

What is funding orchestration?

Funding orchestration is the ongoing work of helping every source of money for early learning (public, philanthropic, corporate and investment) reach where it will do the most for universal access to quality early learning, and of unlocking the new money that goal still needs.

It is facilitative leadership, not command and control. Nobody is told what to fund. Instead, orchestration builds relationships between those who hold capital and those who put it to work, through four connected functions:

- **Understanding the system:** building a shared picture of where the gaps, costs and bottlenecks are, and learning continuously from what is working.
- **Shaping how the pieces fit:** helping different sources, financial tools and delivery mechanisms work as one system rather than as separate funds.
- **Mobilising and matching:** helping the right capital reach the right need at the right time, and bringing new capital in.
- **Building the field:** fostering a connected community of funders with a shared agenda.

The test of success is simple: is the Blueprint being delivered? That means universal access to quality early learning, sustained and improved over time, with money flowing to it year after year.

How is this different from what has been done before?

Early learning has traditionally been funded funder by funder and project by project. Bana Pele starts with a different question: what does success look like at scale, and which capacities and conditions need to be in place across the country that are not there today? The Blueprint answers with a set of necessary actions. Funding orchestration asks what it will take to reach that scale, and how best to use our collective resources to fund it.

Put simply, funding follows function. Large, steady funding flows at national scale are one of the last things to achieve, not the first. Getting there means building the foundations that let capital move with confidence.



How does it all fit together?

Funding orchestration works with what is already flowing in the system: the ECD subsidy, the ECD Maintenance Grant, the ECCE Outcomes Fund, and the many funders and NGOs already supporting programmes. It does not pool or redirect any of this. Its job is to help these flows reinforce each other and reduce fragmentation.

It also connects the new pieces the Blueprint has prioritised. Alongside existing funding, the Blueprint sets out three new funding actions:

Action 5

Making the subsidy

work harder: testing ways for the subsidy to act as a lever for quality and inclusion, and to reach the children and places where it can have the greatest impact.

Action 6

Catalytic acceleration:

a proposed new pooled fund providing time-bound, flexible money for needs that fall between budgets. It aims to clear the bottlenecks that hold back access and unlock much larger public and private funding.

Action 7

Enterprise support:

a working with public employment and enterprise programmes to give new early learning entrepreneurs the finance, stipends and support they need to start and sustain viable programmes.

Orchestration: the connective tissue. Funding orchestration runs through every source of money for early learning, existing and new. It connects the subsidy, grants, outcomes funding, philanthropy, corporate investment and the Blueprint's new funding actions to each other and to the wider funding landscape, so they work as one system rather than as separate streams.