NOVEMBER 30, DECEMBER 1 AND 3, 2020

MEETING OF THE BOARD OF DIRECTORS

VIA VIDEOCONFERENCE | BOD/2020/11/12 DOC 02 REV.1 | FOR DECISION

CONSENT AGENDA

Please note: Board documents are deliberative in nature and, in accordance with the GPE Transparency Policy, are considered public documents only after their appraisal by the Board. It is understood that constituencies will circulate Board documents among their members prior to Board consideration for consultation purposes.

Objective

1. The purpose of this document is to present the Board with a consent agenda for approval. Please refer to the background section for a clarification of the meaning and purpose of a 'consent agenda.'

Recommended decisions on the Consent Agenda

2. **BOD/2020/11/12-XX—Financing Conference Budget:** The Board of Directors:

1. Notes the intention of the GPE Secretariat to reallocate anticipated FY21 (July 2020 – June 2021) budget savings towards the costs of the Financing Conference and authorizes the carryover of such funds to FY22 (July 2021-June 2022).

2. In the event that the Secretariat determines there may be insufficient funds available, delegates authority to the Finance and Risk Committee (FRC) to approve up to US$1.5 million in incremental funds for the Financing Conference.

3. **BOD/2020/11/12-XX—GPE Priorities for CEO Performance Feedback**: The Board of Directors:

1. Noting that the CEO search process and the finalization of the strategic plan impacted the Board-approved CEO Performance Feedback process for the period of June 2019-June 2020, as enshrined in BOD/2017/06-07;

2. Recognizing the need for an interim assessment and setting of priorities until the next assessment cycle is initiated in accordance with regular schedule;

3. Endorses the proposed GPE Priorities set out in Annex 2 as the basis for the CEO feedback process for the period from December 2020 to June 2021 and requests the Secretariat to launch the assessment.

Background and overview

4. A consent agenda is a meeting practice whereby all routine and non-controversial decision items that do not require deliberation and which are generally deemed to have consensus are packaged as one agenda item without discussion. All the decisions packaged in the consent agenda are passed with a single vote. This allows the Board more time to focus on strategic matters that do require deliberation.

5. Should any one Board member feel that a specific item on the consent agenda warrants discussion before decision, they can indicate so prior to the meeting or at the moment when the Consent Agenda is being presented by the Chair for consideration. That specific item is then removed from the Consent Agenda for discussion and decision at a later stage in the meeting.

6. At this meeting, the following items are part of the consent agenda:

Financing Conference Budget: The Board of Directors is requested to approve the content of the Financing Conference Budget as set out in BOD/2020/11/12 DOC 02 Annex 1.

GPE Priorities for CEO Performance Feedback: The Board of Directors is requested to approve the content of the GPE Priorities for CEO Performance Feedback as set out in BOD/2020/11/12 DOC 2 Annex 2.

Annexes

Annex 1: Financing Conference Budget

Annex 2: GPE Priorities for CEO Feedback

ANNEX 1: Financing Conference Budget

FINANCING CONFERENCE BUDGET

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The Finance and Risk Committee met on November 3-4 and provided the following input/notes on the issues for Board consideration:

- FRC members noted the proposed approach to the Financing conference budget and the current uncertainty given COVID implications. It requested some additional information be provided on comparison of estimated budget with previous costs for Dakar which will be provided in due course.

Objective

1. This document sets out for Consent Agenda approval an indicative budget for the UK Financing Conference in July 2021 and next steps for FRC oversight.

Recommended decision

2. **BOD/2020/11/12-XX —Financing Conference Budget:** The Board of Directors:

1. Notes the intention of the GPE Secretariat to reallocate anticipated FY21 (July 2020–June 2021) budget savings towards the costs of the Financing Conference and authorizes the carryover of such funds to FY22 (July 2021-June 2022).

2. In the event that the Secretariat determines there may be insufficient funds available, delegates authority to the Finance and Risk Committee (FRC) to approve up to US$1.5 million in incremental funds for the Financing Conference.

Background and overview

1. The Secretariat is working with the UK and Kenyan Co-Host governments to determine the exact dates and venue for the Financing Conference in July 2021. It will be held in the UK. Given the global COVID pandemic, there will be considerable uncertainty over the exact format of the conference, whether it will be in-person, a hybrid of in-person and virtual or

fully virtual. For planning and budget purposes we are assuming the hybrid option, with lower in-person numbers than Dakar 2018. However, the Secretariat will adapt as the context dictates: for example, if the in-person element grows the costs will be higher.

2. The initial budget estimates are $1,366,000, very much in line with the 2018 Dakar costs. However, it is expected that greater clarity on the final budget parameters will be available in late January 2021.

3. The Secretariat will seek to absorb as much of the conference costs through savings in the 2020/21 Secretariat OPEX budget generated through reduced travel and meeting costs in 2020 arising from COVID: these savings would need to be carried over into FY 2022 due to the timing of the conference in July. It is also recommended that the FRC be delegated authority to approve any incremental costs up to a maximum of $1.5m if savings prove to be insufficient.

4. The Table below sets out the comparison between the 2018 Dakar conference costs and Secretariat initial projections for 2021.

Items	2018 (Dakar expenses)	2021 (estimate budget)
Production	662,747	350,000
DCP Travel and Accommodation	236,279	270,000
Logistics/ground transportation /per diem etc	253,279	56,000
Venue and catering	159,798 (only catering)	330,000
Interpretation	35,481	90,000
Technical Team	20,586	70,000
Virtual cost and COVID provision		200,000
Grand Total	**1,368,170**	**1,366,000**

Key differences are as follows:

- *Production in Dakar was high due to bringing in teams from Europe. In the UK it will be cheaper. However, this will be heavily offset by the costs of the conference being partly virtual*

- *DCP Minister travel and accommodation is budgeted to be similar, though the logistical and ground transportation requirements assuming a UK major city will be much lower. The UK government will cover VVIP security, protocol and Close Personal Protection costs at significant savings to GPE.*
- *For 2021 we include the cost of a venue itself (in Dakar it was provided by the Government of Senegal), though the number of attendees is projected to be lower (<500 PAX cf >800).*
- *The lesson from Dakar was that much greater budget was required for interpretation and technical support on site. The budget does not include possible COVID public health costs*

ANNEX 2: GPE Priorities for CEO Feedback

GPE PRIORITIES FOR CEO FEEDBACK

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The Governance and Ethics Committee met on November 5 and provided the following input:

- The Committee noted the proposed approach and acknwoledged the need for an interim setting of priorities until the resumption of the regular process in June 2021.
- The Committee thanked the CEO for her report back for the period not covered by an evaluation, with DCP representatives, in particular, noting her leadership on COVID funding and regular engagement with country partners.
- The Committee encouraged the CEO to further consider (i) the impact of COVID, (ii) the need to strengthen learning and exchange across the partnership, (iii) interaction with other funds and (iv) the question of diversity for the next setting of priorities

Objective

1. The purpose of this document is for the Board of Directors to approve GPE priorities that will form the basis for an interim CEO feedback process for the period of December 2020 to June 2021.

Recommended Decision

2. **BOD/2020/11/12-XX—GPE Priorities for CEO Performance Feedback**: The Board of Directors:

1. Noting that the CEO search process and the finalization of the strategic plan impacted the Board-approved CEO Performance Feedback process for the period of June 2019-June 2020, as enshrined in BOD/2017/06-07;

2. Recognizing the need for an interim assessment and setting of priorities until the next assessment cycle is initiated in accordance with regular schedule;

3. Endorses the proposed GPE Priorities set out in Annex 2 as the basis for the CEO feedback proces for the period from December 2020 to June 2021 and requests the Secretariat to launch the assessment.

Background

3. The current CEO Performance feedback process was approved by the Board in June 2017 (BOD/2017/06-07) to complement the World Bank's performance system and enable the GPE Board to provide input on the CEO's performance.

4. The Board-established process normally covers an annual performance assessment for the period from June to June. It requires the CEO to assess performance for the previous year and establish priorities for the following year at the GEC April meeting for recommendation to the Board in June. Annex 1 provides a schematic overview of the process so far.

5. The last CEO performance exercise took place in 2019, with an assessment of the CEO's performance for the period of June 2018-June 2019.

6. At its March 2019 meeting, the Coordinating Committee — recognizing the sequencing between the CEO performance process, Board consideration of the CEO term and implications of GPE 2025 development— agreed to a postponement of priority-setting for the June 2019-2020 cycle until the question of the CEO term had been settled by the Board and the development of GPE 2025 had sufficiently progressed to enable a setting of priorities.

7. At its May 2019 meeting, the Governance and Ethics Committee considered the findings of the CEO performance assessment for the June 2018-2019 cycle, recognized the Coordinating Committee's advice on the matter including implications of strategic plan development for the setting of priorities, and opted to propose a set of scenarios pertaining to the CEO term extension for Board decision at its June 2019 meeting.

8. At the June 2019 Board meeting, in consideration of the options proposed by the GEC, the Board decided to launch a CEO search process, which was concluded in October of the same year with the reappointment of Alice Albright for another term as GPE CEO.

9. At its October 2020 meeting, and in recognition of the need for continuity in the CEO Performance process, the Governance and Ethics Committee considered a set of priorities for a transitional assessment that would cover the period from December 2020 to June 2021 (see annex 2) and would enable to fill the process gap until the resumption of the regular process.

10. At this same meeting, the CEO presented a report back on key pieces of work for the period from October 2019 (date of the CEO's reappointment) up to November 2020 (see annex 3) to further contextualize the setting of priorities for recommendation to the Board.

11. Should there be no changes to the CEO performance process emanating for the governance review, the established process would resume in 2021 with an assessment of priorities for the period December 2020 to June 2021 and a setting of priorities for the June 2021 to June 2022 period.

Annex A: CEO Performance Process from its approval up to now

	2018	2019	2020	2021
Period covered for evaluation	June 2017-June 2018	June 2018-June 2019	~~June 2019-June 2020~~ (no priority setting, report back provided to the GEC)	June 2020-June 2021
Period covered for priority setting	June 2018-June 2019	June 2019-June 2020	~~June 2020-June 2021~~ December 2020-June 2021	June 2021-June 2022
Review of past year performance	April 2018 GEC meeting/June 2018 Board meeting	April 2019 GEC meeting/June 2019 Board meeting	~~April 2020 GEC meeting/June 2020 Board meeting~~ Postponed	April 2021 GEC meeting/June 2021 Board meeting
Priority-setting for the next year	April 2018 GEC meeting/June 2018 Board Meeting	~~April 2019 GEC meeting/June 2019 Board meeting~~ Postponed Launch of the CEO recruitment Process (completed in October 2019)	~~April 2020 GEC meeting/June 2020 Board meeting~~ Postponed Strategic Plan	April 2021 GEC meeting/June 2021 Board meeting

Annex B: GPE Priorities: December 2020-June 2021

GPE PRIORITIES FOR CEO FEEDBACK (December 2020-June 2021)

(*This document is written in the context of the GPE Charter, which outlines a broad set of roles and responsibilities for the CEO of the GPE Secretariat. It is not intended to be an exhaustive list of all activities to be undertaken under the relevant provisions of the Charter, but instead to highlight key priorities from December 2020 to November 2021).*

Strategic Leadership	• Secure Board approval and roll out a new Strategic Plan and operating model, including a new monitoring and evaluation and learning framework and financing and funding framework in line with EPR principles. • Conduct an ambitious and well-resourced financing campaign to secure the critical resources to achieve GPE's mission and implement the new Strategic Plan. • Influence and shape international public policy and discourse around topics crucial to GPE's new strategy and replenishment. • Following on the unexpected and rapid actions undertaken by GPE in response to COVID between March and October 2020, continue to position GPE to be of assistance to country partners, when authorized, requested and where feasible, to overcome the implications of the pandemic on education.
Engagement with GPE Partners	• Continuously identify and enact improvements to in-country Partnership effectiveness and mutual accountability, complementing and strengthening the new operating model.
Operational and Financial Management	• Adapt and increase the efficiency of Secretariat operations to implement the new Strategic Plan and operating model at a scale commensurate with the financing campaign. • Significantly increase the effective use and disbursement of GPE's grant funds while transitioning to a new strategy and model. • Make the Secretariat a place where the staff is appropriately empowered, accountable, and recognized for their commitment and performance, and act on GPE's commitment to diversity and inclusion.

Annex C: Report Back October 2019-November 2020

CEO Report Back (October 2019-November 2020)

(*This document is written in the context of the GPE Charter, which outlines a broad set of roles and responsibilities for the CEO of the GPE Secretariat. It is not intended to be an exhaustive list of all activities to be undertaken under the relevant provisions of the Charter, but instead to highlight key priorities from October 2019 to November 2020).*

Strategic Leadership	• Set the direction and level of aspiration of the Partnership for the next five years through the development of the new Strategic Plan and a new brand supporting the new ambition. • Launch an ambitious and well-resourced replenishment campaign to secure the critical resources to achieve GPE's mission and implement the new Strategic Plan. • Mainstream gender to make progress on gender equality, both in GPE's operations and in the global advocacy efforts.
Engagement with GPE Partners	• Build and maintain effective engagement with all segments of the Partnership. • Strengthen the Partnership: Roll-out Board decisions on EPR and continuously identify and put into action improvements to in-country Partnership effectiveness and mutual accountability.
Operational and Financial Management	• Strengthen delivery through key mechanisms of the Financing and Funding Framework (KIX, EOL, the Multiplier). • Significantly increase the effective use and disbursement of GPE's grant funds. • Increase the efficiency of Secretariat and Board operations and make the Secretariat a place where the staff is appropriately empowered and recognized for their commitment and performance.

During this period (October 2019-November 2020), the world faced an unpreceded crisis with disastrous consequences for the education sector: the response to COVID-19 became a priority.