GLOBAL PARTNERSHIP for EDUCATION

Meeting of the Board of Directors
June 14-15, 2016
Oslo, Norway

FINAL DECISIONS REVISION 1

BOD/2016/06-01—December 9-10, 2015 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Dakar, Senegal on December 9-10, 2015 (BOD/2016/06 DOC 03).

BOD/2016/06-02—March 9, 2016 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors via audioconference on March 9, 2016 (BOD/2016/06 DOC 04).

BOD/2016/06-03—Trustee Budget: The Board of Directors approves the estimated administrative expenses of US$399,000 for trustee services for the period of July 1, 2016, to June 30, 2017.

BOD/2016/06-04—Financial Procedures Agreement: The Board of Directors:

1. Approves the proposed modifications to the standard Financial Procedures Agreement (FPA) as set out in Attachment 1 to BOD/2016/06 DOC 10 and requests that the trustee and all grant agents finalize the updated FPAs as expeditiously as possible.
2. Requests contributors to the GPE Fund that may wish to conduct a review or verification of activities financed with GPE funds to make best available efforts to plan, coordinate and conduct such reviews or verifications in a way that limits the burden on grant agents.
3. Delegates authority to the Governance, Ethics, Risk, and Finance Committee to approve all changes to the standard Financial Procedures Agreement that impact contributors' rights, provided that:
   a) The Board receives two weeks' advance notice of the proposed modification.
   b) No requests have been received prior to the GERF meeting from any Board or alternate Board members requesting that the issue be considered formally by the Board.
   c) The trustee has been consulted and is in agreement with the change.
4. Delegates authority to the Secretariat to approve all other changes to the Financial Procedures Agreement, provided the trustee has been consulted and is in agreement with any changes.

BOD/2016/06-05—Financing Options: The Board of Directors:

1. Notes that while additional prioritization measures are not currently anticipated, there is no scope to provide additional indicative allocations at this stage.
2. Calls on all partners to intensify their efforts to secure additional financing through the GPE Fund and on donors, developing country partners and other partners to fulfill their pledges in a timely manner.
3. Noting the risk to GPE's liquidity, calls on those donors that are in a position to do so to advance the timing of their contributions to the GPE Fund.
4. Requests that the GERF conduct a review of the forecast of available resources at its next face-to-face meeting in 2016, and, if possible, that it make recommendations for Board decision on

potential positive adjustments to the maximum country allocations for eligible countries affected by the prioritization measures, and on the resources available for the general provision.

BOD/2016/06-06—Preparing for the Next Replenishment: The Board of Directors:

1. Extends its appreciation to the Strategic Financing Working Group (SFWG) for its work to date and notes the indicative forward work plan.
2. Endorses the proposed approach to the design of an ambitious *Financing and Funding Framework* that includes a broader mix of funding mechanisms to help enable a more differentiated approach to GPE funding in order to achieve the goals and ambitions of GPE 2020, while also providing opportunities to mobilize additional financing from a wider range of sources.
3. Notes that the majority of GPE funding will continue to be directed to Education Sector Program Implementation Grants.
4. Agrees to the forthcoming replenishment covering a period of 2018–2020 to align with GPE 2020.
5. Agrees to the GERF recommendation of a replenishment campaign that concludes in Q4 2017 or Q1 2018.
6. In order to maximize the available time to complete its work, requests the SFWG report directly to the Board in November 2016.

BOD/2016/06-07—Gender Equality Policy and Strategy: The Board of Directors:

1. Notes the importance of gender equality in achieving GPE's mission.
2. Approves the Gender Equality Policy and Strategy 2016-2020, as set out in Annex 1 of BOD/2016/06 DOC 17.
3. Requests the resource implications of implementation of the Gender Equality Policy and Strategy beyond FY 2017 as part of the analysis of the external firm's report to the Board in December 2016 on resources and capacity required to deliver on GPE 2020.
4. Requests the Secretariat to report on the progress of the Gender Equality Policy and Strategy and related priorities in the annual GPE results report.

BOD/2016/06-08—Business Case to Host the Education Cannot Wait Platform: The Board of Directors:

1 Welcomes the launch of Education Cannot Wait (ECW), and mandates the Secretariat to work with UNICEF and partners in the design and development of ECW.

2 Confirms its interest in being considered as host of ECW, recognizing that the process and timeline for deciding a permanent host rests with the High Level Steering Group of ECW.

3 Recognizes that additional analysis and information will be required before the Board can take a final decision on nominating GPE to host ECW.

4 Requests the Strategic Financing Working Group (SFWG) and the Secretariat to work closely with the external firm to be hired to further explore the implication of hosting ECW as part of this work and to report back to the Board at its second face-to-face meeting in 2016.

BOD/2016/06-09—Conflict Resolution Procedures: The Board of Directors adopts the Conflict Resolution Procedures set out in Annex 1 to BOD/2016/06 DOC 09 Revision 1.

BOD/2016/06-10—Risk Management Report and Operational Risk Framework: The Board of Directors:

1. Notes that the revised risk matrix is fully aligned with the strategic plan and includes actions to strengthen the operational model.
2. Notes the changes to the risk matrix, including revisions to the overall score of some risks, as well as inclusion of both inherent risk and a target risk, update on current mitigations actions, and addition of mitigation actions, as presented in BOD/2016/06 DOC 13 Annex 2.
3. Requests the Secretariat to review the proposed risk matrix to strengthen it, including reviewing the appropriateness of risk owners, risk levels, and mitigating actions to lower the target risk levels that remain too high in many cases
4. Endorses the proposed operational risk framework, as presented in BOD/2016/06 DOC 13 Annex 3, and requests the Secretariat finalize the sector and grant assessment templates, including the completion of risk factors, and complete the risk identification, assessment, and development of risk management plans for each critical and high-risk country in time for consideration by the Governance, Ethics, Risk and Finance Committee (GERF) and the Country Grants and Performance Committee (CGPC) at their next meetings in 2016 and update the Risk Management Policy to include the incorporation of the operational risk framework.
5. Requests the Secretariat to update the CGPC and the GERF on the implementation of the operational risk framework and the risk matrix for report to the Board at its next face-to-face meeting in 2016 for a full discussion and decisions on risk appetite and target risk levels.
6. Taking into account lessons learned from the first year of implementation of the operational risk framework, the Secretariat will recommend to the relevant committee(s) any further revisions to the framework and associated policies for the Board's consideration in June 2017.

BOD/2016/06-11—Monitoring and Evaluation Strategy: The Board of Directors:

1. Approves the Monitoring and Evaluation (M&E) Strategy as set out in Annex 1 to BOD/2016/06 DOC 20.
2. Requests the Secretariat provide an annual results report to the Board, along with annual updates on the M&E Strategy at the second meeting of the Board each year.

BOD/2016/06-12—Results Framework Core Indicators: The Board of Directors:

1. Approves the milestones and targets associated with the core indicators set out in Annex 1 to BOD/2016/06 DOC 19 Revision 1.
2. Approves the procedures to adjust the results framework set out in BOD/2016/06 DOC 19 Revision 1.
3. Requests the revision of the results framework after the replenishment in 2018.
4. Mandates the Secretariat to finalize the milestones and targets for non-core indicators with high ambition by October 2016.

BOD/2016/06-13—Proposal for Strengthening Country Capacity through Knowledge and Good Practice Exchange: The Board of Directors:

1. Endorses the broad goals and objectives in the Knowledge and Good Practice (KGPE) strategy set out in Annex 1 to BOD/2016/06 DOC 16, including the ambition to raise and allocate resources to knowledge and good practice exchange activities during GPE's next replenishment period.

2. Requests that the Strategic Financing Working Group consider the SPC recommendations to allocate a minimum 5% of disbursements to KGPE, and to consider the proportion which should be funded via targeted financing.
3. Approves the procedures and safeguards proposed for accepting targeted funding for KGPE initiatives from foundations and other donors on an interim basis for the period July 2016-December 2017, as set out in Annex 1 to BOD/2016/06 DOC 16, recognizing that these safeguards will be replaced by a comprehensive safeguards policy in December 2016.
4. Approves the pre-designation of two thematic initiatives for targeted financing for KGPE investments: Assessment for Learning (A4L) and Better Early Learning and Development at Scale (BELDS), as set out in Annex 2 and 3 to BOD/2016/06 DOC 16, assuring that the final proposals complement rather than duplicate other existing initiatives.
5. Approves the principle that all incremental costs, including for staffing, required for the development, management and monitoring of specific KGPE activities will be assessed and included in the costs of initiatives for consideration by the Governance, Ethics, Risk and Finance Committee and approval by the Board.
6. Requests the Secretariat to develop a full case for Stage 2 (post-replenishment) investment in KGPE in three main areas of learning, equity and systems, drawing on lessons from Stage 1 investments and the Finance Commission report. The case should be presented for review by the Strategy and Policy Committee and inform GPE's strategic financing proposals for replenishment.

BOD/2016/06-14–Appointment and Review of the Chief Executive Officer of the Global Partnership for Education: The Board of Directors:

1. Determines to offer Alice Albright a further appointment as CEO of GPE for three years commencing at the conclusion of her current contract in February 2017.
2. Notes that the CEO will continue under her current classification and employment arrangements and that the three-year term is in line with the usual appointment period for GPE staff.
3. Congratulates Alice on this re-appointment and looks forward to continuing the productive working relationship.
4. Requests the GERF to develop a CEO performance appraisal process and make a recommendation to the Board.

BOD/2016/06-15–Secretariat Work Plan and Budget: July 2016–June 2017: The Board of Directors:

1. Approves the core 12-month budget of the Secretariat of up to **US$ 24,223,000** for the period July 1, 2016–June 30, 2017. This amount includes US$805,000 for the Monitoring & Evaluation Strategy, US$480,000 for Knowledge and Good Practice Exchange, and US$372,000 for the Gender Equality Action Plan.
2. Approves a supplemental amount of US$ 594,000 for replenishment surge activities between July 1–December 31, 2016, and for three term-limited positions to support the replenishment in Fiscal Year 17.

BOD/2016/06-16–Approval of Allocations for Education Sector Program Implementation Grants: The Board of Directors with respect to the applications submitted in the first round of 2016:

1. Notes compliance with the requirements for accessing the fixed part of the respective maximum country allocations, as described in the applications and summarized in Tables 1 in Annexes 2, 3 and 4 to BOD/2016/06 DOC 06 Revision 1.

2. Notes compliance of the applications of the Democratic Republic of Congo and Malawi with the incentives for accessing the variable part of the respective maximum country applications and approves the indicators on Equity, Efficiency, and Learning and their means of verification, as described in the applications and summarized in Tables 2 in Annexes 2 and 3 to BOD/2016/06 DOC 06 Revision 1.
3. Approves allocations from GPE trust funds for Education Sector Program Implementation Grants (ESPIGs), as described in the applications submitted in the first round of 2016, and summarized in Table 1 in BOD/2016/06-16 3 (c), subject to:
   a. Availability of funds.
   b. Board decision BOD/2012/11-04 on commitment of trust funds for ESPIGs in annual installments.
   c. CGPC recommendations for funding include (all amounts in US$):

Table 1: Application Summaries and CGPC Allocation Recommendations of ESPIGs in US$:

	Country	**Democratic Republic of Congo**	**Malawi**	**Caribbean Island states[1]**	**Totals**
a.	Maximum Country Allocation	100,000,000	44,900,000	2,000,000	146,900,000
b.	Allocation Requested (100%)	100,000,000	44,900,000	2,000,000	146,900,000
c.	Fixed Part (70% of a.)	70,000,000	31,430,000	2,000,000	103,430,000
d.	Variable Part (30% of a.)	30,000,000	13,470,000	N/A	43,470,000
e.	**Allocations Recommended by CGPC**	**100,000,000** (fixed + variable)	**44,900,000** (fixed + variable)	**2,000,000** (fixed)	**146,900,000**
f.	Grant Agent	World Bank	World Bank	World Bank	
g.	Grant Agent Allocation[2]	1,125,000	625,000	300,000[3]	2,050,000
h.	Agency Fee % - Amount	1.75% - 1,750,000	1.75% - 785,750	1.75% - 35,000	2,570,750
i.	Period	4 years	4 years	3 years	
j.	Variable Part Disbursement Modality	Ex-post	Ex-post	N/A	
k.	Funding Source	GPE Fund	GPE Fund	GPE Fund	

4. Requests the Secretariat to:
   a. Include in its notification to each of the relevant developing country partner, grant agent, and coordinating agency, for distribution to the local education group (LEG), of the approval

[1] The Caribbean island states allocation is a multi-country allocation, including Dominica, Grenada, St. Lucia, and St. Vincent and the Grenadines.
[2] This is the allocation formerly called Supervision Allocation.
[3] According to BOD/2013/11-08—Supervision, Agency, and Management and Administration Costs, grants up to US$5,000,000 may be awarded a maximum amount of US$200,000 in grant agent fees (US$50,000 per year). However, given the complexity of supporting four countries in one application in addition to the travel expenses to four island states, it is warranted that a higher allocation is given to the Grant Agent to perform its responsibilities.

of the allocations and the expected timeframe for signing of the Grant Agreement and grant effectiveness and, as applicable, the conditions, requests for report-back, and observations on the program as recommended by the CGPC and set out in Annex 1 to BOD/2016/06 DOC 06 Revision 1.

b. Include an annual update on the issues listed as "conditions" and "report back" in the Portfolio Review.

c. Prioritize risk assessment and development of risk management plans for the DRC and Malawi grants in accordance with the Operational Risk Framework, and report back to the CGPC and GERF at their next meetings.

BOD/2016/06-17—Proposed Revision to Burundi Education Sector Program Implementation Grant: The Board of Directors:

1. Refers to its approval of an allocation for an Education Sector Program Implementation Grant for Burundi in the amount of US$52,900,000 with Belgium Technical Cooperation as Grant Agent (Supervising Entity) in decision BOD/2012/11-06.
2. Approves the proposed revisions to the Burundi ESPIG as recommended by the Country Grants and Performance Committee and requested in the Program Revision Notification in Annex 1 of BOD/2016/06 DOC 07, including a change in Grant Agent from Belgium Technical Cooperation to UNICEF.
3. Reduces the allocation to Belgium Technical Cooperation by US$20,100,000 representing the remaining uncommitted funds on the initial allocation, and approves a corresponding amount of US$20,100,000 with UNICEF as Grant Agent, plus an additional US$1,608,000 in Agency Fees.
4. Requests the Secretariat to include in its notification to Burundi, the grant agent, and coordinating agency, for distribution to the local education group, the approval of the revision and the observations on the revision as recommended by the CGPC as set out in BOD/2016/06 DOC 07, Table 1.

BOD/2016/06-18—Governance Review: The Board of Directors:

1. Requests the Secretariat to update the Board and Committee Operating Procedures to clarify that Board and committee members make decisions and recommendations in the best interests of GPE, and to clearly differentiate this principle from the role performed when representing the views of constituencies during discussions and deliberation.
2. Mandates the Board Chair to convene a working group of the Board to examine options for strengthening governance arrangements and to report to the Board in time for its next face-to-face meeting on progress made.
3. In view of the call for committee nominations to be launched in December 2016, requests the Governance, Ethics, Risk and Finance Committee (GERF) in consultation with the Chairs of the Country Grants and Performance Committee (CGPC) and Strategy and Policy Committee (SPC), and taking into account the working group's initial deliberations:
   a. to examine and clearly define skills/competency-based service requirements for committee members.
   b. to examine and propose options on the size and composition of the committees in light of the mix of skills/competencies required, the workload of the committees, and their representativeness.
   c. requests the GERF to develop clear selection procedures based on commonly agreed criteria to report to the Board at its next meeting in November 2016.

BOD/2016/06-19—Revisions to the Global Partnership for Education Charter: The Board of Directors:

1. Approves revisions to the Global Partnership for Education Charter as set out in Annex 1 to BOD/2016/06 DOC 22 Revision 1.
2. Requests the Secretariat to update the Board and Committee Operating Procedures and related policies in accordance with all modifications to the Charter.

BOD/2016/06-20—Protecting Education from Attack and Schools and Universities from Military Use: The Board of Directors:

1. Reiterates its commitment in decision BOD/2014/02-09 to support global efforts, and the Global Coalition to Protect Education from Attack (GCPEA), in preventing violent attacks on schools, universities, their students and staff.
2. Highlights the fact that the since that Board Decision, attacks on education have continued to occur in dozens of countries across the world. Incidents involving the highest number of victims include: the abduction of some 234 girls from a school in Chibok, Nigeria, in April 2014; the abduction of about 150 Kurdish students on their way to their final exams in Aleppo, Syria, in June 2014; the killing of some 145 during an attack on the Army Public School in Peshawar, Pakistan, in December 2014; the killing of at least 147 at Garissa University in Kenya in April 2015; and a raid on Bacha Khan University that left approximately 30 dead in Charsadda, Pakistan, in January 2016. Schools and universities have also been used for military purposes by state armed forces and non-state armed groups in some 26 countries from 2005 to 2015, the majority in situations of armed conflict, putting the educational institutions at increased risk of attack by opposing forces.
3. Recognizes the initiatives that have been taken by many states to better protect education from attack and schools and universities from military use, including the Safe Schools Declaration, which was opened for endorsement by Norway on May 29, 2015, and to date has been endorsed by 53 states.
4. Asks the Strategy and Policy Committee to explore ways in which the Global Partnership for Education (GPE), as a partner of GCPEA, can assist states in further protecting education from attack and threats of attack within the context of GPE's ongoing work in fragile and conflict-affected states.