CONSENT AGENDA

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to present to 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.'

2. DECISIONS ON CONSENT AGENDA

BOD/2017/03-XX—December 1-2, 2016 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Siem Reap, Cambodia on December 1-2, 2016 (BOD/2017/03 DOC 07 Annex 1).

BOD/2017/03-XX— Allocation of Catalytic Trust Funds Resources to ESPDGs:
The Board of Directors authorizes the allocation of resources of the Education For All Fast Track Initiative Catalytic Trust Fund and of the Education for All Fast Track Initiative Catalytic Trust Fund II (the "Catalytic Trust Funds") to support the provision of Education Sector Plan Development Grants that have been duly approved in accordance with the current guidelines for such grants and, solely to this end, waives the requirement of the existence of an endorsed education sector plan under the allocation criteria of these Catalytic Trust Funds.

BOD/2017/03-XX—Adjustment to the Source of Funds for an Education Sector Program Implementation Grant: The Board of Directors:

1. Refers to its decision BOD/2016/12-08 to approve a fixed part allocation for an Education Sector Program Implementation Grant to Ethiopia of US$70 million with the World Bank as Grant Agent, in addition to an agency fee allocation of US$1,225,000 (1.75%).
2. Specifies that the source of funds for the fixed part allocation shall be US$63,000,000 from the GPE Fund and US$7,000,000 from the Catalytic Trust Fund (TF051061).
3. Modifies the agency fee of 1.75% of the fixed part allocation from the GPE Fund resulting in a reduction in the agency fee from US$1,225,000 to US$1,102,500.

BOD/2017/03-XX–Implementation Roadmap: The Board of Directors in reference to BOD/2015/12-13 notes receipt of the updated Implementation Roadmap detailing progress made on delivery of GPE 2020 as set out in Attachment 1 to BOD/2017/03 DOC 07 Annex 4.

3. BACKGROUND

3.1 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.

3.2 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.

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

- **December 1-2, 2016 Board Meeting Report (Annex 1)**. This summary of the previous face-to-face Board meeting was sent to the Board in January and no comments were received.
- **Allocation of Catalytic Trust Fund Resources to ESPDGs (Annex 2)**. The is a request to authorize the allocation of resources from the Education For All Fast Track Initiative Catalytic Trust Fund (TF051061) and the Education For All Fast Track Initiative Catalytic Trust Fund II (TF070968) collectively known as the "Catalytic Trust Funds" to support the provision of Education Sector Plan Development Grants (ESPDG) in all eligible countries to improve prospects for drawing down on the remaining cash balance before these funds close in 2018.
- **Adjustment to the Source of Funds for an ESPIG (Annex 3).** This is a request to authorize a change in the source of funds for a portion of an Education Sector Program Implementation Grant for Ethiopia (ESPIG) approved by the Board in December 2016 (BOD/2016/12-08). Approval will accelerate the process of using the remaining cash balance in the Catalytic Trust Funds scheduled to close in 2018, and will help to maximize available resources in the GPE Fund.
- **Implementation Roadmap Update (Annex 4)**. This document provides the Board with an update on work completed and work underway in delivering on the Strategic Plan.

4. PLEASE CONTACT: Padraig Power (ppower@globalpartnership.org) for further information.

5. ANNEXES

Annex 1: December 1-2, 2016 Board Meeting Report

Annex 2: Allocation of Catalytic Trust Funds Resources to ESPDGs

Annex 3: Adjustment to the Source of Funds for an ESPIG

Annex 4: Implementation Roadmap Update

ANNEX 1
REPORT OF THE MEETING OF THE BOARD OF DIRECTORS
DECEMBER 1–2, 2016
SIEM REAP, CAMBODIA

INTRODUCTION

The agenda and documents for the Board meeting can be found on the Global Partnership for Education's (GPE) website. A list of participants can be found in Annex 1.

This report presents a high-level summary of key outcomes and decisions made.

THURSDAY, DECEMBER 1, 2016

The Board Chair, Julia Gillard, called the meeting to order at 9:00 am.

1. WELCOME, REMARKS CAMBODIA MINISTER OF EDUCATION, YOUTH AND SPORTS, AGENDA SETTING AND APPROVAL OF CONSENT AGENDA

1.1 The Board Chair welcomed meeting participants, in particular Board and Alternate Board members for whom this was their first face-to-face Board meeting: The Honorable Dr. Dennis Musuku Wanchinga, MP, Zambia, Alternate Board member of Africa 1; His Excellency Shiferaw Teklemariam Menbacho, Ethiopia, Board member of Africa 3; Randa Grob, Porticus, Board member of Private Sector/Foundations; Alicia Herbert, U.K., Board member of Donor 3; Nancy Smyth, Canada, Alternate Board member, Donor 3, Omar Abdi, UNICEF, Board Member for Multilateral Agency 2.

1.2 The Board Chair thanked the government of Cambodia for hosting the meeting and invited His Excellency Hang Chuon Naron, Minister of the Ministry of Education, Youth and Sports to offer some welcoming remarks. The Minister highlighted Cambodia's history, the country's progress in education, and gratitude to GPE for its support, which had considerable impact on reforms in the system. The Board Chair also thanked the foundations for their targeted financing contributions.

Meeting Objectives and Outcomes

1.3 The Board Chair reviewed the agenda and asked for any comments, receiving none.

Approval of Consent Agenda (BOD/2016/12 DOC 02)

1.4 The Board Chair reviewed the items on the consent agenda and asked for any final objections. Receiving none, she deemed the consent agenda approved.

1.5 The following decisions were approved:

BOD/2016/12-01—June 14-15, 2016 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Oslo, Norway on June 14-15, 2016 (BOD/2016/12 DOC 02 Annex 1).

BOD/2016/12-02—October 18, 2016 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors via audioconference on October 18, 2016 (BOD/2016/12 DOC 02 Annex 2).

2. REPORT FROM THE CHIEF EXECUTIVE OFFICER (BOD/2016/12 DOC 03)

2.1 The CEO, Alice Albright, presented her bi-annual report to the Board as set out in BOD/2016/12 DOC 03.

Discussion:

2.2 Key points included:

- **Risk management tool.** The tool was praised all around and it was suggested that it be used as a management tool going forward.
- **Transaction cost for countries.** With regard to the implications of the funding model at country level, the reports on related transaction costs for countries is concerning, as is the pervasive non-alignment to country systems. There is a need to make the process simpler and more effective for countries and ensure that the funding model is integrated into implementation and planning processes and that the necessary resources and capacity in countries to accomplish this. This will also improve the added value and comparative advantage of GPE in the context of replenishment. The fact that grant agent direct costs are paid for from the maximum country allocation has reduced available resources for implementation for some countries.
- **Increasing country-level engagement.** GPE aims to transfer its ambition to the country level and work at increasing ownership and commitment of partner countries in order to maximize effectiveness. The best way to build political will and engagement at the country level is through the education sector plan development process, along with encouraging increased domestic resource commitments.
- **More funding to lower income countries.** In the context of the Financing and Funding Framework and replenishment, while fragility is an important consideration, the share of GPE funding to lower income countries should be significant.
- **Role of developing country partners (DCPs) in replenishment.** DCPs play a critical role in replenishment in terms of advocacy, sharing education outcomes and GPE's role in that, and committing to finance the education sector plan.

3. REPORTS FROM THE GOVERNANCE, ETHICS, RISK AND FINANCE COMMITTEE

3.1 The Chair of the Governance, Ethics, Risk and Finance committee (GERF) and the Secretariat presented the recommendations from the GERF on the financial forecast, risk management, and Assessment for Learning: Strengthening Learning Assessments. An update on misuse of funds was also presented.

Financial Forecast (BOD/2016/12 DOC 05)

3.2 Minister Manigat, GERF Chair, introduced the financial forecast, which the chief finance and operations officer presented as set out in BOD/2016/12 DOC 05.

Discussion:

3.3 Key points included:

- **Risk of foreign exchange rate fluctuations**. This risk was cited as a major concern. GPE should explore a range of possible mitigation measures in the near term for an initial report to the Board in June 2017. Hedging against the risk of exchange rates is not currently feasible due to GPE's current legal status, and the World Bank as GPE host does not provide such services. Even if they did, donors may have difficulty committing to legally binding agreements.

3.4 The Board Chair concluded that there was consensus on decision points 1, 2, 3, and 5 of the recommended decision. Decision point 4 on exchange rate risk would need to be revised in accordance with the deliberations of the Board.

3.5 Later in the meeting, a decision on Secretariat Institutional Arrangements was presented and approved to replace decision point 4 of the recommended decision.

Decision:

3.6 The Board approved the following decision:

BOD/2016/12-03—<u>Financing Options</u>: 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. The Board calls on all partners to intensify their efforts to secure additional financing through the GPE Fund and for donors and developing country 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 the GERF to conduct a review of the forecast of available resources at its next face- to-face meeting in 2017 and if possible to make recommendations for decision by the Board on potential positive adjustments to the Maximum Country Allocations for eligible countries impacted by the prioritization measures, and the resources available for the general provision.

Risk Management Report (BOD/2016/12 DOC 06)

3.7 The GERF Chair presented the risk management report, set out in DOC 06.

Discussion:

3.8 Key points included:

- The risk report is a living document that is being reviewed and revised.

- The risk report should pay more attention to the following areas: the risk of hosting/not hosting Education Cannot Wait; the risk of transaction cost and impact on grant implementation and performance; consideration of grant agents as risk owners and its implications on the operational and decision-making process; more attention to the role of civil society in mitigating risks.

- The cost of the grant agent in fulfilling its roles and responsibilities being included in the maximum country allocation was cited as a risk to performance in that it decreases the funds available for program implementation.

Decision:

3.9 The Board Chair declared consensus on the recommended decision:

BOD/2016/12-04—<u>Risk Management Report</u>: The Board of Directors endorses the changes to the Risk Management Matrix, including the severity chart, modification of risks, revisions to the overall score of some risks, update on current mitigation actions and addition of future mitigation actions, as presented in BOD/2016/12 DOC 06 Annex 2.

Update on Misuse of Funds

3.10 The Secretariat presented an update on misuse of funds cases. Details are available in the PowerPoint presentation posted on the GPE website.

Assessment for Learning (A4): Strengthening Learning Assessments (BOD/2016/12/ DOC 07)

3.11 The Secretariat presented a recommendation to approve the financing arrangements for the A4L: Strengthening Learning Assessment Systems initiative as set out in BOD/2016/12 DOC 07.

Prior to the discussion, the Board member representing the Private Sector and Private Foundations constituency declared a conflict of interest as a potential funder of A4L: Strengthening Learning Assessments.

Discussion:

3.12 Key points included:

- A Board member asked that the decision language be amended to include a reference to the work including particular attention to equity in relation to populations that may not be covered by most assessments.
- A Board member emphasized that A4L funds should support existing initiatives and not duplicate efforts.
- Generally, more clarity is needed on the decision-making process in terms of selection of projects and grant agents, how additional funds for the initiative would be allocated in a strategic way and whether that might change the scope of the initiative at some point, and how the initiative would be scaled up.
- The Secretariat provided reassurance that Strengthening Learning Assessments is not duplicating efforts, but rather supporting and complementing them. Grant agents are selected based on a good fit. For example, the selection of NALA, an existing regional network initiative by Zambia and Senegal, as a possible grant agent is based on its existing work in knowledge sharing. In line with the GPE process, one criterion for funding is full alignment with country processes. The importance of regional assessment programs was highlighted as a critical actor for learning data that continue to be considered for funding.

Decision:

3.13 The Board Chair declared consensus on the recommended decision with an amendment requested:

BOD/2016/12-05—<u>Operationalization of Assessment for Learning (A4L) – Strengthening Learning Assessment Systems initiative</u>: The Board of Directors:

1. Approves the receipt and use of targeted financing for the A4L into the GPE pooled fund as outlined in BOD/2016/12 DOC 07.
2. Delegates authority to the Secretariat to review and approve proposals from grant agents to fund specified activities as outlined in BOD/2016/12 DOC 07.
3. Delegates authority to the Governance, Ethics, Risk, and Finance Committee (GERF) to approve the arrangements for any additional targeted contributions in support of A4L activities.
4. Delegates authority for potential revisions to the A4L financing arrangements following final foundation Board sign-off to the Governance, Ethics, Risk, and Finance Committee, who may refer to matter back to the Board.
5. Requests the Secretariat to update the GERF, Country Grants and Performance Committee, Strategy and Policy Committee and Board annually on the status of this work, with particular attention to ensuring equity in relation to populations that may not be covered by most assessments, and to the issues of fragmentation and the transaction costs for the developing country partners.

4. STRATEGIC FINANCING (BOD/2017/12 DOC 08 A and 08 B)

4.1 The Board Chair invited the SFWG co-Chairs to present the GPE Financing and Funding Framework (FFF) and noted that it was also subject to a long Board discussion the previous day. Sue Graves and Tony Baker, the working group co-Chairs informed participants that the key focus of the framework is on building and strengthening effective education systems. They also commented that more funding does not always result in better education systems. There is a need to look at the education system as a whole, especially on capacity, leadership, ideas, and data, which are the key ingredients of well-functioning education systems.

4.2 The working group co-Chairs informed the Board that the work will continue and additional information will be presented at the February 2017 Board meeting. They also commented that the FFF needs to be a holistic framework that consists of a set of flexible funding and financing options for countries to consider based on their needs and interests.

Discussion:

4.3 Key outcomes from the discussion included:

- There was strong support for the work of the SFWG and the overall FFF, as well as many expressions of appreciation for Sue Graves and Tony Baker. The Board agreed that innovation should definitely be part of the FFF. There was a request to explore further the connection between KGPE and innovation. While there was considerable endorsement of the need for innovation, some Board members expressed concern about opening another window on innovation and asked the SFWG to consider how innovation funding could be best used to complement the core funding model. GPE should continue to focus on its core competency.

- Board members underlined the importance of ensuring that the FFF addresses domestic financing as much as possible.
- Equity, the need for low transaction costs, and the importance of domestic resource mobilization are not well enough reflected in the framework.

4.4 Later in the meeting, a revised decision was presented and approved (cf para 10.3).

5. PRELIMINARY REPORT ON INDICATORS (BOD/2017/12/DOC 04)GPE 2020

5.1 The Chief Technical Officer presented the preliminary report on GPE 2020 Indicators as set out in BOD/2017/12/DOC 04. She noted that those data should be treated with caution because the methodologies used are complex and this preliminary report primarily presents baseline data (no trends).

Discussion:

5.2 Key outcomes from the discussion included:

- **Congratulations for this report**. Suggestion to improve the report by adding simple dashboards to track performance, with a focus on presenting findings for non-technician audiences. The Secretariat agreed to focus on making data accessible for policy makers and other partners who need a simple tool.

- **Request to have disaggregated data at the country level**: The Secretariat agreed that country-level data is important, but emphasized that we want to first pilot the methodologies for one year and ensure that countries have the chance to validate data. Country-level data should be utilized as an opportunity for learning across the partnership and not a scoring system. Before any country data will be released, the Secretariat will validate data at the country level and continue testing the robustness of the methodology by running the data over two cycles.

- **Map GPE indicators to SDG4**: The Secretariat agreed, noting that some SDG4 indicators do not yet have methodology or data, some GPE indicators are supplemental. Suggestion to focus more on how data will be used in the decision-making process.

- **Improve data quality**: The Secretariat noted the need to work in a coordinated fashion. All data are collected through partners and are already quality assured. Recognition that it is a partnership effort. Need to reinforce national systems and measures.

- **Results on alignment are disappointing**: The Secretariat will focus on why the metrics are not advancing and report back by the end of 2017.

- **Results on domestic financing, while improving, could be stronger:** 28 percent of countries do not meet the minimum requirements – suggestion to track country pledges. The Secretariat will report on proxy data for the last replenishment period and will use the new Results Indicator to monitor the robustness of pledges for the next replenishment.

6. REPLENISHMENT 2017 (BOD/2017/12/DOC 09 Rev. 1)

6.1 The Secretariat presented the objectives and strategy for the next replenishment, as set out in BOD/2016/12/DOC 09 Rev. 1. The related supplemental budget decision would be considered in executive session the next morning.

Discussion:

6.2 The Board was asked to provide input and advice for the strategy. The Board welcomed the paper and presentation and supported its direction. The Board also expressed a willingness to support the replenishment campaign.

Key outcomes from the discussion included:

- **Political intelligence**: The fundraising approach has to be very political, taking into account the current concerns of the governments in particular countries. There is a need for a targeted approach for each donor to build on what people care about (e.g. security, jobs for youth). It should be based on long-term commitment.

- **Education momentum**: This is key to link the campaign with the SDG and build on the enthusiasm from the Education Financing Commission. New CSOs will be involved (One, Global Citizen) that were not previously involved in replenishment.

- **Results and target**: Strong messaging on results, a high level of ambition including on domestic financing, and an inclusive campaign with simple and strong messages are needed. The relationship between the GPE replenishment and ECW should be clarified.

The Board Chair adjourned the meeting.

FRIDAY, DECEMBER 2, 2016

The Board Chair called the meeting to order at 8:30 am.

7. EXECUTIVE SESSION

7.1 The Board discussed the response of the Secretariat to the assessment by Dalberg of Secretariat capacity (DOC 10A), and a supplementary budget request for replenishment surge capacity for calendar year 2017 (DOC 09 Rev. 1) In addition to the Chair, Board members and Alternate Board members, the following individuals were present: the SPC Chair, Secretariat CEO, and Secretariat Chief Financial Officer, ***Secretariat Response to Dalberg Assessment of Secretariat Capacity***

7.2 The CEO presented her proposal for an initial investment in Secretariat capacity in response to the assessment by Dalberg, as set out in BOD/2016/12 DOC 10B and presented to the Board on November 30, 2016.

Discussion:

7.3 Key outcomes from the discussion included:

- Acknowledgement of the need to invest in Secretariat capacity, but emphasis placed on the importance of developing a longer-term comprehensive HR plan with due attention to efficiency and impact of replenishment scenarios.

- Important to look beyond just Secretariat capacity, but to examine how other key elements of the partnership such as Grant Agents, Coordinating Agencies, and LEGs can operate as efficiently and effectively as possible.

Decision:

7.4 The Board approved the following decisions:

BOD/2016/12-06–<u>Investment in Secretariat Capacity</u>: The Board of Directors:

1. Requests the Secretariat to take the steps necessary to address the most urgent capacity gaps and reinforce core functions required to successfully support implementation of GPE 2020 as outlined in BOD/2016/12 DOC 10A and approves:
   a. An increase in the core Secretariat headcount of up to 19 full-time term positions.
   b. An increase in the Fiscal Year 2017 (FY17) core operating expenses budget of US$1,232,600 to accommodate both the impact of the increase in headcount, costs of additional governance meetings, and external firm support.
   c. A supplementary budget of US$2,429,000 to be managed over a three-year period from FY17 – FY19 for critical investments in information systems and technology.
2. Requests the Secretariat with support of an external firm to complete additional analysis to identify any remaining capacity gaps and needs of the Secretariat to successfully support implementation of GPE 2020 taking into consideration the following:
   a. Operational implications of the Financing and Funding Framework (FFF).
   b. Potential hosting of Education Cannot Wait (ECW).
   c. Results reporting.

d. Implementation of a strengthened governance structure including the impact of a decision framework which should delineate and clarify the role of the Secretariat, Committees, and Board with respect to decision making.
e. Clarification of roles, responsibilities, and functions within the Secretariat with a view to realizing greater efficiencies.

3. Requests the Secretariat to develop a comprehensive human resources plan. This plan should include analysis of capacity implications of different scenarios for replenishment, and identify any additional capacity gaps for consideration by the Board in June 2017.

Preparing for the 2017 Replenishment

7.5 The CEO presented the Secretariat's proposed costs for funding the replenishment campaign, as set out in BOD/2016/12 DOC 09 Rev. 1.

Decision:

7.6 The Board approved the following decision:

BOD/2016/12-07–Replenishment 2017: The Board of Directors approves a supplementary budget for replenishment surge capacity for calendar year 2017 of US$2.435 million (including a one-year term position) as set out in BOD/2016/12 DOC 09 Rev. 1.

8. REPORTS FROM THE COUNTRY GRANTS AND PERFORMANCE COMMITTEE (BOD/2016/12 DOCs 11, 12, 13)

8.1 The Chair of the CGPC presented an update on the work of the Committee and the Committee's recommendations on ESPIG allocations in Round 2 of 2016 and two proposals related to the approval of supervision fees and the funding of supervision fees for small-sized grants.

8.2 The Secretariat presented its annual Portfolio Review along with CGPC observations, and advised the Board it would seek to increase the number of ESPIG funding rounds annually to meet country needs.

Allocations for ESPIGs Round 2 of 2016 (BOD/2016/12 DOC 11)

Prior to the discussion, the Board member representing the World Bank and the Board member representing UNICEF declared a conflict of interest as grant agent for the Ethiopia grant and the Zimbabwe grant respectively.

Discussion:

8.3 Key points included:

- Given that ESPIG allocations are core GPE business, going forward, the Board paper should include a clear reference where the application packages with details on the grant program may be found. The Board paper should also include information on how the financing requirement of the funding model on the part of development partners was met.

- Generally, in the context of whether a sufficient "stretch" in the variable part is possible in a very short implementation period, the CGPC should ensure a process of setting benchmarks for the variable part that incentivizes rather than penalizes implementation.

Decision:

8.4 The Board approved the following decisions:

BOD/2016/12-08–Approval of Allocations for Education Sector Program Implementation Grants: The Board of Directors with respect to the applications submitted in the second 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 Annexes 2 and 3 to BOD/2016/12 DOC 11.
2. Approves allocations from GPE trust funds for education sector program implementation grants (ESPIGs), as described in the applications submitted in the second round of 2016, and summarized in Table 1 in BOD/2016/12-08 2 (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 for ESPIGs in US$:

	Country	Ethiopia	Zimbabwe	Totals
a.	Maximum Country Allocation	100,000,000 [1]	29,400,000 [2]	129,400,000
b.	Allocation Requested (100%)	100,000,000	20,580,000	120,580,000
c.	Fixed Part (70% of a.)	70,000,000	20,580,000	90,580,000
d.	Variable Part (30% of a.)	30,000,000	n/a	30,000,000
e.	**Allocations Recommended by CGPC**	70,000,000 (Fixed Part)	20,580,000 (Fixed Part)	**90,580,000**
f.	Grant Agent	World Bank	UNICEF	
g.	Agency Fee % - Amount	1.75%–1,225,000	8%–1,646,400	2,871,400
h.	Period	15 months	3 years	
i.	Expected Start Date	March 31, 2017	January 1, 2017	
j.	Variable Part Disbursement Modality	Ex-Post	N/A	
k.	Funding Source	GPE Fund	GPE Fund	

[1] Includes US$500,000 for the cost of the grant agent to perform its roles and responsibilities (supervision fees). Per decision BOD/2015/10-02 supervision fees are funded from the maximum country allocation effective from the second funding round of 2016. [2] Includes US$1,600,000 for the cost of the grant agent to perform its roles and responsibilities (supervision fees). Per decision BOD/2015/10-02 supervision fees are funded from the maximum country allocation effective from the second funding round of 2016.

3. With respect to the Ethiopia indicators on Equity, Efficiency, and Learning and their means of verification related to the Variable Part of the allocation:
   a. Requests the country to revise the timeline and targets related to the indicators on Equity, Efficiency and Learning in accordance with the recommendation of the CGPC in BOD/2016/12 DOC 11 Annex 1.
   b. Delegates authority to the Country Grants and Performance Committee to approve the revised proposal for the Variable Part and up to US$30 million as an allocation for the Variable Part.
4. Requests the Secretariat to:
   a. Include in its notification to each relevant developing country partner, grant agent, and coordinating agency, for distribution to the local education group (LEG), of the approval of the allocations and the expected timeframe for signing of the Grant Agreement and grant effectiveness, as applicable, as well as the conditions, requests for report-back, and observations on the program as recommended by the CGPC and set out in Annex 1 to BOD/2016/12 DOC 11.
   b. Include an update on the issues listed as "conditions" and "report back" in the annual Portfolio Review.

Delegation of Authority of Requests for Additional Supervision Allocations (BOD/2016/12 DOC 12)

8.5 The CGPC Chair presented the recommendation to authorize the CGPC to make decisions on requests for additional supervision fees in excess of US$200,000 for grants approved prior to Round 2 of 2016, as set out in BOD/2016/12 DOC 12.

Discussion:

8.6 Key points included:

- Should requests for additional supervision allocations for grants approved prior to Round 2 of 2016 become routine, the CGPC is requested to bring this to the Board's attention as a policy consideration.

Decision:

Funding of Supervision Fees for Maximum Country Allocations of US$5 Million and Less (BOD/2016/12 DOC 13)

8.7 The CGPC Chair presented the recommendation set out in DOC 13 to increase maximum country allocations (MCAs) of US$5 million and less by US$200,000 to US$300,000 to offset the disproportionate effect on small-sized grants of the Board decision that supervision allocations be funded from the grant allocation, compared to larger grants. The amount of the increase was based on the Board-approved standard levels for supervision allocations. The recommendation included an exception for Papua New Guinea to become eligible for an increase of US$450, 000, based on the standard level of supervision allocation for MCAs between US$5 and US$10 million. The exception was based on the difficult context in Papua New Guinea.

8.8 The Board Chair invited comments and questions. Receiving none, the Board Chair declared the recommended decision approved.

Decision:

BOD/2016/12-10—<u>Funding of Supervision Fees for Maximum Country Allocations of US$5 million and less</u>: The Board of Directors:

1. Refers to its decision on supervision fees in BOD/2013/11-08—Supervision, Agency, and Management and Administration Costs.
2. Refers to its decision BOD/2015/10-02-GPE Operational Model which introduces the common terminology of grant agent to replace managing entities and supervising entities and requires that with effect from the second round of applications in 2016, the costs of the grant agent to perform its role must be disclosed within the proposal budget and financed from within the overall maximum country allocation (MCA).
3. Agrees to change the term Supervision Allocation to Grant Agent Allocation.
4. Notes that the decision in point 2 disproportionately affects smaller grants, in particular grants in the lowest tier of supervision allocation levels for MCAs of US$5 million and less.
5. Agrees to increase existing MCAs of US$5 million or less in the current funding period by US$200,000 for non-fragile countries and US$300,000 for countries categorized as fragile and conflict-affected, in accordance with the levels for supervision allocations previously approved in BOD/2013/11-08—Supervision, Agency, and Management and Administration Costs.
6. On an exception basis recognizing its particularly difficult context and the likelihood that the grant agent will incur significant oversight costs, agrees to increase the existing MCA of Papua New Guinea, whose MCA is US$6.6 million, by US$450,000 in accordance with the levels for supervision allocations previously approved in BOD/2013/11-08—Supervision, Agency, and Management and Administration Costs.

Revision to Cote d'Ivoire ESPIG

8.9 Upon request from a Board member, the CGPC Chair reflected on a recent decision from the Committee in its October 25-27, 2016 meeting to approve a proposed revision to the Cote d'Ivoire ESPIG amid significant concerns about a school-feeding program activity that had not been implemented, but for which timely remedial action was not taken, with one Committee member objecting to the consensus-based decision.

Discussion:

8.10 Key points included:

- To avoid similar experiences in the future where grant activities are not adequately monitored or remedial actions to resolve delays are not taken in a timely manner, there is a need for greater Secretariat capacity to monitor and track the grant and hold the grant agent to account.
- GPE should consider the decision-making process of committees in terms of how divergent views are accounted for, and the possibility of Board review of decisions.

Portfolio Review (BOD/2016/12 DOC 14)

8.11 The manager, Country Support Team presented the Secretariat's 2016 Portfolio Review along with CGPC observations on the review, as set out in BOD/2016/12 DOC 14.

Discussion:

8.12 Key points included:

- As a learning partnership, a formal process should be considered for sharing lessons learned with regard to GPE's operating and funding model and identifying good practices as well as areas where the GPE model and its implementation needs adjustment or strengthening .
- The Portfolio Review should include information on the percentage of GPE support to the overall education sector budget and more information on how gender is addressed in the portfolio.
- The Secretariat is encouraged to bring tensions and challenges associated with the grant portfolio to the Board for discussion. The link between the Portfolio Review, the Results Report and future evaluations should be made explicit.

Additional ESPIG Funding Rounds

8.13 The Secretariat alerted the Board that in an effort to better meet country planning cycles and promote better quality applications, it would offer four funding rounds going forward, starting in 2017. The currently scheduled funding rounds would remain unchanged. Additional funding rounds for 2017 would be offered in May and November, and dates for subsequent years will be determined at a later date.

8.14 Several Board members voiced support for offering additional funding rounds.

Recognition of CGPC Chair

8.15 The Board Chair recognized Ronald Siebes, CGPC Chair, for his dedication to GPE since its inception, most recently as Chair of the CGPC.

9. GOVERNANCE REVIEW (BOD/2017/12/DOC 15 and DOC 15 rev1)

The Board Chair and the GERF Chair presented during the retreat the key elements of the proposed modifications made by both the Governance Advisory Group and the GERF, as set out in BOD/2017/12/DOC 15. They stressed that it is a movement to five committees, with specific mandates, splitting the GERF into two Committees, refining the line between the CGPC and the Secretariat (CGPC focusing more on performance), and clarifying the process to fill vacancies in Committees and to nominate a Vice-Chair. Once a decision is taken on defining the best structure and having the best people perform the work, the Board will be invited in June 2017 to focus on additional delegations to Committees.

Discussion:

9.1 Key outcomes from the discussion included:

- **Role of Board and Committees:** The Board agreed to add a paragraph 2 to emphasize the Board's expectations that constituencies will engage fully in matters during their consideration by committees and that Board discussions will increasingly focus on strategic matters.

- **Committees Nomination Process for 2017**: Board members strongly reaffirmed the importance of continuity and knowledge transfer in choosing their committee representation.

- **Coordinating Committee (CC)**: The Board agreed to revise the CC TOR to clarify that no delegation of authority will be decided prior to the discussion/adoption of a decision framework to be considered by the Board in June 2017.

- **Committee Chair**: The Board agreed that Committee Chairs should preferably be Board or Alternate Board Members at the start of each Committee cycle, noting that the best candidate should be selected with consideration of non-Board/Alternate Board members candidacies.

- **Cultural Norms**: The Board agreed to extend the norms to both Committee and Board members.

- **Board Vice-Chair Position**: The Board recognized the value of a Vice-Chair position to have a better balance in representation. Key roles of the Vice-Chair might include advocacy, representation, risk management, and back up of the Chair. The Board agreed not to restrict the position to former Board members or Alternate Board members at this stage and mandated that the GERF develop terms of reference for the Board Vice-Chair and a proposal for the nomination and selection process for Board consideration at its February 28-March 1, 2017 meeting.

- **Committee Terms of Reference**: The Board agreed to split the GERF into two committees and to add one more seat to the new Governance Ethics Committee and the Finance and Risk Committee for either a CSO or Private Sector/Private Foundation representative. This amendment aims to assure equity of representation of all constituency categories at both the Board and Committee levels. Both Committees will have up to 10 members, including the Chair (3 DCPs, 3 Donors, 2 CSOs or Private sector/foundation, 1 multilateral agency). The Board also emphasized the importance of constituency category consultation and therefore the following language was added to the decision: "Committee members serve as spokespersons and representatives and communicate the views of their constituency category to the Committee during discussion and deliberation, based on prior consultation wherever reasonably practical."

All revisions are captured in the revised document BOD/2017/12/DOC 15 rev1.

Decisions:

9.2 The Board approved the following decisions:

BOD/2016/12-11–<u>Role of the Board and Committees</u>: The Board of Directors:

1. Approves revisions to the GPE Charter to further clarify the roles of the Board and the Committees as follows:
   a. Role of the Board: Responsible as the supreme governing body of GPE for setting strategic direction, strengthening and growing the partnership, financial oversight, establishing policies, acquitting fiduciary duties, evaluating performance, managing and mitigating risks, and delivering constant improvement.
   b. Role of Board Committees: Undertake tasks as mandated by the Board, including maintaining oversight of GPE's fiduciary duties, risk management and performance in accordance with the strategic plan and established policies and periodically recommending changes to policies, strategic direction, and performance improvements.
2. Affirms the Board's expectations that in line with these roles, constituencies will engage fully in matters during their consideration by committees and that Board discussions will increasingly

focus on strategic matters.

3. Requests the Committee overseeing governance to further examine a proposed decision framework as a means of delineating between what is properly the role for the Board, the respective Committees, and the Secretariat for approval at its June 2017 meeting.

BOD/2016/12-12–Committee Terms of Reference: The Board of Directors, recognizing the increasing demands and expectations of committees in light of GPE 2020, the heightened interest in expanding the representation of constituency groupings in committee work, and the ongoing need to provide for better communications between committees to ensure that work is aligned, approves:

1. The revised Coordinating Committee terms of reference as presented in Annex 1 of BOD/2016/12 DOC 15 Rev. 1, noting that on a semi-annual basis during regular Board meetings, the Board Chair, in consultation with the Coordinating Committee and the CEO, will make a recommendation to the GPE Board for the relevant Coordinating Committee delegations required for the following calendar year to be set out in the decision framework considered by the Board in June 2017.
2. The Grants and Performance Committee terms of reference set out in Annex 2 of BOD/2016/12 DOC 15 Rev. 1.
3. The Strategy and Impact Committee terms of reference set out in Annex 3 of BOD/2016/12 DOC 15 Rev 1.
4. The Finance and Risk Committee terms of reference set out in Annex 4 of BOD/2016/12 DOC 15 Rev 1.
5. The Governance and Ethics Committee terms of reference set out in Annex 5 of BOD/2016/12 DOC 15 Rev 1.
6. Notes that all Committee terms of reference and the Board and Committee Operating Procedures stipulate that "Committee members serve as spokespersons and representatives and communicate the views of their constituency category to the Committee during discussion and deliberation, based on prior consultation wherever reasonably practical."
7. Notes that pending Board approval of a decision framework in June 2017, the Committee mandates may be adjusted in line with the decision framework.

BOD/2016/12-13–Cultural Norms for Board and Committee Service: The Board of Directors:

1. Emphasizes its expectations that Board and Committee members will fully participate throughout their mandate and represent their Constituency category to the best of their abilities.
2. Approves revisions to the Committee Operating Procedures and Committee Terms of reference clarifying that:
    a. Board and Committee members prior to commencing their duties must acknowledge they have received and read the Charter and Committee terms of reference, completed an orientation, agree to act in the best interest of GPE and to use their best endeavors to consult within their constituency grouping before Board or Committee meetings.
    b. Recognizing the importance of ensuring constituency category views are consistently represented on the Committees, constituency categories are expected to consult with any Committee member who has not represented the constituency category in two consecutive face-to-face meetings, and if necessary propose a replacement.

c. The use of an Alternate is only permitted if a request is submitted to the Committee Chair prior to the meeting and provided that the reason for absence by the Committee member is beyond his or her control, as determined by the Committee Chair.
d. Requests the Committee Chair and Secretariat to provide new Committee members with an orientation prior to their first meeting.
e. Committee Chairs are *preferably* Board or Alternate Board members at the start of each committee cycle, with the Board determining on a case-by-case basis whether to allow a Committee Chair who rotates off the Board to serve out the remainder of her/his term.

BOD/2016/12-14–<u>Board Vice Chair Position</u>: The Board of Directors:

1. Recognizes the increasing demands of the position of Board Chair and agrees to establish the position of Board Vice Chair as provided in the Charter.
2. Mandates the Committee overseeing governance and ethics to develop terms of reference for the Board Vice Chair and a proposal for the nomination and selection process for Board consideration at its February 28-March 1, 2017 meeting.

BOD/2016/12-15—<u>Committee Vacancies</u>: The Board of Directors:

1. Emphasizing the importance of ensuring partnership representation at the committee meetings, and the need to be consistent with the self-governing nature of constituency categories, approves that constituency categories adopt one of the following processes for replacing committee members who leave before their term expires, other than from the Coordinating Committee for which Option 2 will automatically apply:
   Option 1**:** The *constituency* that the member belongs to nominate a replacement for that vacancy who is expected to serve for the remainder of the term. In this option the new committee member's term is limited to the duration of the remaining term of the departing member.
   Option 2: The *constituency category* that the member belongs to nominate the replacement for that vacancy. Where a new call for committee member nominations is placed in the constituency category, the term of the committee member will be for two years.
2. Approves that as part of the Committee nomination process, each constituency category will identify which option they will use to replace committee members.

BOD/2016/12-16—<u>Committee Nominations Process for 2017</u>: The Board of Directors:

1. Noting the fundamental realignment of committee structures and mandates, and the refocusing of committee membership linked to a specific set of skills/knowledge as specified in the revised Committee terms of reference (Annexes 1-5), determines that the existing committee mandates will expire at close of business on 1 March 2017, and therefore all committee positions will be open for nomination.
2. Strongly encourages constituency categories to consider the importance of continuity and knowledge transfer in choosing their committee representation.
3. Determines that any member appointed will serve a term of two years, and may serve for a maximum of one additional term if so nominated. Service prior to 1 March 2017 does not count towards the two term maximum.

10. REPORT FROM THE STRATEGY AND POLICY COMMITTEE

Standards and Guidelines for Local Education Groups (BOD/2016/12 DOC 16)

10.1 The Chair of the Strategy and Policy Committee presented an update on progress to define standards and guidelines for Local Education Groups, as set out in ***BOD/2016/12 DOC 16***.

10.2 Key messages included:

- There is a need to develop **more supportive tools for countries to share good practice, not relying only on fixed metrics** across the Partnership. The principle of building a shared understanding and giving partners at the country level tools and support to reflect partnership performance relative to specific contexts was agreed.
- Board members are invited to get in touch with the Secretariat if interested to get involved in the **upcoming consultation process**.

11. OUTSTANDING DECISIONS

11.1 The Board approved the following decisions:

Financing and Funding Framework

11.2 As a follow-up to the discussion on the Financing and Funding Framework during the retreat and the Board, the Chair presented a revised decision.

Decision:

11.3 The Board approved the following decision:

BOD/2016/12-20–<u>Financing and Funding Framework</u>: The Board of Directors:

1. Recognizes that GPE will need a step-change in its approach to funding and financing to achieve the level of ambition that GPE 2020 calls for, in order to maximize the unique window of opportunity for increased commitment to education outcomes, and to underpin a successful replenishment round.
2. Endorses the proposed ambitious architecture of the Financing and Funding Framework (FFF) as outlined in BOD/2016/12 DOC 08A as a means of achieving this step-change.
3. Notes that, in order to deliver on GPE 2020, the FFF should:
    a. Consider the opportunities for strengthening the current funding and operating model, given its centrality to GPE goals (while referencing other Committees' work in this area).
    b. Includes support for the areas of i) Innovation, ii) Knowledge and Good Practice Exchange, and (iii) Advocacy and Social Accountability that reinforces the operational model.
    c. Enable GPE to leverage new and better structured forms of financing for education, including through:
        i. Co-financing of education sector programs at a country level, with multilateral development banks and other development partners, including loan buy-downs. This should include continued active engagement by the Secretariat CEO in discussions on development of the MDB Investment Mechanism.
        ii. Crowding in of private investment capital to strengthen education sector outcomes.

iii. Disaster and political risk financing (subject to further exploration following the conclusion of The Rockefeller Foundation-supported analytical exercise).

d. Enable GPE to become more flexible in accessing or mobilizing new resources for education, including through:
   i. Maximizing opportunities to raise domestic public expenditure.
   ii. New sources of financing for education including private sources.
   iii. Targeted financing (subject to further exploration following the conclusion of the Contributions and Safeguards Policy development process).

4. In order to finalize the FFF for approval in February 2017, requests the Strategic Financing Working Group to:
   a. Develop a proposal on eligibility for and allocation of GPE resources for the relevant components of the FFF.
   b. Work with the external firm to further stress-test the FFF and outline the options and operational implications and roadmap for development and rollout of the various components of the FFF.
   c. Consider implications of Education Cannot Wait on the FFF pending the finalization of the operating model design, as was mandated in BOD/2016/12 DOC 18.

Engagement of the Private Sector and Private Foundations

11.4 As a follow-up to the discussion on the Financing and Funding Framework, the SPC Chair presented a decision focusing on ways of engaging with the private sector and foundations. The Chair noted that a road map on engagement with PS/PF will be developed with SPC and presented at the February 2017 Board meeting.

Decision:

11.5 The Board approved the following decision:

BOD/2016/12-17—<u>Engagement of the Private Sector and Private Foundations</u>: The Board of Directors:

1. Reaffirms its commitment to engaging in strategic collaborations with the private sector and foundations in order to achieve the goals and objectives set out in GPE 2020 and beyond.
2. Notes that following previous Board discussions, some preparatory work has been conducted on engaging the private sector and private foundations in the partnership, though progress has been slower than originally envisaged.
3. Mandates the Secretariat to work with the Strategy and Policy Committee, in consultation with the private sector and foundations constituency and other interested partners to develop, for February 2017, a roadmap for engagement with the private sector and foundations, that lays out principles and objectives and a staged approach to the development of an engagement strategy over the course of 2017.
4. Notes that the Financing and Funding Framework will have important and positive implications for engaging the private sector and private foundations.

Secretariat Institutional Arrangements

11.6 As a follow-up to the discussion on the Financial Forecast, and to replace decision point 4 of the recommended decision, the Board approved with no further discussion a decision on Secretariat Institutional Arrangements:

BOD/2016/12-18-<u>Secretariat Institutional Arrangements</u>: The Board of Directors, in the context of mitigating foreign currency exposure, the potential hosting of Education Cannot Wait, the Financing and Funding Framework, and risks identified in the Risk Management Matrix, requests that the Secretariat with external support as necessary and in consultation with the World Bank as host of the GPE Secretariat, explore options for and the implications of potential modifications to GPE's current institutional arrangements, including its legal status, and to provide a preliminary report to the Board for its June 2017 meeting.

Efficient and Effective Partnership

11.7 As a follow-up to the discussion in executive session, Board Members also raised the issue of ensuring other key elements of the partnership were working effectively. Noting the need to take into consideration other related work at the Secretariat, it was clarified that this work will focus on how the operational model works and is not intended as an assessment of individual Grant Agents, Coordinating Agencies, or Local Education Groups.

Decision:

11.8 The Board approved the following decision:

BOD/2016/12-19–<u>Efficient and Effective Partnership</u>: The Board of Directors requests that the Secretariat, with the support of an external firm, examine the issues and options for ensuring Grant Agents, Coordinating Agencies, and Local Education Groups are operating efficiently and effectively as well as learning from past experience to deliver GPE 2020. This process will take into consideration other related work at the Secretariat.

12. AOB

12.1 ***Human Resources strategy***: Responding to the request of a Board member, the CEO agreed to share the terms of reference of Human Resources strategy with the Coordinating Committee.

12.2 ***Next Board meetings***:

Feb 28: Board Retreat and March 1: Board Meeting - Washington D.C. June : Board Retreat and June 5-7: Board Meeting - Ottawa, Canada

The Board Chair adjourned the meeting.

13. ANNEX

Annex 1: Participants' List

Annex 1 – Participants in the meetings

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Alexandra Solano Rocha	Education Specialist	GPE Secretariat	United States	GPE Secretariat
Alice Albright	CEO	GPE Secretariat	United States	GPE Secretariat
Alicia Herbert	Head of Youth and Education Department	Department for International Development	United Kingdom	Board Member, Constituent of Donor 3
Amanda Gardiner	VP, Sustainability and Social Innovation	Pearson	United States	Alternate Board Member, Constituent Private Sector/Private Foundations
Anna French	Head of Education Policy Team	Department for International Development	United Kingdom	Technical Advisor to the BoD Member
Anne-Françoise Paradis	Education Advisor	Ministry Foreign Affairs - Belgium	Belgium	Alternate Board Member, Constituent of Donor 1
Atif Rafique	Education Specialist	UNICEF	United States	Technical Advisor to the BoD Member
Bernard Lovegrove	CSEF Regional Coordinator	ASPBAE	Australia	Observer
Boaz Waruku	Regional Coordinator	ANCEFA	Kenya	Observer
Bunroeun Nath	Secretary of State/Vice Minister	Ministry of Education, Youth, and Sport	Cambodia	Observer

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Chantal Nicod	Head of West African Division and Education	SDC	Switzerland	Board Member, Constituent of Donor 1
Chanveasna Chin	Executive Director	NGO Education Partnership	Cambodia	Observer
Charles North	Acting Assistant Administrator	USAID	United States	Board Member, Constituency of Donor 6
Charles Tapp	Manager for Partnerships and External Relations	GPE Secretariat	United States	GPE Secretariat
Cheikh Mbow	Coordonnateur National	COSYDEP	Senegal	Board Member, Constituent of CSO 2 (Developing Country)
Christophe Koffi	Technical Adviser	Ministère de l'Education	Ivory Coast	Constituent of Africa 2
Claire Horton	Special Assistant	GPE Secretariat	United States	GPE Secretariat
Daniel Nkaada	Commissioner basic education	Ministry of Education	Uganda	Board Member, Constituent of Africa 1
David Archer	Head of Programmes	ActionAid	United Kingdom	Board Member, Constituent of CSO 1 (International / Northern)
David Aruquipa	Administrador de Empresas	Campaña Boliviana por el Derecho a la Educacion	Bolivia	Observer
David Atchoarena	Director	UNESCO	France	Technical Advisor to the BoD Member

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
David Baysah	Senior Program Manager and Technical Advisor	Ministry of Education	Liberia	Constituent of Africa 3
David Edwards	Deputy General Secretary	Education International	Belgium	Alternate Board Member, Constituent of CSO 3 (Teaching Profession)
Dennis Wanchinga	Cabinet Minister	Ministry of General Education	Zambia	Constituent of Africa 1
Diego Cimino	Second Secretary	Ministry of Foreign Affairs and International Cooperation	Italy	Constituent of Donor 5
Donatella Di Vozzo	Education Advisor	EC-DG DEVCO	Belgium	Constituent of Donor 5
Douglas Sumerfield	Sr. Operations Officer	The World Bank	United States	Technical Advisor to the BoD Member
Ed. Lamot	Senior Country Operations Officer	GPE Secretariat	United States	GPE Secretariat
Erika Boak	Chief of Education	UNICEF	Cambodia	Observer
Eshetu Cheru	Director	Ministry of Education	Ethiopia	Constituent of Africa 3
Esther Ewagata	Assistant Director	Department of Foreign Affairs and Trade	Australia	Constituent of Donor 6
Evelyn Rodriguez-Perez	Director, Office of Education	USAID	United States	Technical Advisor to the BoD Member
Farid Tanai	Consultant	GPE Secretariat	United States	GPE Secretariat

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Geoff Adlide	Director, Advocacy and Communications	GPE Secretariat	Switzerland	GPE Secretariat
Gisele Goudiaby	Events Coordinator	GPE Secretariat	United States	GPE Secretariat
Grant Dansie	Education advisor	Norad	Norway	Constituent of Donor 4
Greg Snyders	Partner	Dalberg Global Development Advisors	United States	Observer
HE George Werner	Minister	Ministry of Education	Liberia	Alternate Board Member, Constituent of Africa 3
HE Lytou Bouapao	Deputy Minister	Ministry of Education	Lao People's Democratic Republic	Board Member, Constituent of Asia & The Pacific
HE Nuriddin Saidov	Minister of Education	Ministry of Education	Tajikistan	Alternate Board Member, Constituent Eastern Europe Midle East & Central Asia
HE Sandra Sanchez	Vice Minister of Education	Ministry of Education	Honduras	Board Member, Constituent of Latin America & The Caribbean
HE Shiferaw Menbacho	Minister of Education	Ministry of Education	Ethiopia	Board Member, Constituent of Africa 3
Hikmat Amin	Program Coordinator	Ministry of Education	Afghanistan	Constituent Eastern Europe Middle East & Central Asia

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Hiroki Haruta	Chief for Education Aid Policy and Gender Issues	Ministry of Foreign Affairs	Japan	Observer
Hugues Moussy	Senior Education Specialist	GPE Secretariat	United States	GPE Secretariat
Ita Sheehy	Senior Education Advisor	UNHCR	Denmark	Constituent of Multilateral Agency 1 (UNESCO / UNHCR)
Jan De Ceuster	Coordinator Education, Training and Employment	Belgian Development Agency - BTC	Belgium	Constituent of Donor 1
Jan Svihlik	Education Advisor	German BACKUP Initiative for Education	Germany	Technical Advisor to the BoD Member
Jay Pascual	Senior Counsel	The World Bank	United States	Trustee
Jean-Marc Bernard	Deputy Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat
Jeff Mettille	Adviser	USAID	United States	Constituent of Donor 6
Jessica Hjarrand	Global Programme Manager Education	Porticus	Netherlands	Technical Advisor to the BoD Member
Joanne Walker	Head of Learnings and Networks	Global Campaign for Education	United Kingdom	Observer
Johanna Van Dyke	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Jordan Naidoo	Director, Division for Education Support and Coordination	UNESCO	France	Constituent of Multilateral Agency 1 (UNESCO / UNHCR)
Joseph Nhan-O'Reilly	Head of Education Policy	Save the Children	United Kingdom	SP Committee Chair

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Josephine Bourne	Associate Director,Education	UNICEF	United States	Alternate Board Member, Constituent of Multilateral Agency 2 (UNICEF)
Julia Gillard	Chair	GPE Board Chair	United States	Chair
Julie Wagshal	Program Assistant	GPE Secretariat	United States	GPE Secretariat
Kaneez Zehra	National Coordinator	Society for Access to Quality Education	Pakistan	Alternate Board Member, Constituent of CSO 2 (Developing Country)
Karen Mundy	Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat
Karen Schroh	Senior Donor Relations Specialist	GPE Secretariat	Belgium	GPE Secretariat
Kari Riisoen	Deputy Director	Ministry of Foreign Affairs	Norway	Constituent of Donor 4
Kazuhiro Yoshida	Director/Professor	Hiroshima University	Japan	Observer
Keiko Mizuno	Senior Advisor (Education)	Japan International Cooperation Agency	Japan	Observer
Koumbon Napoe Akpo	Capacity Building Manager	ANCEFA	Togo	Observer
Lancelot Mutale	Chief Planning Officer	Ministry of Education	Zambia	Constituent of Africa 1
Laura Giannecchini	LAC SCEF Regional Coordinator	Latin American Campaign for the Right to Education	Brazil	Observer

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Layusa Isa-Odidi	Project Manager	Dalberg Global Development Advisors	United States	Presenter
Lena Forsgren	Senior Program Specialist	Sida	Sweden	Constituent of Donor 2
Luis Benveniste	Practice Manager	The World Bank Group	United States	Alternate Board Member, Constituent Multilateral & Regional Banks (M Agency 3)
Malik Bakhsh	Additional Secretary	Ministry of Education	Pakistan	Constituent of Asia & The Pacific
Margarita Focas Licht	Country Support Team Manager	GPE Secretariat	United States	GPE Secretariat
Maria Helen Dabu	Deputy Regional Coordinator-CSEF Asia Pacific Regional Secretariat	Asia South Pacific Association for Basic and Adult Education (ASPBAE)	Philippines	Observer
Marie Brüning	Education Prog. Officer	SDC	Switzerland	Constituent of Donor 1
Marieme Sakho	Syndicat	Sypros	Senegal	Board Member, Constituent of CSO 3 (Teaching Profession)
Marja Karjalainen	Deputy Head of Unit	European Commission	Belgium	Constituent of Donor 5
Maxwell Rafomoyo	National Coordinator	ECOZI	Zimbabwe	Observer
Michael Hollaender	Team Leader / Sector Programme Education	GIZ	Germany	Technical Advisor to the BoD Member

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Michelle Mesen	Southern Partnerships and External Relations Lead	GPE Secretariat	United States	GPE Secretariat
Muhamamd Tariq Khan	Senior Education Specialist	GPE Secretariat	United States	GPE Secretariat
Mukhibullo Zubaidulloev	Principal	International Presidential School	Tajikistan	Interpretation service Coordinator
Nancy Smyth	Director General	Global Affairs Canada	Canada	Board Member, Constituent of Donor 3
Naohisa Konita	Senior Operations Officer	The World Bank	United States	Trustee
Natalie Akstein	Networks Engagement Coordinator	Global Campaign for Education	South Africa	Observer
Nathalia Feinberg	Head of Department	Ministry of Foreign Affairs	Denmark	Board Member, Constituent of Donor 2
Nesmy Manigat	Chair GERF		Haiti	Alternate Board Member, Constituent of Latin America & The Caribbean Chair of GERF
Nicolai Nielsen	Chief Advisor	Ministry of Foreign Affairs	Denmark	Technical Advisor to the BoD Member
Nikhat Shameem	GPE Manager	UNICEF	Zimbabwe	Observer
Noemi Robiati	Education Specialist Consultant	UNICEF	Zimbabwe	Observer

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Odile Mornet Cariou	Adviser	German BACKUP Initiative for Education	Germany	Observer
Omar Abdi	Deputy Executive Director	UNICEF	United States	Board Member, Constituent of Multilateral Agency 2 (UNICEF)
Padraig Power	Chief Finance and Operations Officer	GPE Secretariat	United States	GPE Secretariat
Patrick Empey	Human Development - Policy Team Leader	Department of Foreign Affairs and Trade / Irish Aid	Ireland	Alternate Board Member, Constituent of Donor 4
Paul Coustere	Deputy Director	UNESCO IIEP	France	Constituent of Multilateral Agency 1 (UNESCO / UNHCR)
Paula Engwall	Senior Policy Specialist	Sida	Sweden	Observer
Peter De Vries	Chief Education	UNICEF	Zimbabwe	Observer
Phil Elks	Adviser	DFID	United Kingdom	Technical Advisor to the BoD Member
Preeta Law	Deputy Director	UNHCR	Switzerland	Constituent of Multilateral Agency 1 (UNESCO / UNHCR)
Randa Grob	Global Head of Education	Porticus Switzerland	Switzerland	Board Member, Constituent Private Sector/Private Foundations

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Raphaëlle Brody	Education and Development policy officer	French Ministry of foreign affairs	France	Constituent of Donor 5
Raphaelle Martinez	Senior Education Specialist	GPE Secretariat	United States	GPE Secretariat
Rebecka Alffram	Acting head of Unit for Global Social Development	SIDA, Sweden	Sweden	Alternate Board Member, Constituent of Donor 2
Roland Lindenthal	Head of Division / Education and the Digital World	BMZ	Germany	Alternate Board Member, Constituent of Donor 5
Ronald Siebes	Head Education and Research Division	Ministry of Foreign Affairs	Netherlands	CGP Committee Chair
Ronja Hoelzer	Project Manager, GIZ	German BACKUP Initiative Education	Germany	Observer
Ruth Dantzer	Governance Lead	GPE Secretariat	Canada	GPE Secretariat
Sally-Anne Henfry	Special Assistant	GPE Secretariat	United States	GPE Secretariat
Sawsan Al-Refaei	Policy & Advocacy Coordinator	Arab Campaign for Education	Jordan	Observer
Shannon Meehan	Advisor	NGO Education Partnership	Cambodia	Observer
Shunsuke Morimoto	Education Specialist	Japan International Cooperation Agency	Japan	Observer
Sue Graves	Director, Health and Education Funds	Dept of Foreign Affairs	Australia	Alternate Board Member, Constituent of Donor 6

Full Name (First Last)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Tony Baker	Associate Director, Global Education	RESULTS Educational Fund	United States	Alternate Board Member, Constituent of CSO 1 (International / Northern)
Uwe Steckhan	Public Partnerships Specialist	UNICEF	United States	Technical Advisor to the BoD Member
Veronica Chau	Partner	Dalberg Global Development Advisors	United States	Presenter
Wieke Waterschoot	Programme Manager	European Commission	Belgium	Constituent of Donor 5
Wolfgang Leumer	Head of CSEF Programme	GCE	South Africa	Observer
Youssouf Tahir Ahmat	Directeur Général de l'Administration, de la planification et des Ressources	Ministère de l'education	Chad	Constituent of Africa 2

ALLOCATION OF CATALYTIC TRUST FUND RESOURCES

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to request the Board of Directors to authorize the allocation of resources from the Education For All Fast Track Initiative Catalytic Trust Fund (TF051061) and the Education For All Fast Track Initiative Catalytic Trust Fund II (TF070968) collectively known as the "Catalytic Trust Funds" to support the provision of Education Sector Plan Development Grants (ESPDG) in all eligible countries to improve prospects for drawing down on the remaining cash balance before these funds close in 2018.

2. EXECUTIVE SUMMARY

2.1 The Catalytic Trust Funds pre-date the creation of the GPE Fund in 2011. Final donor contributions into the Catalytic Trust Funds were made in late 2013, and the balance in the funds have been steadily reducing since then. To facilitate disbursement on a number of grants approved from the Catalytic Trust Funds, the closing dates were previously extended to December 31, 2018.

2.2 However as grants close, some do not fully utilize their allocation and there are often reflows of undisbursed funds back into the Catalytic Trust Funds accounts. To ensure that as much of these funds can be utilized without the need to further extend the Catalytic Trust Funds, the Secretariat will seek to fund a number of ESPDGs (capped at US$500k and typically implemented over a 6-12 month period) from the remaining cash balance.

2.3 Currently, the Administration Agreements for the Catalytic Trust Funds (TF051061 and TF070968) restrict funding to activities in support of an eligible country's education sector plan that has been endorsed by the local education group (LEG). Therefore, funding of ESPDGs from the Catalytic Trust Funds is not possible for those that do not have plans endorsed as yet by the LEG

such as those Developing Country Partners (DCPs) that are seeking to join the partnership and require access to the ESPDG to develop their education sector plan (at which point it may then be endorsed by the LEG).

2.4 Under the Administration Agreements for the Catalytic Trust Funds, the Catalytic Fund Committee (having since evolved into the GPE Board of Directors) in its legal power to approve amendments to the allocation criteria for selecting eligible countries and allocating Trust Fund resources to those countries, can approve a waiver to the requirement of an endorsed education sector plan for ESPDG proposals.

2.5 The GPE Board approval as reflected in the GPE Board decisions document would be sufficient in making ESPDG funding available to DCPs from the Catalytic Trust Funds with no other processes required. This decision would allow the use of these funds to be extended to all countries that are eligible for ESPDG funding, and would improve the Secretariat's ability to draw down on the remaining balances of the Catalytic Trust Funds (totalling US$ 10.57m as of January 10, 2017) before their end disbursement date on December 31, 2018.

3. RECOMMENDED DECISION

3.1 The Secretariat requests that the Board of Directors approve the following decision:

BOD/2017/03-XX— Allocation of Catalytic Trust Funds Resources to ESPDGs: The Board of Directors authorizes the allocation of resources of the Education For All Fast Track Initiative Catalytic Trust Fund and of the Education for All Fast Track Initiative Catalytic Trust Fund II (the "Catalytic Trust Funds") to support the provision of Education Sector Plan Development Grants that have been duly approved in accordance with the current guidelines for such grants and, solely to this end, waives the requirement of the existence of an endorsed education sector plan under the allocation criteria of these Catalytic Trust Funds.

4. IMPLICATIONS

The decision will improve prospects for timely utilization of the remaining balance of the Catalytic Trust Funds before their closure in 2018. It helps mitigate risks to GPE's liquidity as the ability to utilize these balances for approved activities reduces the demand from the GPE Fund and positively impacts GPE's overall financial health.

5. PLEASE CONTACT Padraig Power (ppower@globalpartnership.org) for further information.

ADJUSTMENT TO SOURCE OF FUNDS FOR APPROVAL OF AN EDUCATION SECTOR PROGRAM IMPLEMENTATION GRANT

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to request the Board of Directors to authorize a change in the source of funds for a portion of an Education Sector Program Implementation Grant for Ethiopia approved by the Board in December 2016 (BOD/2016/12-08). Approval will accelerate the process of using the remaining cash balance in the Catalytic Trust Funds scheduled to close in 2018, and will help to maximize available resources in the GPE Fund.

2. EXECUTIVE SUMMARY

2.1 The Catalytic Trust Funds pre-date the creation of the GPE Fund in 2011 and are scheduled to close in December 2018. No new donor contributions are scheduled or have been made since 2013, and the cash balance has continued to decline each year. However, the amounts fluctuate as closing grants often return unutilized funds to the Trust Funds. At present there is a little over US$10 million remaining in the Catalytic Trust Funds, and the Secretariat working closely with the World Bank as administrators of the Catalytic Trust Funds are seeking to utilize these funds by allocating Education Sector Plan Development and Program Development Grants that are expected to be completed before the closure of the Catalytic Trust Funds.

2.2 As Education Sector Program Implementation Grants are typically implemented over a three-four year time period, they're normally not suitable for allocation from the Catalytic Trust Funds as implementation would not be complete prior to the end date of the Trust Funds. However, based on discussions with the World Bank, an opportunity has now arisen to allocate US$7 million of Ethiopia's US$70 million Fixed Part allocation approved by the Board in December (BOD/2016/12-08) from the Catalytic Trust Fund enabling a large portion of the remaining cash balance to be utilized quickly. The remaining US$63 million would continue to be funded from the GPE Fund. A

Board decision is required to effectuate this change. There are no programmatic implementations, as this is merely a change in the source of funds for the grant.

3. RECOMMENDED DECISION

3.1 The Secretariat requests that the Board of Directors approve the following decision:

BOD/2017/03-XX—Adjustment to the Source of Funds for an Education Sector Program Implementation Grant: The Board of Directors:

4. Refers to its decision BOD/2016/12-08 to approve a fixed part allocation for an Education Sector Program Implementation Grant to Ethiopia of US$70 million with the World Bank as Grant Agent, in addition to an agency fee allocation of US$1,225,000 (1.75%).
5. Specifies that the source of funds for the fixed part allocation shall be US$63,000,000 from the GPE Fund and US$7,000,000 from the Catalytic Trust Fund (TF051061).
6. Modifies the agency fee of 1.75% of the fixed part allocation from the GPE Fund resulting in a reduction in the agency fee from US$1,225,000 to US$1,102,500.

4. IMPLICATIONS

4.1 The decision will improve prospects for timely utilization of the remaining balance of the Catalytic Trust Funds before their closure in 2018. It helps mitigate risks to GPE's liquidity as the ability to utilize these balances for approved activities reduces the demand from the GPE Fund and positively impacts GPE's overall financial health. It also reduces the agency fee allocation, as the Catalytic Fund has a different fee structure compared to the GPE Fund

5. PLEASE CONTACT Padraig Power (ppower@globalpartnership.org) for further information.

IMPLEMENTATION ROADMAP FOR GPE 2020

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting.

1. STRATEGIC PURPOSE

1.1 The purpose of this document is to provide the Board with an update on work completed and work underway in delivering on the Strategic Plan.

2. BACKGROUND

2.1 At its meeting in Dakar in December 2015, the Board approved the Strategic Plan 2016-2020 (GPE 2020). At that same meeting, the Board endorsed the Implementation Roadmap set out in Annex 4 to BOD/2015/12 DOC 08. The roadmap lays out actions the Secretariat has taken or will take to deliver the key building blocks needed to support the goals in GPE 2020.

2.2 The Board also requested the Secretariat to update the Implementation Roadmap for the remaining period of the Strategic Plan and keep the Board informed (BOD/2015/12-13).

3. RECOMMENDED DECISION

3.1 The Secretariat requests the Board to approve the following decision:

BOD/2017/03-XX–Implementation Roadmap: The Board of Directors in reference to BOD/2015/12-13 notes receipt of the updated Implementation Roadmap detailing progress made on delivery of GPE 2020 as set out in Attachment 1 BOD/2017/03 DOC 07 Annex 4.

4. PLEASE CONTACT Ruth Dantzer (mdantzer@globalpartnership.org) for further information.

5. ANNEXES

5.1 This paper includes the following annex:

Attachment 1 – Implementation Roadmap February 2017

Attachment 1 - Implementation Roadmap - Timeline of BoD / Secretariat Deliverables January 2017 - June 2018

Deliverable	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
1.0 Strategic Plan 2016-2020																		
1.1 Final formatted Strategic Plan (Complete)																		
1.2 Launch of Strategic Plan (Complete)																		
1.3 Update Implementation Roadmap		Update to BoD																
1.4 Comprehensive Strategic Plan Implementation Plan						BoD Decision						Update to BoD						BoD Decision
2.0 Measuring and Reporting on GPE Results																		
2.1 Update Results and Reporting Framework (with LEG Performance) with baselines and targets for indicators (Complete)																		
2.2 Final costed Monitoring and Evaluation Strategy (Complete)																		
2.3 Preliminary Report on GPE 2020 Indicators (Complete)																		
2.4 Annual Results Report		Update to BoD				Report to BoD						Update to BoD						Report to BoD
2.5 Roll out of Evaluation Strategy for GPE 2020						Report to BoD: DCP pre-BoD constituency meeting						Report to BoD: ESPDG and support for ESPs						Report to BoD (TBD)
3.0 Knowledge and Good Practice Exchange / Technical Anchor																		
3.1 A paper on GPE's global knowledge and good practice exchange role (Complete)																		
3.2 Knowledge and Good Practice Exchange: Re-Endorsement of Financing Levels		BoD Decision																
3.3 Progress update on KGPE strategy and launch of pilot initiatives: A4L, gender initiative, and BELDs						Report to BoD												Report to BoD
3.4 Report on implementation of Gender Equality Policy and Strategy						Report to BoD												Report to BoD
3.5 Recommendation on engagement with Civil Society beyond 2018												BoD Decision						
4.0 Operating Model (incl. QA, grant monitoring & management, country level processes)																		
4.1 Report on pilot approach to independent assessment of ESPs with proposal for pilot evaluation (Complete)																		
4.2 Develop the criteria and process for the selection of Grant Agents (Complete)																		
4.3 A paper for when an Grant Agent is not required for grant management (Complete)																		
4.4 Review and update ESPDG guidelines and Grant Agent TORs (Complete)																		
4.5 Finalize minimum reporting standards and core input level measurements for GPE grants (Complete)																		
4.6 Develop consistent methodology for the review of grant applications (Complete)																		
4.7 Transparent and consistent basis for direct cost recovery (Complete)																		
4.8 Integrate LEG and sector dialogue monitoring into the Monitoring and Evaluation Strategy (Complete)																		
4.9 Define LEG minimum standards with justification for context-based exceptions (Complete)																		
4.10 Establish a conflict resolution mechanism for LEGs (Complete)																		
4.11 Review and revise the Financial Procedures Agreements (FPAs) (Complete)																		
4.12 Develop an Operational Risk Framework (Complete)																		
4.13 Risk Management Plans for low and middle risk countries (Completed)																		
4.14 A report on the pilot of the independent assessment of ESPs						Report to BoD												
4.15 Review and update Country Level Process Guide				Completed														
4.16 Roll out of revised and strengthened QA processes						Report to BoD												
4.17 Update LEG Guidelines and develop approach to knowledge exchange						Report to BoD												
4.18 Options paper for effective and efficient GAs, CAs, and LEGs						Update to BoD						Report to BoD						
4.19 Update on implementation Operational Risk Framework and recommendations for any adjustments						Report to BoD												Update to BoD
5.0 Ongoing Work on GPE Funding Model																		
5.1 Ongoing Quality Assurance for 2017 - 2018 ESPIG applications				GPC Review		GPC Review				GPC Review		Report to BoD	GPC Review					Report to BoD
5.2 Allocations for ESPIGs in 2017 and 2018						Report to BoD		Report to BoD				Report to BoD			Report to BoD			Report to BoD
5.3 Annual Portfolio Review												Report to BoD						
6.0 Strategic Financing and Funding																		
6.1 A Targeted Contributions Policy (Complete)																		

6.2 A Financing Options Paper (Complete)																		
6.3 Approach Paper to Design of Financing and Funding Framework (Complete)																		
6.4 Assessment of Financing and Funding Framework - Follow Up Report of the Consultants (Complete)		Discussion with BoD																
6.5 Proposed Architecture of Financing and Funding Framework (Complete)																		
6.6 Final Financing and Funding Framework (and all related decisions)		BoD Decision																
6.7 Contributions and Safeguards Policy		BoD Decision																
6.8 Eligibility and Allocation Formula		BoD Decision																
6.9 Financing Options - Review Available Funding		BoD Decision																
6.10 Roadmap on Private Sector and Foundations Strategy		BoD Decision																
6.11 Resource Prioritization Options Paper						BoD Decision												
6.12 A paper on risk financing						BoD Decision												
6.13 Operational implications and roadmap for development and rollout of the FFF		BoD Decision				Discussion with BoD						BoD Decision						
6.14 Targeted financing arrangements for Strengthening Learning Assessment Systems, annual update to BoD		BoD Decision										Report to BoD						
7.0 Resource Mobilization																		
7.1 Preparing for the 2017 Replenishment		Update to BoD																
7.2 Case for Investment				Planned Launch														
7.3 Mid Term Review of 2014 Replenishment		Complete																
7.4 Lessons learned and Review of 2017 Replenishment						Report to BoD												
7.5 Prepare for the 2020 Replenishment																		Report to BoD
7.6 Pledging Event (TBD)																		
8.0 Risk Management																		
8.1 Establish Risk Management Unit						Report to BoD												
8.2 Review and update Risk Matrix						Report to BoD												Report to BoD
8.3 Report on status of implementation of the Risk Matrix and of implementation of mitigation measures						Report to BoD												Report to BoD
9.0 Governance Reforms																		
9.1 Update the BoD and Committee Operating Procedures and related policies to incorporate changes agreed at December 2015 BoD meeting (Complete)																		
9.2 Governance Advisory Group Report on strengthening GPE BoD governance (Complete)																		
9.3 Include a Mutual Accountability matrix as an annex to the GPE Charter (Complete)																		
9.4 Establish new BoD Committees and update TOR pending approval of decision framework		Update to BoD				Report to BoD						Report to BoD						Report to BoD
9.5 BoD and Committee member orientation		Update to BoD																
9.6 Proposed TOR for BoD Vice Chair and Nomination/ Selection Process						BoD Decision												
9.7 Proposed decision framework for BoD, Committees, and Secretariat						BoD Decision												
9.8 BoD and Committee self assessment process												Report to BoD						
9.9 CEO Performance feedback process						Report to BoD												
9.10 Launch BoD Chair selection process																		BoD Decision
10.0 Corporate Planning and Institutional Reform																		
10.1 Initial Business Case to Host Education Cannot Wait Platform (Complete)																		
10.2 Assessment of Secretariat Capacity to Implement GPE 2020: Interim Consultants Report (Complete)		Discussion with BoD																
10.3 Management Response to Interim Report from Consultants (Complete)																		
10.4 Implementation Roadmap, Governance Plan, Sec. Workplan and budgeting aligned with GPE 2020						Report to BoD												
10.5 Assessment of GPE Secretariat Capacity to Implement GPE 2020 - Updated Report from Consultants						Report to BoD												
10.6 Comprehensive Human Resources Plan						BoD Decision												
10.7 Preliminary report on institutional arrangement options						Report to BoD												
10.8 Paper on value for money						BoD Decision												BoD Decision
10.9 FY 18 and FY 19 Secretariat Workplan and Budget						BoD Decision												BoD Decision
10.10 Recommendation on hosting ECW / plan for interface between GPE and ECW						Update to BoD						Report to BoD						Update to BoD