICT that can ignite the engines of growth for future generations in Jordan and the region."

His Majesty King Abdullah II Ibn Hussein
of the Hashemite Kingdom of Jordan
Key Achievements

- Completion of the deployment of technology infrastructure in all 100 Discovery Schools
- Deployment of five different kinds of e-content (Math, Arabic, English as a foreign language, ICT and Science) at different stages in Discovery Schools
- Establishment of a systematic process and mechanism for reviewing and approving e-content prior to deployment in Discovery Schools
- Continuation of the development of the citizenship project as part of the civics curriculum to be launched in the next academic year
- Providing teachers with different training programmes which enhance the use of ICT in education and the use of different teaching strategies to better deliver the knowledge to students
- ICDL training: out of 1,500 teachers, 1,469 are certified and 811 are in training
- Development of an active Academic Advisory Board (AAB) to ensure that globally renowned educational specialists are actively engaging and supporting the development and piloting of sustainable and effective ICT-enabled educational models in the Discovery Schools
- Coordination with the National Centre for Human Resources Development (NCHRD) on developing a comprehensive evaluation of the JEI impact on the Discovery Schools’ community in the coming academic year
- Development and implementation of a change management programme for school leaders aimed at creating effective change agents for the ICT-enabled education process.

Key Contributors


JEI Tracks

- Discovery Schools (infrastructure, e-curricula, training)
- Lifelong Learning
- ICT Industry Development
Egypt is witnessing progressive change in several development sectors that is affecting socio-economic reform in the new millennium. The government of Egypt has given educational reform high priority on its agenda. Education is crucial in driving the economy and in creating wealth for the nation, as any progress in this sector positively affects all other sectors in the Egyptian economy. Consequently, education accounts for almost one-third of government spending in the services sector and has triggered a dynamic process of change that will have an impact on future generations.

The Egyptian Education Initiative (EEI) was created to help attain these governmental education goals. The EEI is a public-private partnership that aims to improve education in Egypt through effective use of information and communication technology (ICT). With the support of the World Economic Forum, multinationals and donors, the Egyptian Ministries of Communications and Information Technology, Education and Higher Education have put in place several initiatives to provide ICT to all Egyptians at affordable cost.

The EEI is an outstanding model of partnership in education between the government of Egypt and the World Economic Forum’s IT industry community. The initiative supports Egypt’s overall education reform efforts and maximizes the potential for collaborative public-private partnerships (PPPs) to achieve its goals. Since the Annual Meeting 2005, the World Economic Forum has been working with the government of Egypt to identify areas of priority and potential opportunities for private sector collaboration. IT companies working with the government of Egypt in the area of education have also contributed to the formulation of this proposal, which takes into consideration challenges to Egypt’s education system in terms of volume (numbers of schools, students and teachers).

Objectives

- To improve the development and delivery of education for Egypt’s citizens through public-private partnerships
- To facilitate education reform in Egypt by devising efficient public-private models to enhance the creativity of teachers and students through the effective use of ICT
- To develop the capacity of the local IT industry to adopt innovative learning solutions in partnership with world-class firms
- To upgrade channels of lifelong learning that foster socio-economic development through e-learning and delivery centres
- To establish a virtual learning community that will enhance educational performance and connect, remove limitations and create opportunities for 21st century students to realize their full potential
- To prepare all students in schools and universities to join the digital workforce
- To leverage national government commitment and corporate citizenship in building a model of education reform that can be replicated throughout the Arab region

"To feed young minds, transmit ethical values, encourage and reward creativity, and allow their energies to find expression in a multitude of ways. This is the function of education. This is our promise to the new generation."

Suzanne Mubarak
First Lady of Egypt
The EEI is constituted around four main pillars of the overall education system in Egypt:

1. The pre-university track concerns 2,000 preparatory schools with about 6,500 teachers and 820,000 students
2. The higher education track targets 17 universities, including 12,000 professors and 1,000 students
3. In its lifelong learning section, the EEI will impact 1,000 IT clubs all over the country
4. E-learning industry development

**Key Achievements**

Since its official launch in May 2006 in Sharm El Sheikh on the occasion of the World Economic Forum on the Middle East, the EEI has moved forward in a tremendous way. Most of the objectives of the first semester have been achieved successfully:

- The environment for good governance has been set up successfully.
- 1,929 preparatory schools have been provided with computer labs and full Internet connectivity.
- More than 65,000 teachers have been trained.
- The Egyptian Universities & Research Networks (EURN) has been modernized.
- An ICDL certification programme has been launched.
- The Egypt Computer 2010 Programme has been extended to include students, teachers and professors.
- Constructive cooperation with more than 25 local companies has been established.

**Key Contributors**


**EEI Tracks**

- Pre-University Education
- Higher Education
- Lifelong Learning
- ICT Industry Development
The vision of the government of Rajasthan is to be a first-class developed state providing its people with ample opportunities to achieve economic prosperity and enjoy a high quality of life. The state government perceives education as an important tool to achieve this vision and to bring in much-needed social and economic transformation.

The Rajasthan Education Initiative (REI) was launched at the India Economic Summit in New Delhi in November 2005 under the leadership of Vasundhra Raje, Chief Minister of Rajasthan, India. The success of the World Economic Forum’s Jordan Education Initiative, which helped Jordan attain education advancement, motivated Chief Minister Raje to harness the strength of public-private partnerships towards achieving the education vision of the state of Rajasthan.

The core partners driving the Rajasthan Education Initiative include the government of Rajasthan, the World Economic Forum, the Confederation of Indian Industry (CII) and the Global e-Schools and Community Initiative (GeSCI).

**Objectives**

Over the next five years, the REI will have an impact on almost 4,000 schools spread across 32 districts in the state of Rajasthan. The initiative will build the ICT capacity of the state by providing ICT training to almost one million students and 4,000 teachers. The overall objective of the REI is to help the Rajasthan government achieve the objectives of Education for All, which will go a long way in increasing the competitiveness of the state by creating a talented and skilled workforce for the future.

Specific objectives of the REI are to:

- Evolve innovative and locally appropriate models of PPPs, with a high potential of being scaled up, to improve educational outcomes
- Adopt and adapt best practices from both the public and private sector while ensuring community participation
- Deploy new technologies, particularly ICTs, to modernize educational service delivery, skill development and quality learning
- Create systems to enable greater community participation in the state’s educational programme
- Enhance the flow of resources into the educational sector in Rajasthan by structuring suitable projects and creating incentives for increased participation of different stakeholders
- Focus efforts on serving underprivileged communities in urban and rural areas as well as on girls and children with special needs
- Demonstrate the success of such public-private partnership interventions by evaluating the impact on students with reference to the overall objectives of the Sarva Shiksha Abhiya (SSA)
- Disseminate the outcomes and learning from the REI for replication in other parts of the state, as well as other states in India, and in other developing countries

**Key Contributors**

Government of Rajasthan, Global e-Schools and Community Initiatives (GeSCI), Confederation of Indian Industry (CII), Microsoft, Intel, Cisco, IBM,

Klaus Schwab, Executive Chairman, World Economic Forum; Vasundhra Raje, Chief Minister of Rajasthan; and Ghanshyam Tiwari, Minister of Education of Rajasthan, at the launch of the Rajasthan Education Summit during the India Economic Summit in November 2005

“The Rajasthan Education Initiative is a shift from traditional thinking that provides new hope in our efforts towards making the future of our children secure. The challenge can only be jointly resolved with the government and private sector working hand in hand with civil society and other organizations.”

**Vasundhra Raje**

Chief Minister, Government of Rajasthan, India
Azim Premji Foundation, Hole in the Wall (NIIT), Bodh Shiksha Samiti, Educate Girls Globally, American India Foundation, Akshaya Patra Foundation, Bodh J anshala, Naandi Foundation, Paras Kuhad Trust, R K Poddar Charitable Trust, ICICI Bank and Piramal Foundation

The partnerships are aimed at achieving the following:

- Improving the delivery of education services
- Enhancing learning levels through technology intervention
- Setting up IT infrastructure, content and capacity building
- ICT training for teachers and students
- Promoting skill development
- Teacher and student training to expose teachers to computer technologies and training on hardware and computer troubleshooting courses
- Promoting equitable access
- Enrolment and retention of children in schools
- Reducing gender disparities
- 100% enrolment of girls in the age group of 6 to 14 years
- Emphasis on universalization of quality elementary education
- Healthcare coverage for students
- Infrastructure and management support to schools though an “Adopt a School” programme
- Caring and learning support for slum children and adolescents
- Provision of hot mid-day meal schemes, scholarships, adoption of indigent children, Aap Ki Beti Project, solar electrification of select schools, etc.

Key Achievements

- The REI facilitates the creation and implementation of public-private partnerships for projects that focus on ICT and non-ICT domains. The REI has signed 20 partnerships with organizations from the private sector, foundations and other non-governmental organizations.

- The REI Steering Board is working towards instituting a mechanism to evaluate and monitor programmes. The Board is also devising a strategy to assess the change management affected within REI’s one year of existence.
- The Programme Management Unit (PMU) has become operational and the programme baseline has been developed.
- Two biannual project status update meetings have been held with project stakeholders.

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<td>Distance Learning for Teachers</td>
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<td>Deployment of ICT in Primary Schools</td>
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| **Non-ICT Track** |
| Learning Skills Development |
| Adoption of Schools |
| Scholarships for Indigent Children |
| Mid-day Meals Programme |
| Children with Special Needs |
| Health and Sanitation |

| **Cross-Cutting Issues across Both Tracks** |
| Infrastructure |
| Curriculum |
| Teacher Training |
Partnerships for Education

The Global Education Initiative (GEI) began with on-the-ground, in-country initiatives in Jordan, Rajasthan and Egypt. As a natural extension of this work, the GEI focus has turned to achieving results on a greater scale - the global scale.

In 2007, the World Economic Forum’s Global Education Initiative and UNESCO will launch a new programme known as “Partnerships for Education” (PfE). The objective of the PfE is to create a global coalition to advance multistakeholder partnerships in education (MSPEs) to achieve the objectives of UNESCO’s Education for All (EFA) goals. Pursuit of the EFA goals also contributes to the achievement of the United Nations Millennium Development Goals (MDGs). As a global movement to provide quality basic education for everyone, EFA encompasses six key education goals:

1. Expanding and improving comprehensive early childhood care and education, especially for the most vulnerable and disadvantaged children

2. Ensuring that by 2015 all children, particularly girls, children in difficult circumstances and those belonging to ethnic minorities, have access to, and complete, free and compulsory primary education of good quality

3. Ensuring that the learning needs of all young people and adults are met through equitable access to appropriate learning and life-skills programmes

4. Achieving a 50% improvement in levels of adult literacy by 2015, especially for women, and equitable access to basic and continuing education for all adults

5. Eliminating gender disparities in primary and secondary education by 2005, and achieving gender equality in education by 2015, with a focus on ensuring girls’ full and equal access to and achievement in basic education of good quality

6. Improving all aspects of the quality of education and ensuring excellence of all so that recognized and measurable learning outcomes are achieved by all, especially in literacy, numeracy and essential life skills

UNESCO, the United Nations’ specialized agency for education, has been working to improve education worldwide since 1945, and has close links with education ministries and other partners in 191 countries. Given the World Economic Forum’s experience with multistakeholder partnerships and close links to the private sector, this Forum-UNESCO alliance is designed to create a powerful platform to catalyse multistakeholder partnerships in education (MSPEs) globally.

To accomplish this, the PfE will focus on three main phases of work:

Tools and Frameworks

Tools, methodologies, frameworks and best practices will be captured, synthesized and codified in this phase of work. Examples of deliverables from this phase include:

- Multistakeholder typology models and diagnostics (to allow potential education partners a framework to assess how to best engage in an MSPE)
- Monitoring and evaluation frameworks
- Sample “engagement frameworks” for each stakeholder in an MSPE
- Typical governance structures for a country MSPE
- Job descriptions for an MSPE programme manager

The objective will be to provide all education stakeholders with a library of existing models, processes and case studies to improve efficiency in the development and deployment of the MSPEs. The focus here is on reducing transaction time so that stakeholders involved in education reform programmes can focus on developing and implementing sustainable results.

Advocacy and Awareness

The 2005 World Economic Forum Financing for Development initiative highlighted the urgent need for all stakeholders engaged in multistakeholder partnerships to better understand the roles, capabilities and limitations of each partner. A key finding is that the role of the private sector is often
misunderstood. In this phase of work, the PfE will focus on articulating to governments the value proposition of private sector involvement in MSPEs.

The case for education reform itself is often unclear within a country that suffers a scarcity of resources. A second objective of this phase of work in the PfE will be to raise awareness and increase knowledge within developing countries as to the importance of multistakeholder partnerships in accelerating education reform. How can technology best be implemented in an education system, and at what cost? How does education reform improve a nation’s long-term competitiveness? These are some of the questions that will be addressed.

Finally, private sector engagement in education reform has typically been limited to a select few industries and companies that have the capability to embrace a long-term approach in their education programmes. However, from a total education value chain perspective, there are many other industries, given their specific core competencies, which could and should be more actively engaged in MSPEs. The PfE will develop engagement models for the broader private sector in this phase of work.

Capacity Building/Implementation

To achieve global scale and impact, the PfE will develop a programme of activities that allows the concepts developed to be socialized and implemented at the country, regional and global levels. This will be accomplished in a variety of ways, including training of MSPE “brokers” and development of an electronic platform to facilitate the sharing of ideas, needs and wants.

To accomplish all of the above PfE objectives, the unparalleled platforms of both the World Economic Forum and UNESCO will be leveraged to engage thought leaders, practitioners, donors, governments and experts in a collaborative information-sharing network. 2007 promises to be an exciting year in the PfE and GEI, and we welcome your engagement.

Other Potential Focus Areas

Other focus areas for the Global Education Initiative will be explored to further increase awareness and catalyse action around education reform in countries around the world. Potential ideas include:

- Creating a country-level “Education Readiness Index” that measures the readiness of a country’s education system to develop citizens with the right skills to be effective in today’s globalized economy
- Exploring the creation of a catalytic fund to support country multistakeholder partnerships in education, specifically, the programme management costs that are critically required but often difficult to finance

The World Economic Forum will be working closely with its partners, experts and the Forum community to explore these and other potential focus areas in 2007.
Cisco is proud to be a founding sponsor of the Global Education Initiative (GEI), as education is the bedrock of long-term socio-economic development. Cisco has always believed that the Internet and education are the two great equalizers in life. The marriage of education and technology provide greater access to educational opportunities for individuals, communities and nations, which in turn improve the standard of living and economic sustainability of countries. As a global corporate citizen Cisco has the opportunity and the obligation to leverage information and communications technology (ICT) to help countries develop their most valuable resource, their people.

The GEI is a direct result of the success of the Jordan Education Initiative (JEI) and seeks to provide best practices, methodologies and actionable frameworks for education reform that can be adopted by countries around the world. The JEI resulted from an appeal by Cisco’s Chairman and CEO, John Chambers, to business leaders at the World Economic Forum Annual Meeting 2003. He called for like-minded companies to work together to narrow the gap between developed and less developed countries through education transformation. This transformation has been successfully delivered through multi-sector partnerships and enhanced by the application of 21st century ICT technology.

Knowledge is the source of comparative advantage in today’s world. The global economy demands that young people develop 21st century skills like digital literacy, problem solving, critical thinking and collaboration. They must also excel in mathematics, science and engineering - the building blocks of technical innovation.

As a global technology leader, Intel is committed not only to creating innovative technology but also to helping people around the world use it effectively to better their lives. Since the company was founded in 1968, Intel has invested more than US$ 1 billion to improve education. Through the Intel(R) Education Initiative, Intel works with governments and educators in more than 50 countries to improve teaching and learning through the effective use of technology, and to advance mathematics, science and engineering education and research. Intel’s education programmes are adapted to the needs of individual countries and utilize an approach focused on building local competency for teacher training and technology innovation.

Intel is pleased to be part of the World Economic Forum’s Global Education Initiative and its efforts to improve education worldwide through public-private partnership.

"All governments face the same challenge: to provide their citizens with the opportunity to succeed in the global economy. Increasingly, that success is linked to the quality of education. Intel has been involved in education since its founding, and I firmly believe that you have to invest in the future and nurture talent. The private sector, working in concert with governments and NGOs, can play an invaluable role in improving educational opportunities around the world."

"It is an honour to be part of such a groundbreaking educational model where private, public and non-profit organizations come together to drive the integration of education and technology for the greater good."

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John Chambers,
Chairman and Chief Executive Officer

Craig Barrett
Chairman of the Board
At Microsoft, our mission is to help people reach their potential. We believe that all human life has equal value and that information technology plays a unique role in increasing economic opportunity and the quality of life.

Nowhere is this mission more relevant or more critical than in education. In the global information economy, the future prospects of individuals and entire nations rest on the quality of the education available to them. When high-quality education is widely accessible, citizens will have the skills needed to succeed. With an educated citizenry, countries and industries flourish, people’s lives improve through access to better economic opportunities, and the spark of innovation fosters continued human progress.

This is why we are committed to the Global Education Initiative. Together with our partners we can improve the quality and extend the reach of education so that universal access to education becomes a reality. We must address the technology issues of infrastructure and access, the people issues of teacher preparation and lifelong learning and the governance issues of funding and accountability. We must put the most brilliant minds and the most innovative technologies to work to achieve the central challenge of this millennium – education for all.

UNESCO shares the same view as the World Economic Forum that education is the key for sustainable social and economic development and that everyone in the world has the right to education. There is growing need to bring together global and local private sector companies to partner with governments to address the needs for the quality of education worldwide.

In recent years UNESCO has worked very closely with the World Economic Forum, starting initial discussions on the building of public-private partnerships in basic education. UNESCO is now pleased to partner with the World Economic Forum on the Partnerships for Education (PfE) initiative, which aims to promote private sector participation in multistakeholder partnerships in education (MSPEs) to achieve the six Education for All (EFA) goals identified at the World Education Forum in Dakar, Senegal, in 2000.

The PfE initiative aims to provide those who would like to engage in MSPEs with the necessary information, forums and tools to establish successful partnerships for education. The PfE brings together UNESCO’s depth of knowledge on education and government relationships with the Forum’s experience with MSPEs and private sector relationships.

“The Global Education Initiative is an unprecedented opportunity to bring government, business and concerned citizens together to focus on one of the most critical issues of our day, quality education. From young children acquiring basic literacy in elementary school to adult learners striving to acquire new skills in the learning centres that will drive innovation forward, Microsoft is committed to expanding and enhancing educational opportunities.”

William H. Gates III
Chairman

“I believe that this pioneering partnership between UNESCO and the World Economic Forum represents a tremendous opportunity for making Education for All a reality for millions of children and adults in the world.”

Koichiro Matsuura
Director-General
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**The Centre for Public-Private Partnership**  
was created by the World Economic Forum to advance the spirit and practice of global citizenship by providing a unique platform for multistakeholder, collaborative problem solving and specific acts of partnership. The Centre aims to be the catalyst of choice for the Forum’s communities to engage in global challenges through public-private partnerships.

Its initiatives combine expertise from different regions and institutions in teams that span geography and profession. These projects deliberately integrate the traditional thought leadership focus of research institutes with the practical perspectives and priorities of executives from business, government and civil society institutions.
The World Economic Forum is an independent international organization committed to improving the state of the world by engaging leaders in partnerships to shape global, regional and industry agendas.

Incorporated as a foundation in 1971, and based in Geneva, Switzerland, the World Economic Forum is impartial and not-for-profit; it is tied to no political, partisan or national interests. (www.weforum.org)