JUNE 7-8, 2023

MEETING OF THE BOARD OF DIRECTORS

BRUSSELS, BELGIUM

MEETING REPORT

INTRODUCTION

This report presents a high-level summary of decisions and key discussion points. The agenda and documents for the Board meeting can be found on the GPE website. The list of participants is included in Annex 1.

WEDNESDAY, JUNE 7, 2023

1. Opening of the Meeting

1.1 The Board Chair called the meeting to order at 09:00am Brussels time.

1.2 In his opening remarks, the Board Chair welcomed the youth observer and presented the agenda for the meeting.

2. A word from the CEO

2.1 Laura Frigenti, GPE Chief Executive Officer (CEO) presented an overview of the GPE Secretariat's work, resource mobilization efforts and external engagement in the last six months. She also touched on the issue of disbursements, innovative financing and the results achieved.

Discussion

- Board members welcomed the CEO update and expressed their appreciation for all the work done so far, particularly the CEO's active engagement in the discussion on GPE – World Bank hosting arrangements. They also welcomed GPE's increased visibility and role in advocating for education in international fora.

- **Gender and human rights.** Members appreciated efforts to mainstream gender and human rights across all the enabling factors, as indicated in document 02. Members also raised the issue of the recent legislation in Uganda which could potentially impact not only school children but also those who work in schools, and the swift communiqué from GPE in this regard. While acknowledging the potential adverse impact of decisions to freeze funding on children, the CEO underlined that education systems should be inclusive, and that the GPE Secretariat would follow up on the World Bank mission to Uganda the following week.
- **Equity and inclusion.** Board members appreciated the update on GPE's work on equity and inclusion in the workplace and its efforts against sexual exploitation, abuse, and harassment.
- **Concerns.** Some members expressed concern over the disbursement levels and domestic financing.
- **Climate change and education.** While recognizing the challenge of maintaining education at the forefront of the global development agenda, Board members also noted some positive trends in this regard and expressed appreciation for GPE's efforts in establishing a link between climate change and education.
- Recalling the CEO's meeting with the President of the Islamic Development Bank (IsDB) and Heads of the Arab Coordination Group in Jeddah, the alternate Board member representing MLA3 expressed the IsDB's readiness to take these conversations forward.
- Responding to questions on education financing, the CEO added that the Secretariat has a strong commitment to bring in new players. She remarked that governments were constrained financially and suggested engaging, for example, with the African Union, which had announced 2024 as the year of education.

3. Financial Forecast and Corporate Risk

3.1 The Secretariat Chief Financial Officer (CFO) presented the Financial Forecast and Corporate Risk as set out in DOC 03 and DOC 04.

Discussion

3.2 **Financial position.** Board members welcomed improvements in GPE's financial position, which is partly due to the depreciation of the US dollar and donors' pledges. Regarding the financial forecast, members noted the need to improve disbursements levels, avoid high carryover, and increase advocacy on domestic financing. The Secretariat noted that disbursements were 15 to 20% better than the previous fiscal year, and there are promising signs, in part due to the high demand for multiplier

grants and the increase of system transformation grant approvals both of which would translate into higher disbursement rates. Should the operating model adaptations be approved by the Board, they would serve to further improve disbursement rates. The Board member representing MLA3 explained that slow disbursements from the World Bank portfolio were due, among others, to low capacity, floods, COVID-19, civil conflicts while adding that GPE portfolio performance was above the IDA average. On domestic financing, the Secretariat noted that it was important to continue advocating for education and to partner with the African Union and other partners, particularly considering that 2024 will be the year of education in Africa.

4. Committee Recommendations

4.1 Minister Nesmy Manigat, Chair of the Finance and Risk Committee (FRC) presented an overview of the Committee's deliberation on the Secretariat Operating Expenses, Trustee Budget, and Foreign Exchange Management Proposal contained in DOC 05, 06 and 07 respectively. Marie Soulié, Chair of the Performance, Impact, and Learning Committee (PILC), provided the highlights of the Committee's deliberation on the Strategic Capabilities proposal as set out in DOC 08, noting that this is a joint recommendation with FRC.

Discussion

4.2 Board members representing MLA1 and MLA2 declared a conflict of interest on Strategic Capabilities.

4.3 The following key points were raised during this session:

- **Foreign Exchange Management Proposal.** Members requested clarifications on the risks involved. The Secretariat stated that, overall, risks are minimal when compared to not having such a framework in place. It further noted that hedging would be based on donors that had signed the contribution agreement and had a fixed payment schedule, and the track record of donors in fulfilling their contributions would be considered as well as consultations with the Trustee to check if there were any risks on delays. A question was raised regarding the operating costs of the framework. The Secretariat noted that the cost was relatively small and would be added to the Trustee budget. Members also requested clarification on why the collateral was not earning interest. The Secretariat informed that the collateral needed to be ring-fenced and separated from the rest of the trust fund's resources, but this issue will be discussed with the Trustee. Donor 3 Alternate Board member requested an amendment to the Fund Governance document to reflect that the pilot would be for a period of two years, and that any decision after that would be subject

to Board approval. The Secretariat noted that, due to the delegation authority, this needed to be sent back to the FRC for approval. Members requested clarifications on the governance pathway for the standard contribution agreement. The Secretariat informed that the FRC had already approved this document, which all donors must sign. It further clarified that consultations with donors had been done, and additional work was expected to further accommodate requests.

- **Secretariat Operating Expenses.** The Secretariat appreciated the World Bank's decision not to apply an increase from 17% to 24% in FY23 and noted that just prior to the Board meeting, the World Bank had also communicated to GPE the reduction in the rate from 24% to 20.5% in FY24. Due to this change, the Secretariat proposed an amendment to the decision language.
- **Strategic Capabilities.** Members requested clarifications on how the Strategic Capabilities would be integrated across grants. The Secretariat confirmed that all discussions would go through the local education group and require agreement with the Ministry of Education. It would be part of the policy dialogue, particularly when the partnership compact is developed but even after. Members asked if gender was also going to be integrated. The Secretariat noted that gender was going to be incorporated across all capabilities, and that it was already assessing every application from that perspective. There were questions on the selection of pilots, and the Secretariat informed that it aimed to test different approaches by using procurement processes, calls of proposals from eligible grant agents, and in-kind support. These three approaches were used for the first three initiatives (monitoring, evaluation, and learning; climate smart; and education data leadership program) and the Secretariat was working with strong coalitions on the new ones. Members also enquired about the selection of partner countries. The Secretariat stated that a framework had been put in place, and that the focus would be on countries with strong demand, political will, complementarity with other GPE resources, and diversity in terms of geography and fragility. The Secretariat noted that it would continue to work closely with PILC on this.

4.4 Action point: The Secretariat to send back to the Finance and Risk Committee the Fund Governance document with the amendment proposed for approval via non-objection.

4.5 Action point: The Secretariat to report back to FRC on discussions with the Trustee on earning interest from the collateral.

4.6 The Board Chair declared consensus on the following decisions:

BOD/2023/06-01— FY24 Operating Expenses: The Board of Directors:

1. Approves US$49,798,000 in incremental costs for direct operating expenses for FY24 as set out in BOD/2023/06/DOC 05.

2. Authorizes the Secretariat in addition, to carry over into FY24 any unspent FY23 funds for multi-year and special initiatives.

3. Approves an additional 20.5% of direct costs incurred in FY24 for the World Bank towards its indirect costs, and welcomes the World Bank's decision not to apply the increase from 17% to 24% to the FY23 budget.

4. Referring to its review of the FY22-FY24 staffing requirements set out in BOD/2021/05/DOC 11 Annex C, authorizes the corresponding increase in the staff ceiling for FY24 to 146 regular staff positions, with the expectation that operating expenses for the GPE2025 period remain within 5-7% of total disbursements from the GPE Fund.

BOD/2023/06-02 — Trustee Budget: The Board of Directors:

1. Approves the estimated administrative expenses of US$1,095,000 for trustee services for the period of July 1, 2023, to June 30, 2024, and a supplementary budget of US$152,000 for the period of July 1, 2022, to June 30, 2023, to cover higher investment management costs resulting from a larger than anticipated average fund balance.

BOD/2023/06-03 — Foreign Exchange Management Proposal: The Board of Directors:

1. Approves the proposed Foreign Exchange Management Solution and the encompassing Foreign Exchange Management Framework as set out in BOD-2023-06-DOC 07 Annex C for a pilot period of two years noting the ongoing operating costs of such arrangements, approximately US$400,000 per year, are to be integrated into the annual Trustee budget.

2. Notes that following approval of the proposed solution, and amendments to the GPE Governance Framework, the Trustee will engage with GPE donors to amend their Contribution Agreements, which is a prerequisite condition and the legal basis for the Trustee to implement hedging activities for the GPE Fund.

3. Notes that an assessment will be initiated 18 months into its implementation to assess the efficacy of the hedging operations, implications on systems and identify issues and improvements.

4. Requests the Finance and Risk Committee to consider the findings of this assessment and report to the Board with any applicable recommendations concerning the continuation of the Foreign Exchange Management Framework.

BOD/2023/06-04 — <u>Strategic Capabilities</u>: The Board of Directors:

1. In accordance with BOD/2020/11/12-03, takes note of the update on implementation, and fund utilization for the initial allocation of US$2 million for strategic capabilities, as set out in Annex A of BOD/2023/06 DOC 08.

2. Approves the Climate Smart Education System initiative proposal as set out in Annex B.

3. Recommends the development of proposals to test initiatives for 1) Gender Equality; 2) School Nutrition, 3) Technology for Education and 4) School safety as set out in Annex C and report back to PILC at its next meeting.

4. Recommends the approval of up to US$15 million for the Climate Smart Education Systems initiative, from the GPE Trust Fund inclusive of a) US$930,900 inclusive of agency fees of US$60,900 for Save the Children, and US$1,219,000 inclusive of agency fees of US$79,800 to UNESCO as the grant agents, subject to the availability of funds;

5. Delegates authority to the CEO to approve country-specific grants ranging from US$400,000 – US$700,000 plus applicable agency fees to Save the Children and UNESCO up to a total combined allocation value of US$12,850,100 from the GPE Trust Fund

6. Recommends the approval of up to US$4 million to pilot initiatives for 1) Gender Equality; 2) School Nutrition, 3) Technology for Education and 4) School safety

7. Delegates authority to the CEO to approve such funds to applicable organizations in the form of grants from the GPE Fund or as Secretariat Administered Operating Expenses based on its assessment of the most efficient modality.

5. Portfolio Performance (Active Grants)

5.1 The Secretariat presented the grant portfolio status and disbursements, including an update on Fragile and Conflict Affected States (FCAS). The Secretariat drew attention to the slow start-up of newly approved grants and to several factors such as political instability, conflicts, natural disasters, and procurement delays having an adverse impact on active grants. In response to a question from a Board member, the Secretariat noted progress in portfolio performance in some FCAS. The Secretariat also underlined that it did not have authority to change the grant agent unless the request came from the local education group.

5.2 The Secretariat noted progress in grant agent diversification and its expectation to see more grant allocations in euro. It also noted that there would be an independent review of grant agent selection along with broad stakeholder consultations. The

Secretariat reminded the Board that organizations need to express interest to become grant agents, and that not all issues can be solved by grant agents and that the government's support is critical.

5.3 With the projected grant approvals, the Secretariat noted that it expected a spike in disbursement rates in the next six months.

Discussion

5.4 The following key points were raised during this session:

- While members welcomed the diversification of grant agents, concerns were raised on the length of the application process to become a grant agent. There was also a request for greater transparency on grant monitoring.

6. Operating Model Adaptations

6.1 The Secretariat recalled the concerns raised by the Board in December 2022 pertaining to the transaction costs incurred by partners and the pace of grant approvals. It further recalled the Board's request to accelerate progress.

6.2 The Secretariat presented the set of proposed adaptations developed following extensive consultation with partners across GPE. These adaptations aimed to reduce transaction costs and simplify procedures, without compromising those aspects of the operating model that add value to GPE's mission, for example inclusive country-level dialogue.

Discussion

6.3 The following key points were raised during this session:

- **Agility and simplification.** Members from partner countries voiced their concerns about the protracted processes and delays caused by the operating model's complex procedures and underlined the need for simplification, agility, and flexibility.
- Members representing partner countries expressed overall support for the proposals.
- While recognizing that these proposals were developed in response to the December 2022 Board discussion, some members pointed out to the lack of prior review by the Performance, Impact and Learning Committee, and requested that the Committee review these proposals prior to Board consideration.
- Some members stressed the need for an analysis on the efficiencies that would be achieved through these proposals.
- There were also diverging views on the need for changes at this juncture, with one member arguing that the operating model should be fully implemented and assessed

before adaptations are considered. Additionally, some members expressed doubt on the feasibility of implementing these adaptations across all partners.

- **Variable part.** Some members supported the proposal to remove the mandatory variable part requirement as they considered it to add unnecessary complexity. Others, however, were in favor of maintaining this requirement as it was said to facilitate policy dialogue.
- **ITAP review.** There were diverging views on the proposed changes related to the ITAP review. While some members welcomed the proposal to make the ITAP review of the enabling factors optional, others noted its strong value-add, while also proposing to shorten the review timeline.
- **Results-based financing.** A member expressed doubt over the first two proposals, noting that results-based financing promotes a value for money approach, which is of importance to donors and facilitates their contribution to GPE.
- Concerns were raised on the fact that those countries who are in the stage of compact development would not benefit from the efficiencies sought in the first three proposals.
- **Allocation of US$ 2 million of System Capacity Funding.** There was strong support from Board members on the proposal to provide additional support for partnership compact development (proposal number 5). However, there was also agreement on the need for a PILC review of the proposed adaptations. As such, the Board requested the PILC to consider the proposed adaptations for subsequent recommendation to the Board for its decision at an exceptional July Board meeting. The Chair and Secretariat cautioned that any further delay could adversely impact grants, and action should therefore be swift.
- **PILC review.** Further to informal consultations with PILC members present at the Board meeting, the PILC Chair requested additional information on the proposals, including more information on bottlenecks identified by the Secretariat and how the proposals would respond to these bottlenecks. The PILC Chair also asked for clarification on the time constraints to assess the potential impact of delayed implementation of these proposals.

6.4 Action Point: PILC to review the proposed adaptations and recommend to the Board for its decision at an exceptional July meeting.

7. Multiplier Evaluation

7.1 The external consultants provided an overview of their evaluation of the Multiplier, as presented in DOC 10. Padraig Power, CFO presented the Secretariat's response to the findings of the evaluation as contained in DOC 11.

7.2 Board members welcomed the findings of the evaluation and expressed their appreciation for the Secretariat's response.

Discussion

7.3 The following key points were raised during this session:

- Members highlighted the dominance of one multilateral institution as co-financer in the multiplier and stressed the need to persuade other major multilateral institutions, and to consider philanthropies and the potential of the private sector and its expertise.
- Some members stressed the need for simplification of procedures and greater diversification of grant agents, and to improve transparency in the selection process.
- Some members reminded that the multiplier needs to be aligned with the compact, crowd in resources that respond to the needs of countries and focused on the most vulnerable.

8. Hosting Arrangements

8.1 The CEO provided an update on the GPE-World Bank hosting arrangements based on the Board mandate of January 31 meeting to negotiate in three areas: i) cost recovery fee; ii) ability to receive funds from non-traditional donors; and iii) ability to directly fund governments and other types of implementers under certain conditions. The CEO clarified that the decision of the Secretariat was to handle each area separately.

8.2 On cost recovery, the CEO informed that the Secretariat had sent a memo to the World Bank in February indicating that GPE should pay its fair share due to the uniqueness of the organization needs and taking into consideration some intangible benefits that come with being hosted by the World Bank. In May, the World Bank communicated to the Secretariat that the rate charged would be 17% instead of 24% for FY23, and days before the Board meeting, the World Bank informed that there was a change in their cost recovery policy and that it is moving away from the 24% inclusive costs to a more customized approach with two options: a) 28% cost rate as an all-inclusive fee; b) 20.5% cost rate with separate additional payments for some services, such as office space outside Washington DC among others. The CEO expected that this was a long-term solution, and the net savings of this approach would be US$ 2 million or even more compared to the 24% rate.

8.3 On diversification of funding sources, the Secretariat presented a proposal in mid-April to seek direct funding from non-traditional donors, including private companies, contributions from high networks individuals, matching leading opportunities, public giving, and consumer marketing. It was clarified that these alternatives were not currently allowed by the Trustee. In late May, GPE received a response from the World Bank to discuss the proposal in detail with the relevant teams from the Trustee. Days before the meeting, the CEO had a high-level kick-off meeting with these teams to start exploring solutions.

8.4 The CEO concluded by highlighting the constructive and positive tone of the Trustee in these conversations and that she was hopeful for a beneficial outcome on all the proposals presented by GPE, noting that these are also aligned to the World Bank's internal discussion on the evolution roadmap.

8.5 The MLA 3 Board member gave some context to these discussions, mentioning that the World Bank was transitioning to have a new president, and he was pleased that a World Bank Board discussion on cost recovery policy took place before the GPE Board meeting. Finally, he emphasized that the proposal presented by GPE on cost recovery had become a template for other financial intermediaries.

THURSDAY, JUNE 8, 2023

9. Opening of Meeting

9.1 The Chair reviewed the objectives for Day 2, dedicated to CEO priorities and strategic discussions on gender, climate change and peace and security.

10.CEO Priorities

10.1 The Board held an executive session to discuss and decide on the CEO priorities for the upcoming year.

10.2 The Board Chair declared consensus on the following decision:

BOD/2023/06-06 — GPE Priorities for CEO Performance Feedback: The Board of Directors:

1. In accordance with the CEO performance assessment process (BOD/NO/2022/10-01), approves the priorities set out in Annex A for the period from June 2023 to June 2024.

11. Gender Discussion

11.1 The Secretariat delivered a presentation on its work on strengthening gender equality.

11.2 Following the presentation by the Secretariat, a panel discussion was held to explore the roles of different partners, and how mutual accountability for gender equality at country level can be strengthened. The Panelists who participated in this session were: Solange Akpo-Gnandi, CSO 2 Board member; Usman Sharifkhodjaev, EEMCA Board member; Moussa Kadam, Africa 2 Alternate Board member; and Luis Benveniste, MLA 3 Board member.

11.3 The panelists shared their experience in addressing gender equality as GPE partners. Representatives of the partner countries in the panel focused their interventions on the work done in their countries, considering their cultural contexts, and how gender was incorporated into their partnership compact to reduce disparities. The CSO representative focused her intervention on civil society's commitment to always putting gender in the center and the need to exchange best practices with stakeholders. The MLA representative noted that multilateral development banks had a strong commitment to reducing gender inequalities and emphasized the need to be agile to adapt to an evolving context.

Discussion

11.4 The following key points were raised during this session:

- Board members welcomed the deep dive on gender at the Board meeting and appreciated the approach taken by panel members in sharing experiences.

- Members noted that there is a need for a holistic approach and indicated that GPE has a clear opportunity to play an important role in this space. The relevance of the intersection between GPE strategy and the Transforming Education Summit global platform was emphasized. A member highlighted the importance of the Girls' Education Accelerator to reduce gender disparities.
- Members expressed the need to focus on the intersectionality with marginalization and vulnerability, particularly how disability intersects with gender. It was acknowledged that gender equality was not only about girls' education, and it was critical to have an inclusive view and not to look at this only from a binary perspective. The need to understand the marginalized groups and to have more space to listen to local voices was stressed. Members stated the importance of interacting with grass root organizations and addressed how they could be integrated into the partnership compact discussions.
- Board members called for better accountability among grant agents. Members requested that lessons learned, and evidence are shared among the partnership.
- Members stated that it was critical to focus more on teachers who are often subject to physical and psychological abuse and pay gaps, and the need for additional training to avoid biases.
- The Secretariat appreciated all these comments, but due to lack of time, could not respond to them. The Secretariat noted that it is preparing a document that focuses on these issues.
- The Chair concluded by emphasizing the need of GPE to engage with the highest governmental levels in partner countries to achieve positive results.

12. Education and Climate Change Discussion

12.1 As requested by the Board in December 2022, a session was held to consider the role and future direction of GPE in light of the global climate emergency. The session focused on the impact of climate change on education systems in partner countries, GPE's role in supporting them on climate resilience and environmental sustainability, and on the way forward.

12.2 The Secretariat delivered a presentation on the impact of climate crisis on education and GPE investments in resilience and response and its efforts, including the Climate Smart Education Systems, and co-financing with climate finance sources and its advocacy and political mobilization activities.

12.3 Following the presentation, a panel discussion was held on climate impacts and challenges in education. The panelists for this session were: Aishath Ali, Asia and

Pacific Alternate Board member; Didacus Jules, Latin America and the Caribbean Board member; and Dr. Amna Al Dahak Al Shamsi, Assistant Undersecretary for Care and Capacity Building Sector at the Ministry of Education in United Arab Emirates (UAE).

12.4 Partner countries panelists provided an overview of their countries' vulnerabilities and how climate change is impacting children and the education sector. Dr. Al Shamsi expressed her country's commitment to this agenda through COP 28 and beyond, the focus on green schools' initiatives, and the transfer of experiences to other partners.

12.5 The Board discussion focused on the following issues:

- Members highlighted the level of ambition and the work done in the last two decades but cautioned against duplication with other organizations' activities and the need for coordination. Members wanted to know more about the action plan to implement and evaluate GPE's proposal.
- It was noted that the GPE platform was robust and provided help to countries in an emergency. A member highlighted the need for more work on innovative financing by tracking climate finance contributions to develop green bonds. This approach could unlock resources required for partner countries.
- Members underlined the need to train teachers, provide support and include climate change in the curriculum. Members also noted the need to have more emphasis on learning and technical and vocational education for the transition in green sectors of the economy in low and middle-income countries.
- Members emphasized that more work was needed on developing early warning systems and climate-proof infrastructure. They stressed the need to address the intersection between conflict and climate.
- The Secretariat did not have time to respond to these comments but invited members to reach out bilaterally.

13. Education, Peace and Security Discussion

13.1 The CEO provided an update on emerging outcomes of GPE's work into the correlation between education, peace and security.

13.2 Daniel Runde, Senior Vice President of Center for Strategic and International Studies delivered a presentation on "A security perspective on investing in education".

13.3 Dr David Hammond, Director of Research of Institute for Economics and Peace presented the correlations between education, peace and human capital.

13.4 Nesmy Manigat, Minister of Education of Haiti; Ramakrishna Subedi, Secretary for the Government of Nepal, Ministry of Education, Science and Technology; Farah Sheikh Abdulakadir, Federal Minister of Education, Culture and Higher Education of the Federal Republic of Somalia; and Dr Folake Olatunji-David, Director of Basic Education in the Federal Ministry of Education of Nigeria attended the session as panelists.

13.5 Nesmy Manigat, Minister of Education of Haiti presented the impact of COVID-19, socio-political crises and the desertion of qualified teachers challenges on the education system in his country. Ramakrishna Subedi, Secretary for the Government of Nepal, Ministry of Education, Science and Technology presented how his country transformed the education system by taking into account the diversity and disparity that exists in his country. Farah Sheikh Abdulakadir, Federal Minister of Education, Culture and Higher Education of the Federal Republic of Somalia, shared Somalia's efforts in rebuilding the education system and promoting peace after three decades of conflict. Dr Folake Olatunji-David, Director of Basic Education in the Federal Ministry of Education of Nigeria talked about the mitigation strategies implemented by her government in the face of attacks against education.

13.6 The Board discussion focused on the following issues:

- **Shortfalls and issues.** Addressing terrorism and conflicts through a military perspective would not be sufficient, and countries should adopt a holistic approach by focusing on the right skills, for example critical thinking skills that are considered essential in preventing extremism and conflicts.
- Education systems have not responded to the rise of cybersecurity and artificial intelligence.
- Education of security forces was critical in ensuring the rule of law and navigating complex situations.
- The importance of providing psycho-social support to students and teachers affected by the conflict was underlined.
- The need for peace education in the curriculum was reiterated.
- Regular payments to teachers who worked in conflict-affected areas and in refugee communities remained a serious matter.
- The girls' education and involvement of women in peace processes were considered important in ensuring peace in the long term.
- **Refugee inclusion.** The education of refugee children was also raised as an important issue for peace and security, for example in Chad. GPE should continue to work on the need to integrate displaced communities in the education systems of

host countries. The need to share responsibilities with host governments was also emphasized. The Global Refugee Forum to be held in December could provide an opportunity to discuss potential support to host governments and the need for tailored finance for refugee inclusion. In multilateral financing of education, this issue often fell between the gaps.

14. Close of Meeting

14.1 The Chair thanked the Secretariat for successfully organizing the meeting.

14.2 The meeting was adjourned at 16:00hrs.

Annex 1:

List of Board Meeting Participants

	Name	Constituency	Role
	Board Members		
1	Farah Sheikh Abdulkadir	Africa 1	Alternate Board Member
2	Emmanuel Barakpete	Africa 2	Representing Board Member
3	Moussa Kadam	Africa 2	Alternate Board Member
4	Folake Olatunji David	Africa 3	Representing Alternate Board Member
5	Ramkrishna Subedi	Asia and Pacific	Board Member
6	Aishath Ali	Asia and Pacific	Alternate Board Member
7	Usman Sharifkhodjaev	EEMECA	Board Member
8	Didacus Jules	Latin America and Caribbean	Board Member
9	Frederic Depetris	Donor 1	Board Member
10	Martina Ramming	Donor 1	Alternate Board Member
11	Line Friberg Nielsen	Donor 2	Board Member
12	Per Magnusson	Donor 2	Alternate Board Member
13	Judith Herbertson	Donor 3	Board Member
14	Louise Holt	Donor 3	Alternate Board Member
15	Camilla Helgo Fossberg	Donor 4	Board Member
16	Rashid Al Shamsi	Donor 4	Alternate Board Member
17	Martin Seychell	Donor 5	Board Member
18	Heike Kuhn	Donor 5	Alternate Board Member
19	LeAnna Marr	Donor 6	Board Member
20	Aedan Whyatt	Donor 6	Alternate Board Member
21	Kira Boe	CSO 1	Board Member
22	Yona Nestel	CSO 1	Alternate Board Member
23	Solange Akpo-Gnandi	CSO 2	Board Member
24	Abeer Tamimi Darwazeh	CSO 2	Alternate Board Member
25	Haldis Holst	CSO 3	Board Member
26	Dennis Sinyolo	CSO 3	Alternate Board Member
27	Stefania Giannini	MLA 1	Board Member
28	Robert Jenkins	MLA 2	Board Member
29	Rebecca Telford	MLA 2	Alternate Board Member

30	Luis Benveniste	MLA 3	Board Member
31	Syed Husain Quadri	MLA 3	Alternate Board Member
32	Christopher Thomas	Private Foundations	Board Member
33	Carolyne Ngeny	Private Foundations	Alternate Board Member
34	David Boutcher	Private Sector	Board Member
35	Emily Friedman	Private Sector	Alternate Board Member
	Board and Committee Chairs		
37	H.E. Jakaya Kikwete	Board	Chair
38	Susan Liautaud	Board	Vice-Chair
39	Marie Soulié	PILC	Chair
40	Nesmy Manigat	FRC	Chair