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. It is understood that constituencies will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

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

2. DECISIONS ON CONSENT AGENDA

BOD/2017/12-XX—June 6-7, 2017 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Ottawa, Canada on June 6-7, 2017 as set out in BOD/2017/12 DOC 03 Annex 1.

BOD/2017/12-XX—Vice-Chair Terms of Reference: The Board of Directors:

1. Endorses the proposed Vice-Chair Terms of Reference and the selection process, as presented in BOD/2017/12 DOC 03 Annex 2.
2. Requests the Board to establish a Vice-Chair Nominations Group, with the mandate to oversee the Vice-Chair selection process and provide a recommendation for Board approval no later than April 2018. The Coordinating Committee would be tasked with identifying the members of the Vice-Chair Nominations Group, with appropriate representation including from each constituency category, the Governance and Ethics Committee and the Coordinating Committee, as well as due consideration to gender and North/South balance.

BOD/2017/12-XX—GPE Priorities for CEO Performance Feedback: The Board of Directors:

1. Endorses the proposed GPE Priorities as attached in BOD/2017/12 DOC 03 Annex 3 as

the basis for the CEO feedback in 2017-18.

BOD/2017/12-XX—Adjustments to the Affirmative Vote Procedure: The Board of Directors:

1. Welcomes progress made with the shift to the Affirmative Vote from the previous non-objection procedure.
2. Noting that the Affirmative Vote procedure is still in its early stage, approves the proposed improvements as set out in BOD/2017/12DOC 03 Annex 4 and requests the Governance and Ethics Committee to report back to the Board in December 2018 on the effectiveness of the procedure, including progress made in the implementation of the adjustments, and recommend further adjustments where necessary.

Requests the Governance and Ethics Committee to review the decision rules across the various voting procedures for alignment by end of 2019.

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 included as one agenda item without discussion. All the decisions in the consent agenda are passed with a single vote. This allows the Board more time to focus on strategic matters that require deliberation.

3.2 Should any one Board member feel that a specific item on the consent agenda warrants discussion before the decision is passed, 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, 2017 Board Meeting Report (Annex 1)**. This summary of the previous face-to-face Board meeting was sent to the Board in July and no comments were received.
- **Vice-Chair terms of reference (Annex 2):** This paper is to seek approval of the Board of Directors of the Vice-Chair Terms of Reference and a process which will identify a highly-qualified candidate.
- **GPE Priorities for CEO Feedback (Annex 3):** The purpose of this paper is for the Board to approve the GPE priorities which will form the basis for the feedback provided to the GPE CEO in 2017-18 as per the process approved by the Board in June.

- **Affirmative Vote (Annex 4)**: The purpose of this paper is for Board of Directors to review lessons learned from the first trial of the Affirmative Vote procedure and approve proposed adjustments.

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

5. ANNEXES

Annex 1: June 6-7 Board Meeting Report

Annex 2: Vice-Chair Terms of Reference and Selection Process

Annex 3: GPE Priorities for CEO Feedback

Annex 4: Lessons Learned from the Affirmative Vote Procedure

ANNEX 1

REPORT OF THE MEETING OF THE BOARD OF DIRECTORS JUNE 6–7, 2017 OTTAWA, CANADA

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.

TUESDAY, JUNE 6, 2017

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

1. WELCOME, AGENDA SETTING AND APPROVAL OF CONSENT AGENDA

1.1 The Board Chair thanked the government of Canada for hosting the meeting.

1.2 She welcomed meeting participants, and in particular the four new Board and Alternate Board members for whom this was their first face-to-face Board meeting:

- H.E. Rabary Andrianiaina Paul, Minister of National Education, Madagascar, Alternate Board member (Africa 2)
- Hon. Deng Hoc Yai, Minister of General Education and Instruction, Republic of South Sudan, Alternate Board member (Africa 3)
- Mr. Mohammad Asif-uz-Zaman, Secretary, Ministry of Primary and Mass Education, Bangladesh, Alternate Board member (Asia and the Pacific)
- Mr. Jaime Saavedra Chanduvi, Senior Director, Education, The World Bank, Board member (Multilateral Agency 3)

1.3 The Chair also announced the new Board member for the Asia and the Pacific constituency: Honorable Muhammad Balig Ur Rehman, Minister of State for Federal Education and Professional Training from Pakistan.

1.4 The Board Chair further noted that the Board meeting occurred at a pivotal moment following the recent launch of GPE's Case for Investment that sets out a goal of reaching financing of US$2 billion a year by 2020. For the upcoming replenishment, GPE is seeking donor contributions totaling US$3.1 billion over three years from 2018 to 2020 to achieve the goals set out in GPE 2020. This would significantly increase GPE's reach and enable the partnership to support up to 870 million children in the world's poorest countries, marking an important step change in investments in education. A successful replenishment is key to implementing the financing and funding framework and continued progress toward GPE 2020.

Meeting Objectives and Outcomes

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

Approval of Consent Agenda (BOD/2017/06 DOC 02)

1.6 The Board Chair reviewed the items on the consent agenda and asked for any final objections. No objections were made, and the consent agenda was approved.

1.7 The following resolutions were approved:

BOD/2017/06-01—March 1, 2017 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Washington, D.C. on March 1, 2017 as set out in BOD/2017/06 DOC 03 Annex 1.

BOD/2017/06-02—Trustee Budget: The Board of Directors approves the estimated administrative expenses of US$441,000 for trustee services for the period of July 1, 2017, to June 30, 2018 as set out in BOD/2017/06 DOC 03 Annex 2

2. REPORT FROM THE CHIEF EXECUTIVE OFFICER (BOD/2017/06 DOC 04)

2.1 The Chief Executive Officer (CEO), Alice Albright, presented her bi-annual report to the Board as set out in DOC 04.

Discussion:

2.2 The following key points were raised:

- **Congratulations on the quality of the report**: Appreciation was expressed for the emphasis placed on country-level support, lessons-learned and co-financing, which should continue to be a standing item in the CEO Report. The suggestion was made to elaborate more on challenges faced and to continue to highlight the fact that GPE works in the poorest and most fragile countries.

- **Grant Agents/GPE/Secretariat capacities**: Further work on clarifying partner's roles and ensuring coherence among partners at country level was deemed important. This would avoid duplication of efforts, especially in conflict countries. The Secretariat clarified that following up on the December 2016 Board decision, a report on this topic would be presented at the upcoming December meeting. A number of Board members noted that this report would also inform the Secretariat Human Resources Plan and its goal of ensuring functional complementarity and minimizing duplication.

- **Alignment**: The Secretariat noted that it would welcome a decision from the Board requesting a plan on alignment for consideration at the December 2017 Board meeting (c.f. para 10.4). The Chair noted that the Results Report needs to convey, with greater clarity and detail, the information on alignment. The Secretariat responded that it would work to strengthen the focus on alignment in the second run of the report, but given that there are currently ten indicators that chart out alignment, a roadmap with deliverables and timelines will be much more feasible as an intermediate step.

- **International Finance Facility for Education (IFFEd)**: Some Board members noted that collaboration between GPE and IFFEd is not mentioned in the report. The Chair clarified that this item will be discussed tomorrow (c.f. para 8).

- **Education Cannot Wait (ECW)-GPE relationship**: The CEO welcomed the participation of the newly-appointed Executive Director of ECW, Yasmine Sherif, and further noted that GPE continues to be supportive of ECW and looks forward to concluding the hosting process. Regarding the draft lessons learned document, the CEO noted that it would be premature to circulate this document given that ECW is still in its initial implementation and grantmaking phase.

3. REPORTS FROM THE FINANCE AND RISK COMMITTEE

3.1 The Chair of the Finance and Risk committee (FRC) and the Secretariat presented the recommendations from the FRC on the financial forecast, risk management, and Leverage Fund. An update on misuse of funds was also presented.

Update on Misuse of Funds

3.2 The Secretariat presented an update on misuse of funds cases. Details are available in the PowerPoint presentation posted on the GPE website. The Partnership will continue to regularly monitor and report on these and any new cases of misuse.

Financial Forecast (BOD/2017/06 DOC 05)

3.3 Anne Charlotte Dommartin, FRC Chair, introduced the financial forecast, which the Chief Finance and Operations Officer presented as set out in DOC 05.

Discussion:

3.4 The following key points were raised:

- **Hedging/Euro Fund**. Following up to the December 2016 Board Decision, and given the concerns on currency exchange risk, the World Bank confirmed its Treasury department is working on solutions that may be applied to a number of organizations including GPE, and expressed the Bank's willingness to work on the issues raised with GPE.

- **Leverage Fund Maximum Countries Allocation**: A clarification was made to the effect that the Leverage Fund was not included in the financial forecast. The first actual approval of such grants is projected for June 2018 and would need to be made based on future contributions from the next replenishment.

- **ESPIG projected disbursement**. The Secretariat will include a forecast of expected ESPIG disbursements at the October FRC meeting, taking into consideration expected delays in implementation of grants.

Decision:

3.5 The Board approved the following resolution:

BOD/2017/06-03—<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. 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.

Risk Management Report (BOD/2017/ DOC 06 and DOC 07)

3.6 The FRC Chair and the Chief Finance and Operations Officer presented the risk management report, set out in DOC 06, as well as briefly the Operational Risk Framework, set out in DOC 07.

Discussion:

3.7 The following key points were raised:

- **Quality of the report**. Board members noted the continued improvement of this report and welcomed the work of both the Secretariat and Committees in this regard. They supported the new risks that were identified. The Secretariat informed the Board that newly recruited risk management officers will be tasked to undertake an external review of the risk management policy/risk matrix in the coming months and make recommendations to the FRC for the October meeting. They will also be asked to develop a methodology to better use the Results Framework to inform the risk matrix.

- **Multiplicity of funding mechanisms/window**: One Board member stressed the need to reflect in the matrix additional risks at the country level especially those linked to the increasing complexity of GPE due to the creation of new mechanisms and funding windows.

- **Alignment**: Some Board members reiterated the need to explore further criteria for how developing countries could become Grant Agents. (to be examined as part of the work set out in para 10.4)

- **Operational Risk Framework (ORF)**: The Secretariat noted that country analytics from the ORF should be better integrated into the risk matrix.

- **Domestic Finance**: One Board member noted that identified mitigation measures to address risk 1.2.3. are insufficient.

- **IFFEd** (risk 1.1.6): The Board strongly supported the inclusion of the IFFEd as a risk due to potential fragmentation. The Board Chair noted that the Board would have an opportunity to further discuss the IFFEd during the session on June 7 (c.f. para 8).

Decision:

3.8 The Board approved the following resolutions:

BOD/2017/06-04—<u>Risk Management Report</u>: The Board of Directors:

1. Endorses the changes to the Risk Matrix, including modification of risks, revisions to the overall score of some risks, update on current mitigations actions and addition of future mitigation actions, as presented in BOD/2017/06 DOC 06.
2. Requests the Secretariat to review the Risk Management Policy, including further clarification of the risk ownership and to report back to the Finance and Risk Committee by October 2017.

Leverage Fund (BOD/2017/06/DOC 08)

3.9 Following up to the pre-Board meeting discussion, the FRC Chair presented a recommendation to approve the Leverage Fund as set out in DOC 08.

Discussion:

3.10 During the pre-Board meeting and the Board meeting, the following key points were raised:

- **Eligibility**: The Board agreed to revise the decision language to include eligibility for ESPIG-eligible countries classified as vulnerable Lower-Middle Income Countries and non-ESPIG-eligible countries that are approved as eligible for other forms of GPE funding. Some Board members suggested to limit eligibility to existing GPE partners. However, the Board preferred the inclusive approach that will allow prioritization on

countries with more needs.

- **Criteria**: The Board agreed that debt sustainability should be factored into the criteria along with additionality and co-financing (c.f. para 10.6).

- **Prioritization of countries**: The Board agreed that additional criteria will be needed to prioritize candidates if multiple applications from eligible countries are received. It was decided that in addition to meeting the minimum requirements, the Grants and Performance Committee will need to take into consideration the following criteria: promotion of a strong results-based approach and additional co-financing provided in excess of the minimum requirements of three-to-one.

- **Selection of GA:** The Board recognized that in many cases, but not necessarily all, the agency that provides the additional funds will also serve as Grant Agent, and this can have benefits in terms of reducing transaction costs. It was noted that the World Bank is already co-funding some ESPIGs with an IDA grant and such co-funding mechanism needs be improved and mainstreamed.

- **Name of the Fund**: To better render the overall objective of the Leverage Fund, the Secretariat and some Board members suggested to rename it either as the Multiplier Fund or the Incentive Fund. The decision on the name of the fund has been deferred.

  Next steps: The Secretariat will engage with DCPs, and other funding partners to roll out the approach outlined in the paper and per the decision language (c.f. para 10.6).

3.11 A revised decision was presented and approved at a subsequent session (c.f. para 10.6).

4. REPORT FROM THE GRANTS AND PERFORMANCE COMMITTEE (BOD/2017/06 DOC 18)

4.1 The Board Chair invited the GPC Chair to present the report of the Grants and Performance Committee. The GPC Chair noted that the Committee approach is focused on adding value and efficiency, while taking into consideration risks related to the increased number of meetings and workload, partly due to an increase in the number of funding rounds.

4.2 **GPC Update**: The GPC Chair updated the Board on the work of the GPC since the December Board meeting, including decisions made in its delegated authority from the Board on various material revisions to education sector program implementation grants (ESPIGs), an accelerated funding proposal, three requests for an ex-ante approach for ESPIG applications, and the variable part of the Ethiopia ESPIG. The Chair further updated the Board on key grant-related issues, including the impact of the new quality assurance process for ESPIG applications, the implications of the large number of grant extensions, and what the Committee had learned about the variable component to date.

4.3 **Lesotho grant**: The Committee found that the application met the funding model requirements for accessing the allocation and recommends its approval. The grant is co-financed by IDA.

4.4 **ESPIG Pipeline**: The Country Support Team manager presented an overview of ESPIG applications in the pipeline. Since the approval of the funding model in May 2014, the Board has considered just nine applications, including Lesotho, in five funding rounds. This relatively low number of new grants thus far reflects the extensive work involved in the application process, and is also an expected result of the large wave of grants approved in 2013 which have only just concluded or are in the process of concluding. The Secretariat is working closely with 27 countries at various stages of the preparation process. In the next three funding rounds, the Committee could be reviewing 15-20 ESPIG proposals.

Discussion:

Prior to the discussion, the Board member representing the Multilateral and Regional Banks or Multilateral Agency 3 declared a conflict of interest as grant agent for the Lesotho grant.

4.5 The following key points were raised:

- **Partners' support to the Education Sector Plan (ESP):** A Board member requested that the grant documentation provided to the Board include information on which development partners are committing support to the ESP and the amount of that support. It was noted that in some countries very few partners are present.

Decision:

4.6 The Board approved the following resolution:

BOD/2017/06-05–Approval of Allocation for an Education Sector Program Implementation Grant: The Board of Directors with respect to the application submitted in the first round of 2017:

1. Notes compliance with the requirements for accessing the maximum country allocation, as described in the application and summarized in Annex 2 to BOD/2017/06 DOC 18.
2. Approves an allocation from GPE trust funds for an education sector program implementation grant (ESPIG), as described in the application and summarized in Table 1 in BOD/2017/06-05 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. GPC recommendations for funding include (all amounts in US$)

Table 1: Application Summary and GPC Allocation Recommendations for an ESPIG in US$:

	Country	**Lesotho**
a.	Maximum Country Allocation	2,300,000
b.	Allocation Requested (100%)	2,300,000 [1]
c.	Fixed Part	2,300,000
d.	Variable Part	n/a
e.	**Allocation Recommended by GPC**	2,300,000
f.	Grant Agent	World Bank
g.	Agency Fee % - Amount	1.75%–40,250
h.	Period	3 years
i.	Expected Start Date	August 31, 2017
j.	Variable Part Disbursement Modality	n/a
k.	Funding Source	GPE Fund

3. Requests the Secretariat to:
   a. Include in its notification to Lesotho, the relevant grant agent and coordinating agency, for distribution to the local education group (LEG), of the approval of the allocation 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 GPC and set out in Annex 1 to BOD/2017/06 DOC 18.
   b. Include an update on the issues listed as "conditions" and "report back" in the annual

[1] Includes US$200,000 for the cost of the grant agent to perform its roles and responsibilities (formerly 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

Portfolio Review.

5 UPDATE ON QUALITY ASSURANCE

5.1 The Deputy Chief Technical Officer presented an update on Quality Assurance (QA) of ESPIG applications focusing on the Secretariat's ongoing efforts to strengthen and streamlining the QA Process and avoid duplication of the grant agent QA processes. The DCTO also provided an updated on the pilot of the independent assessment of ESPs (BOD/2015/12-14). The Board would be provided with the initial interim results and progress in December and an evaluation of the pilot was planned for 2018.

Discussion:

5.2 The following key points were raised:

- **Prioritization of countries:** Support and development of Education Sector Plans needs to take into account prioritization or reprioritization of countries in the context of the Sustainable Development Goals reviews.
- **Government Leadership:** Evaluations must take into account government leadership. Sustainability is key when designing projects, and QA should also focus on harmonization and alignment.
- **Transaction Costs**: A concern was raised on the high transaction costs associated with GPE's Quality Assurance process, in addition to that of the grant agent.

6 REPORT FROM THE GOVERNANCE AND ETHICS COMMITTEE

6.1 The Chair of the Governance and Ethics committee (GEC) presented the recommendations from the GEC on the Vice-Chair terms of reference, the Board and Committee self-assessment, the CEO performance feedback and the decision framework.

6.2 The Board Chair reminded the donor constituency category that there were unfilled vacancies on the Governance and Ethics Committee.

Update on Vice-Chair Terms of Reference (BOD/2017/06 DOC 12)

6.3 The GEC Chair informed the Board that the Committee recommends deferring the decision to the December 2017 Board meeting to give more time for consultation with Board/Alternate members and to ensure that different perspectives on the Vice-Chair role are considered.

6.4 He also noted the importance of continuing to take full advantage of the role of Committee Chairs and relationship with the Board Chair.

6.5 It was agreed that the GEC would engage further consultations with Board members and Alternate Board members and make a recommendation for Board approval in December 2017.

Board and Committee Self-Assessment (BOD/2017/06 DOC 09 rev.1)

6.6 The GEC Chair presented the Board Committee Self-Assessment as set out in DOC 09 rev. 1. He noted the request from the developing countries to extend the self-Assessment to DCP pre-Board meetings and that the decision language had been adjusted accordingly.

Discussion:

6.7 The following key points were raised:

- **Strong support**: Self-assessments were recognized as important tools for improving

and strengthening the operation and governance of committees.

- **Link between self-assessment and gender assessment**: It was clarified that the self-assessment and gender assessment components are completely separate and that they will not necessarily be implemented simultaneously.

- **Individual versus collective assessment**: It was clarified that the assessment of Committee member skills is done as part of the nomination process based on the Committee terms of reference. Through the self-assessment, Committee members share their perception of their own performance within their respective Committee. The aggregated results of the self-assessment will be shared at the Committee level with a report to the Board on overall performance and areas for improvement in December 2018.

Decision:

6.8 The Board approved the following decision:

BOD/2017/06-06—Board and Committee Self-Assessment Schedule 2017-18: The Board of Directors:
1. Endorses the proposed Gender Equity Self-Assessment, and Schedule, as presented in BOD/2017/06 DOC 09 Rev. 1 Annex 1.
2. Endorses the proposed Self-Assessment for Board and Committee and developing country partner (DCP) Pre-Board Meeting Effectiveness, and Schedule, as presented in BOD/2017/06 DOC 09 Rev. 1 Annex 2.
3. Requests the Governance and Ethics Committee to oversee the process and provide a final report to the Board at its December 2018 Board meeting.
4. Requests the Secretariat to launch the Board and Committee and DCP Pre-Board Meeting self-assessment schedule beginning September/October 2017.

GPE Priorities/CEO Performance Feedback Report (BOD/2017/05 DOC 10)

6.9 The GEC Chair presented the CEO Performance Feedback process as set out in DOC 10. The Board Chair explained that the process seeks to establish a regular feedback mechanism based on a set of personal performance objectives aligned with GPE 2020 and pre-agreed annually between the CEO and the Board. At the December 2017 Board meeting, the Board would be presented with a final set of GPE priorities that would form the basis for the first feedback report for its consideration. The decision language has been revised to clarify this process.

Discussion:

6.10 The following key points were raised:

- **Full 360 with inputs from 38 Board/Alternate members**: Some Board members shared the view that it would be more efficient to only select a few Board members to perform the feedback process. The Board Chair decided to test the process this year with the full Board and adjust as needed based on responses received.

- **Anonymous Process**: It was clarified that Board members would have the opportunity to identify themselves when providing feedback but could remain anonymous.

Decision:

6.11 The Board approved the following resolution, noting the revision to point 4:

BOD/2017/06-07—CEO Performance Feedback: The Board of Directors:
1. Requests the Governance and Ethics Committee to launch the CEO Performance Feedback

Process as set out in BOD/2017/06 DOC 10 Rev. 1.
2. Endorses the proposed roles and responsibilities for conducting the CEO Performance Feedback, as presented in BOD/2017/06 DOC 10 Rev. 1 Annex 2.
3. Endorses the proposed Survey Questionnaire presented in BOD/2017/06 DOC 10 Rev. 1 Annex 4.
4. Requests the GEC to provide input into the GPE priorities, which will be the basis for the 2017/2018 CEO Performance Feedback, and provide a final version to the December 2018 Board meeting.

Decision Framework (BOD/2017/06/ DOC 11)

6.12 The Chair noted that the decision framework is a first step in delivering key governance recommendations by delegating direct authority to Committees in making decisions on issues within their remit. This would leave the Board more time for strategic discussions.

6.13 The GEC Chair presented the recommendation to approve the decision framework as set out in DOC 08.

Discussion:

6.14 The following key points were raised:

- **Strong support**: Both the SIC and FRC Chairs indicated support for the recommendation.

- **Affirmative vote**: It was clarified that if an objection is received from a constituency groupings, the decision cannot be approved. In such cases, the Board Chair could either set up an audio-call or defer the decision to the next in-person meeting. Additional language would be added to the decision language in this regard.

Decision

6.15 The Board approved the following resolution:

BOD/2017/06-08—<u>Decision Framework</u>: The Board of Directors:

1. Endorses the proposed Decision Framework presented in BOD/2017/06 DOC 11 Annex 2.
2. Approves the Affirmative Vote procedure as set out in BOD/2017/06 DOC 11 as the preferred decision procedure to be applied to all education sector program implementation grant (ESPIG) recommendations from the Grants and Performance Committee to the Board. An affirmative vote decision is considered approved if a majority of constituencies including at least three out of the four constituency groupings provide their express approval, and provided that any objection received is dealt with prior to the end of the voting period.
3. Limits the use of the existing non-objection procedure by the Board to administrative and procedural issues that are not material. Committees may continue to use the non-objection procedure to make decisions
4. Requests the Governance and Ethics Committee to annually report on the use of delegated decision-making, and review the adequacy of the Decision Framework and report back to the Board as needed, including with recommended adjustments where necessary.
5. Requests the Secretariat, the Coordinating Committee, and the Governance and Ethics Committee to develop measures to strengthen the coordination and communication between the four Committee, the Coordinating Committee and the Board.

The Board Chair adjourned the meeting.

WEDNESDAY, JUNE 7, 2017

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

7. EXECUTIVE SESSION

7.1 The Board discussed and agreed on a process by which the CEO's priorities would be agreed and established. It was further agreed that the performance feedback process that would follow would be based on these agreed priorities. The Board also discussed the Secretariat's human resources/capacity plan, the Secretariat implementation plan, the FY 18 proposed operating budget and institutional arrangements. In addition to the Chair and Board members and Alternate Board members, the following individuals were present: SIC, FRC and GEC Chairs, the Secretariat CEO, and the Secretariat chief financial officer (CFO).

CEO Priorities for 2017-2018

7.2 Board members were provided a draft of the GPE priorities which would form the basis for the CEO feedback for the 2017/18 year, and were asked to provide any input to the Governance and Ethics Committee prior to their next meeting in October.

Discussion

7.3 It was clarified that the document was a draft and Board members could provide additional feedback over the coming months.

Update on Secretariat HR Plan/Capacity

7.4 The CEO, CFO, and Ms. Veronica Chau (Dalberg) presented an update on the Secretariat HR plan and capacity, as set out in DOC 13.

Discussion:

7.5 The following key points were raised:

- The Secretariat acknowledged that it should have communicated the decision sooner to move the timing of the capacity discussion from June to December 2017.
- Board members welcomed the approach proposed by the Secretariat.
- Linked to the budget question, some Board members raised concerns about the impact of a heavy workload on the Secretariat and how the Board needed to examine its role in this.
- The Board noted the Secretariat's explanation that the HR plan would seek to lay out a plan to ensure that workload and capacity at the Secretariat was sustainable to effectively deliver on GPE 2020.
- The Board agreed that the HR Plan should be reviewed and deliberated first by the Finance and Risk Committee with Board members expressing the need for as much time in advance of the Board meeting to review and engage on this topic.

Secretariat Strategic Plan Implementation Plan (3-year Plan)

7.6 The Board Chair noted that the document presented for decision builds on the Implementation Roadmap that was endorsed by the Board at the same time that the Strategic Plan 2016-2020 or GPE 2020 was approved in December of 2015. An update was presented to the Board in March 2017. The document is intended to give more direction to the priorities to

further align the Secretariat's work with the objectives in the strategic plan and the indicators and targets in the results framework, to be completed by 2020.

7.7 The CEO presented the Secretariat Strategic Implementation Plan, as set out in BOD/2017/06 DOC 15

Discussion:

7.8 The following key points were raised:

- Board members noted that the plan will be further refined and linked to the HR plan in December.

Decision:

7.9 The Board approved the following resolution:

BOD/2017/06-09—Strategic Plan Implementation Plan: The Board of Directors:
1. Endorses the Implementation Plan detailing work underway or to be completed to deliver on GPE 2020 as set out in Annex 1 to BOD/2017/06 DOC 15.
2. Notes that the Implementation Plan will be updated annually as informed by progress toward the strategic plan objectives and the Results Report.

Secretariat workplan and budget

7.10 The CFO presented the Secretariat workplan and budget, as set out in DOC 14

Discussion:

7.11 The following key points were raised:

- Board members welcomed the detail provided in the paper.
- Concerns were expressed about the impact of the increase in cost recovery charges of the World Bank on non-salary staff costs. The CEO was mandated to explore this issue with the World Bank to see if any solutions to reduce the impact on GPE could be found.

Decision:

7.12 The Board approved the following resolution:

BOD/2017/06-11–Secretariat Work Plan and Budget: July 2017 – June 2018: The Board of Directors:
1. Approves an incremental amount of US$33,590,000 to fund the FY18 Operating Expenses Budget as set out in BOD/2017/06 DOC 14 for the period July 1, 2017–June 30, 2018 including US$1,916,000 for the second-year budget of the Monitoring & Evaluation Strategy, and US$700,000 as a supplemental budgetary item for costs associated with the replenishment conference.
2. Authorizes the Secretariat to carryover any unspent FY17 funds related to the first-year budget of the Monitoring & Evaluation Strategy into FY18.
3. Authorizes the Secretariat to seek and accept targeted and in-kind contributions that may be used to fund the budget for the replenishment conference.
4. Notes with concern that the World Bank's increase in cost-recovery rates on non-salary staff costs has resulted in a significant increase in the budget of approximately US$2.5 million. The Board therefore requests the CEO to engage with the World Bank to explore the feasibility of reducing the impact on the Global Partnership for Education.

Secretariat Institutional Arrangements: Preliminary Report

7.13 The Chair noted that during the December 2016 Board meeting, during the discussion of the financial forecast, the risk of foreign exchange rate fluctuations was cited as a major concern, especially in relation to donor contributions coming in in currency other than US dollar. The conversion of those contributions to US dollars has now resulted in significant losses for GPE with the strengthening of the dollar. Hedging against the risk of exchange rates is not currently feasible due to GPE's current legal status, which it does not have, and the World Bank as GPE host does not provide such services.

7.14 The CEO and the C.F.O presented the Secretariat Institutional Arrangements Preliminary Report, as set out in DOC 17.

Discussion:

7.15 The following key points were raised:

> With a view to the upcoming replenishment, Board members encouraged the Secretariat to continue to work with the World Bank on finding solutions to hosting issues as soon as possible. Board members welcomed the World Bank's efforts in examining options for currency hedging that could be beneficial to GPE and other trust funds hosted by the World Bank. Depending on the extent of solutions identified by December, the Board could mandate the Secretariat to explore alternative options for institutional arrangements. The Board requested to be presented with additional analysis at the December Board meeting that examines how key elements of current institutional arrangements impact GPE, and how the arrangements for similar organizations in other sectors may be relevant for GPE.

Decision:

7.16 The Board approved the following resolution:

BOD/2017/06-12—<u>Institutional Arrangements</u>: The Board of Directors:

1. Requests the Secretariat in consultation with the World Bank to submit a report to the Finance and Risk Committee for subsequent consideration by the Board in December 2017 that fully explores the options available, and their implications, for providing solutions to the issues described in BOD/2017/06/DOC 17 within the existing institutional arrangements with the World Bank.
2. The Report should provide an analysis of possible models for GPE's institutional arrangements, including:
   a. Key elements of institutional arrangements and how they impact on GPE's capabilities and flexibilities (e.g., legal entity, trustee arrangements, hosting).
   b. An examination of the institutional arrangements for other sectoral funds (e.g., health, climate) and their lessons for GPE.
   c. An update on changes to the World Bank's policy with respect to financial intermediary funds and an assessment of its implications for GPE.

8. IFFEd

The Board Chair welcomed Ambassador Tarald Brautaset of Norway and Dr. Liesbet Steer from the Education Commission to the Board meeting. The Board Chair invited Ambassador Brautaset and Dr. Steer to update the Board on the work of the Education Commission, in particular related to the proposed IFFEd and the pioneer country dialogue.

9. REPORTS FROM THE STRATEGY AND IMPACT COMMITTEE (BOD/2017/06 DOC 02)

9.1 The Chair of the Strategy and Impact Committee (SIC) presented an update on the work of the Committee.

Update on SIC work

9.2 The SIC Chair updated the Board on the Committee outputs and deliverables related to GPE 2020:

- The Knowledge and Innovation Exchange mechanism (KIX)
- The Advocacy and Social Accountability mechanism (ASA)
- The Private Sector Strategy
- The Foundations Strategy
- Guidance for Local Education Groups
- The Gender Equality Strategy
- The Monitoring and Evaluation Strategy, including the Results Report

9.3 The SIC Chair posited the question of how the Committee and the Board should receive and make use of the Results Report and whether the report could be used as a learning and decision-making tool on strategy and implementation. She further noted that the SIC is proposing to review the Results Report when it is delivered in May of each year and work with the Secretariat to develop clear actions for consideration at the December Board meeting.

Results Report (BOD/2017/06 DOC 02) [Pre-Board Meeting]

Discussion:

9.4 The following key points were raised:

- Board members congratulated the Secretariat on the first Results Report on progress towards GPE 2020. It was noted that the Result Report gives clear information on areas that need greater attention: learning outcomes, early childhood, out-of-school children, in particular girls, aid alignment, and international financing.

- Several Board members suggested that the Results Reports be used for strengthening alignment and the engagement of DCPs, and requested further analysis and action on alignment of GPE grants in particular.

- The Africa 1 and Africa 2 Board members requested increased GPE support to early childhood education based on the findings of the results report.

- A Board member also enquired on whether the Committee would review evaluations in addition to those coming out of the Results Report. The Chair noted that the SIC reviews all evaluations, including country evaluations, the first of which will be available in 2018.

Decision:

9.5 As a follow-up to the discussion on the Results Report at the Pre-Board meeting, the Board approved the following resolution:

BOD/2017/06-10—<u>Results Report 2015-2016</u>: The Board of Directors:

1. Welcomes the finalization of GPE's first annual Results Report.
2. Under the oversight of the Strategy and Impact Committee, requests the Secretariat to translate the results findings into a simple and compelling narrative by August 2017 of what has been learned and areas for action that can become an integral part of GPE's replenishment strategy. In 2018 and going forward, this brief narrative should be included together with the Results Report submitted to the Board in June.
3. Recognizing the urgent need for further secondary analyses, requests the secretariat to develop a plan for responding to key areas where GPE 2020 is not on track and to develop a set of costed management actions to be reviewed by the Strategy and Impact Committee at

the October meeting and by the Board in December 2017, with implementation status reviewed at each subsequent Board meeting. The management actions shall clearly state actions by the Secretariat and the broader Partnership in response to the Results Report.

4. Based on the management action plan, requests the Finance and Risk Committee to update the risk matrix based on the findings of the secondary analyses and propose mitigation strategies in their December Board report.

10. OUTSTANDING DECISIONS

Developing Country Partners

10.1 As a follow-up to the discussion on the evaluation of the DCP pre-Board meetings on June 5, the Chair presented a decision requesting the Governance and Ethics Committee develop an action plan to respond to recommendations of the DCP meeting evaluation, and to task the Secretariat to work with DCPs to co-develop the agenda of future DCP meetings.

10.2 The following key points were raised during the pre-Board meeting on June 5 included:

- **Knowledge Exchange**: The evaluation confirmed that the DCP pre-board meetings are not intended to promote exchange of knowledge between countries. New mechanisms need to be put in place to promote this objective.

- **DCP Participation at Board/Committees meeting:** DCP representatives noted that they cannot fully participate in the discussions because they do not have enough preparation time, do not always have opportunities to exchange with the Ministers of their constituency and to be briefed on the DCP pre-Board meeting discussions. They stressed that discussions on country perspectives are limited during Board meetings. They also noted that the quality of participation by the DCP representatives in the Committees was not addressed by the evaluation.

- **Visibility of the DCP pre-Board meeting**: It was noted that the meeting should be made more visible.

- **Logistic**: It was noted that the planning of the DCP pre-Board meeting should aim at cost-efficiency while ensure productive meetings at the same time.

- **Scope/quality of the evaluation**: The recommendations coming out of the evaluation should be improved: the evaluation did not highlight the role of the GPE focal points in the implementation of their respective ESPs.

Decision:

10.3 The Board approved the following resolution:

BOD/2017/06-13—GPE Evaluation Study of the Effectiveness and Efficiency of Developing Country Partners (DCP) Pre-Board Constituency Meetings: The Board of Directors:

1. Welcomes the first DCP pre-Board constituency meeting evaluation.
2. Requests the Governance Committee to develop and implement an action plan which responds to major findings and recommendations in the report for consideration by the Board in December.
3. Requests the Secretariat in consultation with representatives of the DCPs to co-develop future DCP pre-Board meeting agendas.

Alignment

10.4 As a follow-up to the discussion during the Pre-Board and the Board meeting on the issue of alignment, the Board Chair presented a decision regarding emphasizing the importance of

alignment of development aid with national systems and requesting the Secretariat to work with the Grants and Performance Committee on a workplan to be presented to the Board in December 2017.

Decision:

10.5 The Board approved the following resolution:

BOD/2017/06-14—<u>Alignment</u>: The Board of Directors:
1. Recognizes the importance of ensuring alignment of development aid with national systems for the effective and efficient implementation of education sector plans with due attention to strengthening these systems where needed.
2. Requests the secretariat to work with the Grants and Performance Committee to develop a work plan that identifies actions and plans that will be taken to enhance the alignment of GPE grants and report on that to the Board in December 2017.

Leverage Fund

10.6 As a follow-up to the discussion on the Leverage Fund (para 3.14), the Board approved with no further discussion the proposed revised decision.

Decision:

10.7 The Board approved the following resolution:

BOD/2017/06-15 <u>Leverage Fund</u>: The Board of Directors:
1. Approves initial eligibility to access the Leverage Fund to countries that may be eligible and ready to apply for funding in 2018 in the following categories:
   a. ESPIG-eligible countries that are subject to the cap of US$100 million.
   b. ESPIG eligible countries that have an allocation of less than US$10 million or are classified as vulnerable Lower-Middle-Income Countries per BOD/2017/03-07.
   c. Non-ESPIG eligible countries that are approved as eligible for other forms of GPE funding as set out in Board decision BOD/2017/03-07.
2. Approves the basis for allocation of funds from the Leverage Fund as set out in BOD/2017/06-DOC 08.
3. Noting the importance of demonstrating the potential impact of the Leverage Fund, and with due consideration to ensuring additionality, co-financing, and debt sustainability, approves the process for rolling out the operationalization of the Leverage Fund as set out in BOD/2017/06-DOC 08.
4. In the interest of ensuring efficiency and providing flexibility to test the concept, delegates authority to the Finance and Risk Committee to approve minor modifications to the approach that may arise in between scheduled Board meetings.
5. Requests that the Grants and Performance Committee in its deliberations on recommending a Maximum Country Allocation from the Leverage Fund to the Board prioritize those countries that in addition to meeting the minimum requirements:
   a. Promote strong results based approach.
   b. Provide additional co-financing in excess of the minimum requirement of three to one.

Risk Financing

10.8 The Chair noted that the Board approved targeted financing from the Rockefeller Foundation in September 2016 to explore innovative financial approaches to protecting education systems, improving resiliency from natural disasters and predictable sources of finance to be able to respond immediately.

10.9 At the pre-Board meeting, Rowen Douglas and Simon Young from Willis Towers Watson had presented findings on innovative financial approaches to protecting education systems.

10.10 As a follow-up to the discussion, the Board revised the proposed decision language to take into consideration the following comments:

- **Strong support**: Some Board members welcomed the risk financing initiative noting that current insurance schemes do not sufficiently prioritize education. They noted that there is a great potential for innovation and public private partnership and that GPE should build on successes of other sectors in this area.

- **GPE Holistic approach**: Some Board members requested to better articulate this initiative referencing GPE 2020, the Financing and Funding Framework (FFF), and article 3.3. of the Contribution and Safeguard Policy. The Secretariat clarified that while the risk financing work is part of the FFF, it was not finalized in time for consideration at the last Board meeting as part of the Strategic Financing Working Group's recommendations. It was also noted that the work should not be considered a "new theme" or "initiative" but a financing mechanism.

- **GPE added value**: Some Board members shared the view that further analysis should be done on existing instruments to demonstrate the added value of GPE in this area. It was noted that while risk assessment capabilities exist among GPE partners, financing is missing and a coordinated approach would be important. The Secretariat noted that GPE focus should be on the resilience of ESPs.

- **Scope of risk insurance**: The Board agreed to limit the scope of the risk financing work to natural disasters. A Board member noted that internally displaced persons should be included.

- **Financing and Insurance Ownership:** Some Board members requested clarification on who will pay the insurance premiums over time. They stressed that as priorities on insured areas are decided by governments at country level it would be important to provide more analysis on the mechanism for governments to demonstrate that insurance funds will be made in the education sector.

Decision:

10.11 The Board approved the following resolution:

BOD/2017/06-16—<u>Disaster Risk Finance:</u> The Board of Directors requests the Secretariat to develop a strategic analysis of the options and implications of proceeding with a disaster risk finance approach focused on natural disaster risk as set out in BOD/2017/06 DOC 19 for consideration by the Finance and Risk Committee and recommendation to the Board in December 2017

11. AOB

11.1 The Chair requested that the Coordinating Committee review the list of items for the December Board meeting and prioritize them as necessary.

11.2 The Board representative from Madagascar presented a Certificate of Recognition to GPE.

Next Board meetings

- December 5 Pre-Board and December -6-7 Board Meeting – To be determined

- June 5: Pre-Board and June 6-7 Board Meeting – To be determined

The Board Chair adjourned the meeting.

12 ANNEX

Annex 1: Participants List

ull Name	Job Title	Institution/Organization	Country	Constituency
Gillard, Julia	Chair	GPE Secretariat	United States	Chair
Ahmat, HE Khazali acyl	Minister	Ministry of Education	Chad	Board Member of Africa 2
Alffram, Rebecka	Actinghead of Unit for Global Social Development	SIDA	Sweden	Board Member of Donor 2
Baker, Tony	Associate Director, Global Education	RESULTS Educational Fund	United States	Board Member of CSO 1 (International / Northern)
Bourne, Jo	Associate Director, Education	UNICEF	United States	On behalf of Board Member of Multilateral - Agency 2 (UNICEF/UNHCR)
Edwards, David	Deputy General Secretary	Education International	Belgium	Board of CSO 3 (Teaching Profession)
Giannecchini, Laura	Institutional Development Coordinator/CSEF LAC Regional Coordinator	Latin American Campaign for the Right to Education	Brazil	Board Member of CSO 2 (Developing Country)
Grob, Randa	Global Head of Education	Porticus Switzerland	Switzerland	Board Member of Private Sector/Private Foundations/ Chair of the Strategy and Impact Committee (SIC)
Herbert, Alicia	Head of Children, Youth and Education Department	Department for International Development	United Kingdom	Board Member of Donor 3
Jaime Saavedra	Senior Director, Education	World Bank	United States	Board Member of Multilateral Agency 3

ull Name	Job Title	Institution/Organization	Country	Constituency
Manigat, Nesmy	Conseiller	Ministère de l'Education Nationale	Haiti	Board Member of Latin America & The Caribbean/ Chair of the Governance and Ethics Committee (GEC)
Nicod, Chantal	Head of West African Division and Education	SDC	Switzerland	Board Member of Donor 1
North, Charles	Acting Assistant Administrator	USAID/E3	United States	Board Member of Donor 6
Schellens, Melanie	First Secretary (Development cooperation)	Embassy of Belgium	Belgium	On behalf of Alternate Board Member of Donor 1
Seim, Olav	Policy Director Education	Norad	Norway	Board Member of Donor 4
Sheehy, Ita	Senior Education Advisor	UNHCR	Denmark	On behalf of Alternate Board Member of Multilateral - Agency 2 (UNICEF/UNHCR)
Wajega, Juliet	Deputy General Secretary	Uganda National Teachers' Union (UNATU)	Uganda	Board of CSO 3 (Teaching Profession)
Werner, George	Minister	Ministry of Education	Liberia	Board Member of Africa 3
Saleem, Muhammed	Representative	Embassy of Pakistan in Canada	Pakistan	On behalf of Board Member of Asia & Pacific
Asif-uz-Zaman, Mohammad	Secretary	Ministry of Primary and Mass Education	Bangladesh	Alternate Board Member of Asia & The Pacific
Boe, Kira	Senior Education Advocacy Advisor	Oxfam IBIS	Denmark	Alternate Board Member of CSO 1 (International / Northern)
Empey, Patrick	Human Development – Policy Team Leader	Department of Foreign Affairs and Trade / Irish Aid	Ireland	Alternate Board Member of Donor 4
Graves, Sue	Director, Health and Education Funds	Dept of Foreign Affairs	Australia	Alternate Board Member of Donor 6

ull Name	Job Title	Institution/Organization	Country	Constituency
Jillaow, Elyas	Director, projects coordination and Delivery, MOE, Kenya	Ministry of Education	Kenya	Alternate Board Member of Africa 1
Naidoo, Jordan	Director, Division for Education Support and Coordination	UNESCO	France	Alternate Board Member of Multilateral - Agency 1 (UNESCO)
Nielsen, Nicolai	Chief Advisor	Ministry of Foreign Affairs	Denmark	Alternate Board Member of Donor 2
Rabary, HE Paul	Ministre de l'Education Nationale	Ministère de l'Education	Madagascar	Alternate Board Member of Africa 2
Rahmatullo, Mirboboboev	First Deputy Minister	Ministry of Education and Science	Tajikistan	Alternate Board Member of Eastern Europe - Middle East & Central Asia
Smyth, Nancy	Director General, Social Development	Global Affairs Canada	Canada	Alternate Board Member of Donor 3
Yai, HE Deng	Minister	Ministry of General Education and Instruction	South Sudan	Alternate Board Member of Africa 3
Achede, Joseph	National Project Coordinator	Nigeria Partnership for Education Project ((NIPEP)	Nigeria	Africa 3 constituency member
Dommartin, Anne-Charlotte	Deputy to the Director	Ministry of Foreign Affairs and International Development	France	Chair of the Finance and Risk Committee (FRC)
Gear, Sally	Head of Profession, Education, Department for International Development	Department for International Development	Canada	Chair of the Grants and Performance Committee
Ahmat, Youssouf	Directeur Général de l'Administration, de la planification et des Ressources	Ministry of Education	Chad	Constituency of Africa 2
Aune, Linn Hege	Senior Advisor	Norad	Norway	Constituency of Donor 4
Baysah, David	Technical Advisor	Ministry of Education	Liberia	Constituency of Africa 3

ull Name	Job Title	Institution/Organization	Country	Constituency
Brüning, Marie	Education Program Officer	SDC	Switzerland	Constituency of Donor 1
Cimino, Diego	Secretary of Legation	Ministry of Foreign Affairs and International Cooperation	Italy	Constituency of Donor 5
Dansie, Grant	Education Advisor	Norad	Norway	Constituency of Donor 4
Dicum, Julia	Deputy Director, Education	Global Affairs Canada	Canada	Constituency of Donor 3
Erler, Daniela	Senior Policy Officer	BMZ	Germany	Constituency of Donor 5
Floren, Annica	Head of Sector	European Commission	Belgium	Constituency of Donor 5
Forsgren, Lena	Senior Programme Specialist	Sida	Sweden	Constituency of Donor 2
Hjarrand, Jessica	Global Programme Manager Education	Porticus	Netherlands	Constituency of Private Sector/Private Foundations
Hollaender, Michael	Team Leader Education	GIZ	Germany	Constituency of Donor 5
Islam, MD	Deputy Chef	Ministry of Primary and Mass Education	Bangladesh	Constituency of Asia & The Pacific
Ismoilov, Bobohon	Coordinator GPE-4 Grant	Ministry of Education and Science	Tajikistan	Constituency of Eastern Europe - Middle East & Central Asia
Karjalainen, Marja	Deputy Head of Unit	European Commission	Belgium	Constituency of Donor 5
Mbow, Cheikh	Coordonnateur National	COSYDEP	Senegal	Constituency of CSO 2
Mettille, Jeff	Adviser	USAID	United States	Constituency of Donor 6
Mohamed, Farah	Incoming CEO	Malala Fund	United States	Constituency of CSO 1 (International / N
Moussy, Hugues	Team Leader, Research and Development	UNESCO/IIEP	France	Constituency of Multilateral - Agency 1 (UNESCO)
Oliver, Jessica	Analyst	Global Affairs Canada	Canada	Constituency of Donor 3

ull Name	Job Title	Institution/Organization	Country	Constituency
Pessi, Jefferson	Coordinator	Education International	Belgium	Constituency of CSO 3 (Teaching Profession)
Razafindralambo, Prisca	Manager of Training and Supervision of Secondary Education; Focal point of GPE	Ministry of Education	Madagascar	Constituency of Africa 2
Roxburgh, Rose	Assistant Director, Health and Education Funds	Department of Foreign Affairs and Trade	Australia	Constituency of Donor 6
Svihlik, Jan	Education Advisor	GIZ	Germany	Constituency of Donor 5
Zuvaidulloev, Mukhibullo	Principal of International Presidential School	Ministry of Education and Science	Tajikistan	Constituency of Eastern Europe - Middle East & Central Asia
Adrien, Marie-Hélène	President	Universalia Management Group	Canada	Presenter
Brautaset, Tarald	Ambassador	Norwegian Ministry of Foreign Affairs	Norway	Presenter
Chau, Veronica	Partner	Dalberg Global Development Advisors	United States	Presenter
Douglas, Rowan	CEO, Capital, Science & Policy Practice	Willis Towers Watson	United Kingdom	Presenter
Nakafeero, Angela	Gender technical advisor	Ministry of Education	Uganda	Presenter
Steer, Liesbet	Director of Research	International Commission on Financing Global Education Opportunity	United States	Presenter
Young, Simon	Advisor, Capital, Science & Policy Practice	Willis Towers Watson	United States	Presenter
Bettendorf, Iris	Finance Manager	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Germany	Observer
Cherevatova, Natalia	Operations Officer	The World Bank	United States	Observer
Diop, Sabine	Advisor	Gesellschaft fuer Internationale Zusammenarbeit (GIZ), Germany	Germany	Observer

ull Name	Job Title	Institution/Organization	Country	Constituency
Fyles, Nora	Head of Secretariat	UN Girls' Education Initiative	United States	Observer
Khattri, Nidhi	Lead Evaluation Officer	World Bank	United States	Observer
Morimoto, Shunsuke	Education Specialist	Japan International Cooperation Agency	Japan	Observer
Rafique, Atif	Education Specialist	UNICEF	United States	Observer
Sherif, Yasmine	Director ECW	ECW Secretariat	United States	Observer
Sumerfield, Douglas	Sr. Operations Officer	The World Bank	United States	Observer
Yoshida, Kazuhiro	Professor	Hiroshima University	Japan	Observer
Konita, Naohisa	Senior Operations Officer	World Bank	United States	Trustee
Adlide, Geoff	Director Advocacy and Communications	GPE Secretariat	Switzerland	GPE Secretariat
Albright, Alice	CEO	GPE Secretariat	United States	GPE Secretariat
Andersen, Jesper	Senior Policy Adviser	GPE Secretariat	Denmark	GPE Secretariat
Bernard, Jean-Marc	Deputy Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat
Dantzer, Ruth	Governance Lead	GPE Secretariat	Canada	GPE Secretariat
Focas Licht, Margarita	Country Support Team Manager	GPE Secretariat	United States	GPE Secretariat
Goudiaby, Gisele	Operations Analyst	GPE Secretariat	United States	GPE Secretariat
Henfry, Sally-Anne	Deputy Chief of Staff and Adviser to the Chair	GPE Secretariat	United States	GPE Secretariat
Mesen, Michelle	Southern Partnerships and External Relations Lead	GPE Secretariat	United States	GPE Secretariat
Mundy, Karen	Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat

ull Name	Job Title	Institution/Organization	Country	Constituency
Olavarria Perez, Maria Jose	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Power, Padraig	Chief Finance and Operations Officer	GPE Secretariat	United States	GPE Secretariat
Razafindramary, Tahinaharinoro	Senior Education Specialist	GPE Secretariat	United States	GPE Secretariat
Ryan Andersen, Sinead	Senior Partnership Specialist	GPE Secretariat	United States	GPE Secretariat
Schroh, Karen	Donor Relations Lead	GPE Secretariat	Belgium	GPE Secretariat
Signarbieux, Ludovic	Ludovic Signarbieux	GPE Secretariat	United States	GPE Secretariat
Smith, Matthew	Deputy Manager, Country Support Team	GPE Secretariat	United States	GPE Secretariat
Talbot, Theodore	Senior Financial Officer	GPE Secretariat	United Kingdom	GPE Secretariat
Van Dyke, Johanna	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Wagshal, Julie	Program Assistant	GPE Secretariat	United States	GPE Secretariat

ANNEX 2
VICE-CHAIR TERMS OF REFERENCE AND SELECTION PROCESS – REPORT FROM THE GOVERNANCE AND ETHICS COMMITTEE

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. It is understood that Committees will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to examine the proposed Vice-Chair Terms of Reference and selection process for Board approval at its December 2017 meeting.

Summary of Governance and Ethics Committee (GEC) Deliberations

- The GEC met to review and discuss the proposed Vice-Chair Terms of Reference and process at its meeting on October 17-18, 2017.
- The Committee noted that the creation of a Vice-Chair position would add value to the partnership and ensure continuity across Chair mandates.
- There was general agreement that setting up a Nominations Group that would focus on the sole mission of identifying candidates, rather than using existing structures such as the Coordinating Committee to carry out this mandate, would be more effective.
- The Committee suggested a few adjustments to the Terms of Reference including gender neutral framing and the ability to work in more than one of the GPE official languages as an asset. The Committee also requested that due consideration be given to North-South and gender balance. These amendments are reflected in the Board paper.
- It is expected that the Vice-Chair Nominations Group will provide a recommendation for Board approval no later than April 2018.

2. EXECUTIVE SUMMARY

2.1 The Secretariat developed the attached Vice-Chair Terms of Reference (Annex 1) as requested by the Board at its December 2016 Board meeting.

2.2 While two options for the selection process were considered, this paper proposes adopting the process which opens nominations to the broadest group of candidates, specifically, the setting up of a Vice-Chair Nominations Group which will be mandated to complete the search for a qualified individual, and to make a recommendation to the Board for approval. It is proposed that the Coordinating Committee (CC) identify candidates for the Nominations Group

that include representation from GEC and the CC as well as any other individuals who may be deemed to be helpful in this endeavour, with due consideration to gender and North/South balance.

2.3 It is proposed to launch the Vice-Chair search following the Board decision. The Nominations Group would be tasked to provide a nomination to the Board by April 2018 for decision.

2.4 The Secretariat recommends a budget be allocated for the Vice-Chair to support his/her travel and other reasonable expenses connected to its functions.

3. RECOMMENDED DECISION

The Governance and Ethics Committee recommends that the Board approve the following decision:

BOD/2017/12-XX—Vice-Chair Terms of Reference: The Board of Directors:

1. Endorses the proposed Vice-Chair Terms of Reference and selection process, as presented in BOD/2017/12 DOC 03 Annex 2.

2. Requests the Board to establish a Vice-Chair Nominations Group, with the mandate to oversee the Vice-Chair selection process and provide a recommendation for Board approval no later than April 2018. The Coordinating Committee would be tasked with identifying the members of the Vice-Chair Nominations Group, with appropriate representation including from each constituency category, the Governance and Ethics Committee and the Coordinating Committee, as well as due consideration to gender and North/South balance.

4. BACKGROUND

4.1 In December 2016 (BOD/2016/12-14), the Board "recognized the increasing demands of the position of Board Chair and agrees to establish the position of Board Vice-Chair as provided in the Charter". The Board "mandated 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."

4.2 During its deliberations in October 2016, the Governance Advisory Group (GAG) recognized that the workload of the Board Chair with respect to representation and travel is significant and likely to grow, for example due to the replenishment campaign, the growing partnership and the potential of GPE hosting Education Cannot Wait. The GAG agreed to recommend establishing the position of Board Vice-Chair to balance the workload of the Chair and provide support as needed.

4.3 During its deliberations in November 2016, the Governance, Ethics, Risk and Finance Committee noted that an important consideration be that the Board Vice-Chair be selected to ensure a representational balance in the Board leadership team with respect to geography and other relevant considerations.

5. OVERALL ANALYSIS

The Governance and Ethics Committee recommends that the Vice-Chair assists the Board Chair in fulfilling his or her duties managing the affairs of the Board, including representation, as well as ensuring the Board functions effectively, and meets its obligations and responsibilities. The Terms of Reference for the Vice-Chair are presented in Annex 1. It should be noted that the actual division of responsibilities between the Board Chair and the Vice-Chair would be a matter of discussion and agreement between the two principals, based on the direction from the Board Chair with a view to maximizing their relative strengths and the overall priorities of the organization.

Selection Process

5.1 The Secretariat considered and presented to GEC two options for identifying and selecting a prospective candidate: 1) Setting up a Vice-Chair Nominations Group, 2) Call for Nominations from current or former Board/Alternate members.

5.2 In the second option (Call for Nominations), by limiting nominations to current and former Board/Alternate members, the process would ensure that the prospective candidates would be familiar with the mission and mandate of GPE, and that the nomination process could be completed quickly via an email nomination form. However, this option is seen as limiting the potential pool of candidates and potentially missing an opportunity to identify a global champion not currently associated with GPE. So, while this option was used for selecting an interim Board Chair, it is not recommended for what will be a longer-term position on the GPE Board.

5.3 The Governance and Ethics Committee is recommending the first option, namely the setting up a Vice-Chair Nominations Group. The Vice-Chair Nominations Group would be requested to report back to the Board with a recommended candidate by the end of April 2018. The members of the Vice-Chair Nominations group would be tasked with identifying prospective candidates, with due consideration of gender and North/South balance, and gauging their interest by personally reaching out to explain the position and the expectations of the job, and assessing the support required. It is expected that suitable candidates would assessed against the criteria set out in the Vice Chair Terms of Reference (Annex 1).

5.4 The Coordinating Committee would be tasked to identify the members of the Vice-Chair Nominations Group, including representation from each constituency, the GEC and the CC, as well as any other individuals who may be deemed to be helpful in this endeavor, giving due consideration to gender and North/South balance.

5.5 Appointment: The effective date of the appointment of the Vice-Chair will be immediately upon notifications of the results by the Secretariat.

- If the Vice-Chair selected is a current Board/Alternate or Committee member, he or she would need to step down from representing his/her particular constituency and the constituency would have to identify a new Board or Alternate Board member.

6. IMPLICATIONS FOR SECRETARIAT RESOURCES AND RISK ANALYSIS

6.1 The Vice-Chair is not remunerated, however a budget for travel and support will be required to support the work of the Vice-Chair (including but not limited to coordination with the Chair, drafting of briefing notes, mission guide). As part of the candidate recommendation to the Board, the Vice-Chair Nominations Group will assess the budget requirements.

7. NEXT STEPS

7.1 Pending the approval of the Vice-Chair Terms of Reference and selection process by the Board, the Coordinating Committee will be tasked to identify candidates to serve on the Vice-Chair Nominations Group.

7.2 The Board to consider the recommendation from the Vice-Chair Nominations Group upon receipt including any budgetary considerations.

8. PLEASE CONTACT: Ruth Dantzer (mdantzer@globalpartnership.org) or Maria Jose Olavarria Perez (molavarriaperez@globalpartnership.org) for further information.

9. ANNEXES/ REFERENCE(S) AND GLOSSARY

Annex 1: Vice-Chair Terms of Reference- BOD/2016/12 DOC 15 and BOD/2016/12-14

ANNEX 1 - VICE-CHAIR TERMS OF REFERENCE

The Vice-Chair of the Board of Directors (Board) of the Global Partnership for Education (the Global Partnership or GPE) is a high-profile position of global stature, providing leadership to the Global Partnership, which was launched in 2002. The Global Partnership for Education brings together developing and donor countries, multilateral agencies and nongovernmental organizations (including international and local civil society organizations (CSOs), representatives of the teaching profession, the private sector and foundations supporting the education sector in developing countries, with a particular focus on accelerating progress toward GPE's strategic plan adopted by the Board from time to time, is aligned with Sustainable Development Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, as determined by the Board in connection with such GPE strategic plans.

The Vice-Chair assists the chair in fulfilling his or her duties to manage the affairs of the Board, including ensuring the Board functions effectively, and meets its obligations and responsibilities. The Vice-Chair, along with the Chair and the Chief Executive Officer (CEO), is a key public representative and spokesperson for the Global Partnership and maintains on-going communication with and among the Board members, the CEO, and the Global Partnership's key stakeholders.

A. Duties and responsibilities

- **Representation of the Global Partnership for Education:** The Vice-Chair serves as one of the primary representatives of the Global Partnership to the public along with the Chair and the CEO. As an "ambassador" for the Global Partnership and its mission, the Vice-Chair may deliver speeches and/or presentations at major conferences, perform high-level outreach to donor and developing country governments, civil society organizations (including the teaching profession), private sector companies and private foundations and partner agencies. The Vice-Chair also has a critical responsibility in the Global Partnership's resource mobilization efforts, advocating that investing in education through the Global Partnership and otherwise is essential to meeting the Sustainable Development Goal 4.
- **Board/Coordinating Committee Meetings**: The Vice-Chair shall chair Board or Coordinating Committee meetings if the Board Chair is unavailable.
- **Co-Leadership of the Board and the Governance System:** At the Chair request and in close coordination with the Governance and Ethics Committee, the Vice-Chair might contribute to strengthening the governance system by establishing procedures to

govern the Board's work, ensuring the Board's full discharge of its duties, ensuring the proper flow of information to the Board, and reviewing the adequacy and timing of documentary materials in support of the Board's deliberations. The Vice-Chair also contributes to set the Board's dynamic and culture and works to build productive relationships among Board members;

- **Risk management:** In close coordination with the Finance and Risk Committee, contribute to guide and support the Board in implementation of the risk management Policy of the Global Partnership for education and along with the Chair ensures that the Board take risks into consideration in all its decision-making;
- **Relationship with the CEO and the Secretariat:** In close coordination with the Chair, the Vice-Chair shall act as liaison between the Board and the Secretariat and serve as a principal sounding board, counsellor, and confidante to the both the Chair and the CEO. At an appropriate level, the Vice-Chair may provide advice on reviewing strategies, defining issues, maintaining accountabilities, and building relationships between the Board and the Secretariat.

B. Term

The Vice-Chair is selected for a two-year period or such other term that the Board may determine and may be reselected for a single term.

C. Time Commitment and Minimum Criteria

The Board normally meets face-to-face twice a year in locations throughout the world. It may also meet by audio-conference at different times during the year, depending on needs. Committees meet more frequently, normally between main meetings of the Board. The Vice-Chair may be asked to chair one of these meetings, at the demand of the Chair. The time commitment for the Vice-Chair is approximately two to six days per month. Along with making the appropriate time commitment, the Vice-Chair will be expected to demonstrate:

- **commitment to the Global Partnership's mission**: a global champion for education;
- **seniority** – senior executives or sufficiently expert in their field to provide meaningful guidance and oversight to an organization of the Global Partnership's size, scope, and responsibility; and
- **language** - ability to work in more than one of GPE's official languages will be considered an asset.

D. Behavioral Competencies

- **Strategy skills**, including strong intellectual, management and analytical skills, a broad-based and long-term view of strategic and organizational goals and an ability to evaluate courses of action facing a complex international organization.
- **Advocacy, Influencing and Communicating Skills**, including an ability to develop an effective and constructive relationship with the GPE partnership, including the Board Chair, Board members, Committee Chairs and CEO as well as key external influencers. This includes high emotional intelligence – namely, to be perceptive to people issues, a good listener and to win "hearts and minds".
- **Intercultural Skills**, including a strongly international perspective, an understanding of the issues and perspectives of a wide range of developing countries, and the ability to operate effectively in both developed and developing country settings.
- **Collaborating and Teamwork**, including a willingness to participate in robust, rigorous debate and then work with others to derive and implement new solutions; an ability to encourage partnerships between others; openness to be challenged on assumptions, beliefs or viewpoints, and a willingness to re-examine these where necessary.
- **Independence and Integrity,** including an ability to formulate a balanced and impartial view independently of organizational positions; an ability to articulate and defend his/her own position objectively and persuasively; and a commitment to speaking openly and respectfully in defense of a position or principle.

E. Remuneration and support

GPE Board members, including the Chair, are not compensated, but travel and other reasonable expenses connected with their service are reimbursed.

ANNEX 3
GPE PRIORITIES FOR CEO PERFORMANCE FEEDBACK 2017-2018 - REPORT FROM THE GOVERNANCE AND ETHICS COMMITTEE

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. It is understood that Committees will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is for the Board to approve the GPE priorities which will form the basis for the feedback provided to the GPE CEO in 2017-18 as per the process approved by the Board in June (BOD/2017/06-07)

Summary of Governance and Ethics Committee (GEC) Deliberations

- The Committee met to review and discuss the proposed GPE priorities at its meeting on October 17-18, 2017.
- Committee members expressed overall support for the priorities noting that they represent strong anchors for the CEO feedback.
- The Committee suggested minor amendments to the priorities including adjusting the language, moving the "flexibility of sector plans" sentence under operational arrangements section and adding more background to add clarity to each of the new items. These amendments are reflected in the Board paper.
- The Committee recognized that the regular cycle of the CEO Feedback Process will be followed as of April 2018.

2. EXECUTIVE SUMMARY

2.1 At the June Board, Board members were asked to provide additional input to the Governance and Ethics Committee on the proposed GPE Priorities which would form the basis for the CEO self-assessment, as part of the input into the CEO performance feedback. Normally the Governance and Ethics Committee would review the priorities as part of the April committee meeting for the following year.

2.2 The process will be managed by the Board Chair and the high-level results of the Performance Feedback survey, along with the CEO self-assessment against the GPE Priorities for CEO Feedback, will reviewed by the Governance and Ethics committee and shared with the Board in Executive Session in June 2018.

3. REQUESTED DECISION

3.1 The Governance and Ethics Committee recommends that the Board approve the following decision:

BOD/2017/12-XX—GPE Priorities for CEO Performance Feedback: The Board of Directors:

2. Endorses the proposed GPE Priorities as attached in BOD/2017/12 DOC 03 Annex 3 as the basis for the CEO feedback in 2017-18.

4. BACKGROUND

4.1 The Board approved a process for providing the CEO regular performance feedback at the Ottawa Board meeting in June 2017 (BOD/2017/06-07). The Board noted that while the GPE CEO currently participates in a World Bank performance system, with regular reports, and 360 degree assessments, consistent with World Bank management policy, there is little opportunity for Board/Alternate members, or Committee Chairs to provide input with respect to the CEO's performance in serving the Board

4.2 In developing the process, the Secretariat considered that the general observation and common convention is that the Board Chair manages the process for CEO performance and that the more effective processes allow for a certain measure of informality rather than rigid, documented processes that might otherwise detract from an enterprising and dynamic leadership process.

4.3 Consistent with **Step One - Establish Expectations:**

"b. The Board Chair may meet or call individual members of the Governance and Ethics Committee (GEC) to ascertain their thoughts on possible criteria or issues to incorporate into the CEO's performance objectives."

4.4 The Board Chair requested the GEC to review any input provided in June by Board Members, and make any required changes to the GPE priorities for 2017-18, noting that this will be the basis for the CEO self-assessment which forms part of the input for the feedback.

4.5 The routine process will be followed in 2018, which will have the GEC reviewing the upcoming year's priorities in April.

5. OVERALL ANALYSIS

5.1 The GPE Priorities for CEO Feedback attached at Annex 1 were circulated to the full Board at the Ottawa meeting in June, and were briefly discussed in Executive session. Board and Alternate Members were requested to provide their feedback, if any, to the Governance and Ethics Committee for consideration.

5.2 At its meeting in October 2017, the Governance Ethics Committee reviewed the suggested additions to the GPE priorities and requested a few minor adjustments. The revised priorities are included in Annex 1.

6. NEXT STEPS

6.1 Once the document is approved by the Board, the CEO will use the identified priorities as the basis for the CEO 2017-18 self-assessment.

6.2 As of 2018, the process will be regularized as per the CEO Feedback cycle outlined in Annex 2.

7. IMPLICATIONS FOR SECRETARIAT RESOURCES

7.1 No additional financial resources are required.

8. PLEASE CONTACT: Ruth Dantzer (mdantzer@globalpartnership.org) or Maria Jose Olavarria Perez (molavarriaperez@globalpartnership.org) for further information.

9. ANNEX AND ADDITIONAL INFORMATION

Annex I – GPE Priorities for CEO Feedback
Annex II – Illustrative CEO Performance Feedback Cycle

Reference Documents: CEO Performance Feedback 2017-18. June 2017

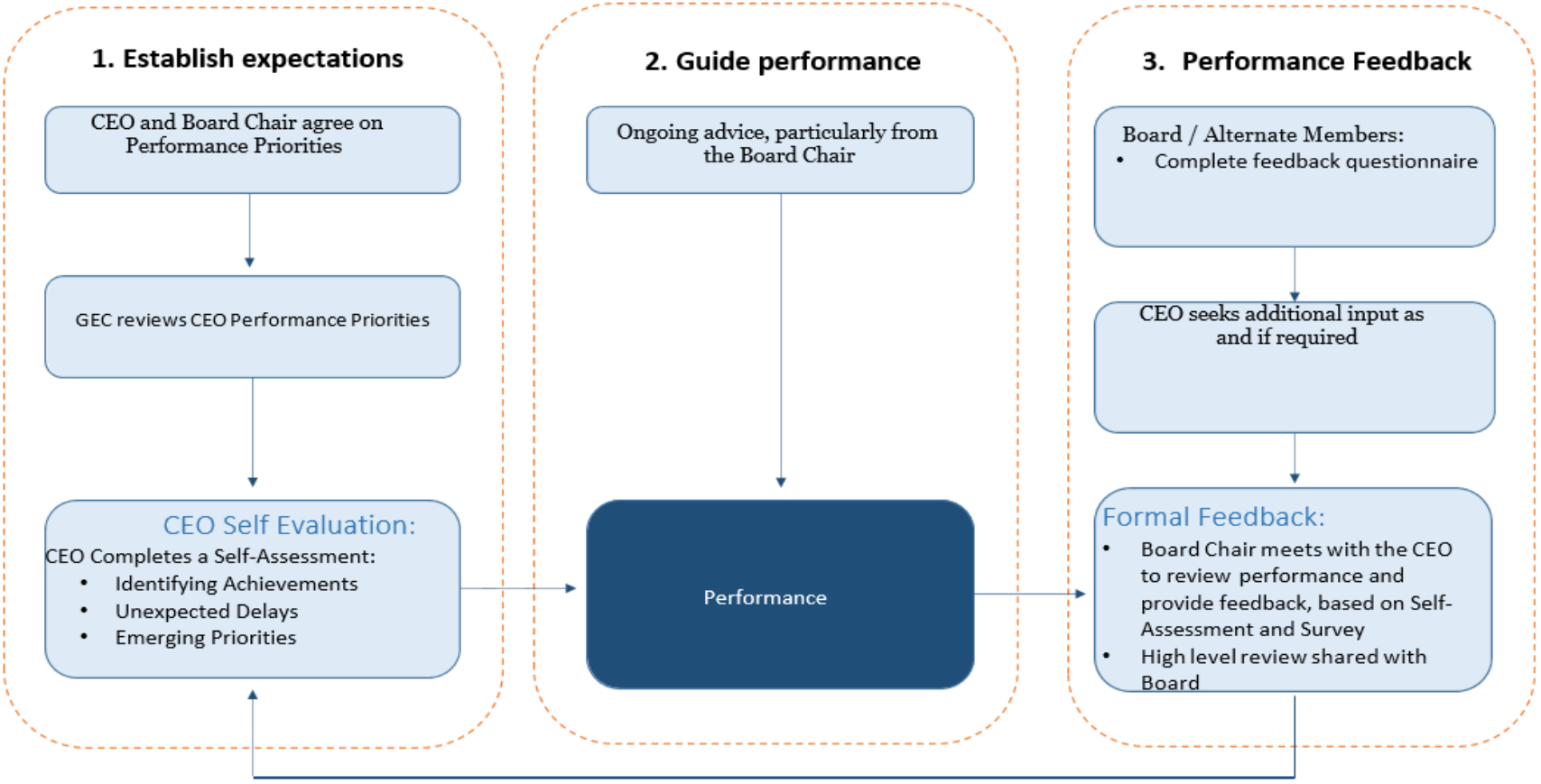
ANNEX I

GPE PRIORITIES FOR CEO FEEDBACK

Whereas the CEO has overall responsibility and accountability for the leadership and direction of the organization and its people, and the responsibility for the effective and efficient management of the organization on a day to day basis, for the fiscal year 2017-18 the following priorities have been identified:

Strategic Leadership	People Management and Human Capital
▪ Deliver a successful 2018-20 replenishment campaign: i. Complete the design and delivery of mechanisms required to operationalize the FFF, including the Leverage Fund, the Knowledge and Innovation Exchange and Risk Financing, for Board approval December 2017, with active pilots underway no later than June 2018. ii. Work closely with ECW and IFFEd to enhance the complementarity these instruments with the GPE platform with a view to enhancing sector coordination, resulting in a comprehensive plan presented to the Board in June 2018.	▪ Position the organization to deliver the GPE 2020 Strategy by developing and getting Board support for a comprehensive HR strategy by December 2017. i. Complete a talent mapping of staff to identify key risks and ensure appropriate succession plans are in place for key positions; ii. Identify and secure the human resources needed over the next three to four years under various scenarios including the potential hosting of ECW and various levels of replenishment.
Stakeholder Relationships	**Operational and Financial Management**
▪ Build and maintain effective engagements with all segments of the partnership with a particular emphasis on: i. Ensuring robust private sector and private foundations strategies are in place with the required governance to effectively expand the partnership to be considered by the Board in December 2018; ii. Supporting the expanded engagement in up to 89 LICs and LMICs reinforcing mutual accountability; iii. Expanded outreach to new and existing donors with a view to increasing, diversifying and improving the predictability of contributions; iv. Actively pursue opportunities for increased engagement with civil society especially in relation to advocacy and social accountability. v. Advance critical relationships with multilaterals.	▪ Lead the Secretariat in effective and efficient, evidence based decision making: i. Robust Quality Assurance process resulting in technically sound recommendations; ii. Value for money culture demonstrated by ongoing efforts to secure efficiency gains and maximizing the effectiveness of human and financial resources; iii. Embed a strong risk culture, with on-going work informed by the operational risk frameworks; iv. Ensure GPE's institutional arrangements meet the requirements of an evolving and growing globally funded institution; v. Enhanced alignment on national procedures, thereby reducing fragmentation and transaction costs where possible; vi. Demonstrate flexibility in supporting sector plans towards achieving a balanced partnership.

ANNEX 2 – ILLUSTRATIVE CEO PERFORMANCE FEEDBACK CYCLE



ANNEX 4

LESSONS LEARNED FROM THE AFFIRMATIVE VOTE PROCEDURE– REPORT FROM THE GOVERNANCE AND ETHICS COMMITTEE

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. It is understood that Committees will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is for the Board of Directors to review lessons learned from the first trial of the Affirmative Vote Procedure and approve proposed adjustments. The recommendations are presented in Annex 1.

Summary of Governance and Ethics Committee (GEC) Deliberations

- The GEC met to review and discuss lessons learned from the first trial of the Affirmative Vote procedure at its meeting on October 17-18, 2017.
- The Committee welcomed the progress made from non-objection to affirmative vote, noting that it is a clear step forward in facilitating prompt grant approvals;
- Committee members put forward several suggestions for improving the tool including establishing a check-in process to ensure that all those who should log in do so (i.e. tracking participation) and clarifying whether votes can be modified once they have been cast, provided they are amended within the agreed voting window.
- The Committee recognized that, the August 2017 vote being the first experiment with the Affirmative Vote tool, more experience is required before adjustments other than the ones outlined in this document are made. It therefore agreed to report back to the Board on this item in December 2018.
- Further, if mandated by the Board, the Committee will review the alignment of decision rules across different voting procedures by end of 2019.

2. EXECUTIVE SUMMARY

2.1 In June 2017 as part of the Decision Framework and as a means of providing more timely approvals for grant applications, the Board approved the Affirmative Vote procedure (BOD/2017/06-08).

2.2 In August 2017, the Affirmative Vote procedure was used for the first time for the approval of 2 grants. During the August pilot 11 Board and Alternate members voted on the site, resulting in one grant approval, and one grant being referred to a Board Audio call for resolution.

2.3 Overall there was a general agreement that the Affirmative Voting procedure is worthwhile and has the potential to speed up grant approvals. In reviewing how to improve the Affirmative Voting procedure, and in discussions with several key stakeholders, several suggestions were made with respect to how to improve the procedure, such as providing more notice, incorporating additional online features, and improving communications on the functionality of the Affirmative Vote procedure.

2.4 In addition, some questions were raised with respect to the different voting rules which exist and whether or not the governance rules around voting procedures should be aligned. It is recommended that more experience with the Affirmative Voting procedure is required before any further changes are implemented.

3. BACKGROUND

3.1 At its meeting in Ottawa in June 2017, the GPE Board of Directors approved the Affirmative Vote procedure as the preferred decision procedure for the Board to consider Grant and Performance Committee recommendations for Education Sector Program Implementation Grants (ESPIG) (BOD/2017/06-08). The goal was to ensure timely decisions for grant approvals and free up the Board's time for more strategic level discussions during its face-to-face meetings and for the Board to make early decisions on Grants.

3.2 The Secretariat then developed a Board-only section of the GPE Governance Eteam site as the electronic platform for the Affirmative Vote.

3.3 A testing group comprised of dedicated GPE IT and Governance staff along with selected key external stakeholders was established. The testing group's main task was to address any deficiencies found during the 4 weeks' testing period. These tests resulted in several successful quick fixes.

3.4 The GPE Governance Eteam site was launched in English and French in August 2017. Over a two-week period, Board and Alternates members representing 19 constituencies were invited to submit one vote per constituency for each ESPIC being considered. For this pilot, two ESPIG were being recommended.

3.5 Voting results from the 19 constituency groups:

12 constituencies voted for ESPIG A	15 constituencies voted for ESPIG B
10 votes submitted via GPE Gov. Eteam site	11 votes submitted via GPE Gov. Eteam site
2 votes submitted via email	4 votes submitted via email
2 constituencies did not vote and disclosed their conflict- via email	No conflict of interests raised
1 constituency requested further review under Board audio	4 constituencies did not cast their votes
Outcome: ESPIG recommended for further review via a Board audioconference	Outcome: ESPIG approved

Votes Received via the Board-only Section of the GPE Governance Eteam site

3.6 Given the numbers above and despite that the launch of the Affirmative Vote procedure was during a summer period, a **strong majority (~73%)** of the constituencies successfully accessed the site and casted their votes through the GPE Governance Eteam site.

3.7 Most Board and Alternates members cast their votes in the very last days of the voting period, preventing any active debate or dialogue.

3.8 Additionally, only one Board member used the dedicated "Discussion" section of the GPE Governance Eteam site to raise questions and to comment on one of the ESPIG proposals. The Secretariat responded directly to the Board member and published the response to the GPE Governance Eteam site.

Votes Received via Email

3.10 A small number of Board and Alternate members (~ 27%) submitted their votes via email.

3.11 The Secretariat spent extensive time assisting Board and Alternate members who had technical difficulties accessing the site. This resulted in Board and Alternate members submitting their votes via email in order to meet the deadline.

- Comments received the day before the deadline via email were not uploaded to the GPE Governance Eteam site

3.12 There was some confusion among the Board and Alternate members with respect to who was eligible to vote for the constituency; the Board or the Alternate.

3.13 Overall the new Affirmative Vote procedure was deemed valuable as a decision-making procedure, however there were issues raised with respect to the improvements of its online tool (GPE Governance Eteam site) and with respect to the improvements of the communications around its functionality.

4. ISSUES

Issues raised around improving the voting platform: GPE Governance Eteam site

4.1 With regards to the extensive time spent troubleshooting access issues, the Secretariat noted the importance of creating an online tutorial to facilitate easy access to the site.

4.2 There was no space allocated to raise a Conflict of Interest on the site. It was suggested to incorporate a feature on the site for Board and Alternate members to declare a conflict of interest. Another suggestion included clarifying voting options for Board and Alternate members who may face a conflict of interest, specifically that if a Board member has a conflict, the Alternate is eligible to cast the vote for the constituency grouping.

4.3 Board members requested that all comments/questions and responses be translated in English and French and posted. This may prove to be a challenge if all the votes and comments come in at the end of the voting period, however having access to the comments would improve the decision process. Almost 80% of Board and Alternate members emphasized the importance of posting all questions and responses received via email.

4.5 Board and Alternate members expressed strong views that members needed to be alerted on any new activities, including emails, on-line votes, questions or comments and responses, and that these be posted in real time on the site.

Issues raised around clarifying roles, improving communications for Affirmative Vote procedure

4.6 There is a need to clarify who is responsible to vote within the constituency. Delegated

constituency members could not access the site to cast votes on behalf of their respective Board and Alternate members, as the site was restricted to Board and Alternate members.

4.7 With respect to clarifying how to the platform could integrate any proposed new decision language, the Secretariat clarified that any new decision language would reset the time allowed for an affirmative vote to an additional two weeks to ensure Board and Alternate members had the opportunity to vote on the revised language.

4.8 The scheduling of the Affirmative Vote did not provide enough consultation time for Board and Alternate members. Constituencies would like more time to circulate the language prior to the site opening for actual votes.

4.9 The Secretariat noted the importance of encouraging Board and Alternate members to vote early in the Affirmative Vote procedure especially in taking advantage of the allocated "Discussion" section of the GPE Governance Eteam site for increased consultation between constituencies.

4.10 There is a need to make deliberate decisions provided valuable information each time whether a grant goes for an Affirmative Vote or whether an audio call would be better.

4.11 In terms of changing the current Affirmative Vote requirements to align with the existing Board decision-making procedures, the Secretariat suggested that it may be premature to make changes to align all the voting rules given that there has only been one test of the Affirmative Vote procedure.

1. The table below summarizes specific issues and voting requirements of current non-face-to-face decision making procedures.

Non-face-to-face Decision-Making Procedures	Voting Requirements	Consultation Time	Issues
Consensus-based decisions during Board audio calls	Quorum must be reached- a simple majority present a vote in favor of the decision A simple majority	Timely decisions during a limited time of 90 minutes per call Documents sent to the Board a week in advance of the Call	Technical issues including connection and interpretation issues Difficulties reaching a quorum

	includes at least 1 Board member representing each of the following: i) developing countries/ ii) donor countries; iii) CSOs or the private sector/private foundations; and iv) a multilateral agency		
Non-objection decisions via email	No quorum is required A decision is approved unless any objections are received within two weeks' deadline	Documents are sent two weeks before a decision	With complicated proposals, a decision can be delayed and resubmitted for a decision via email
Affirmative Vote via GPE Governance Eteam site	A decision is approved if a majority of Board constituencies including at least 3 out of 4 constituency groupings provide their express approval (Affirmative Vote).	Documents are sent two weeks before a decision Board and Alternate members have the opportunity to raise questions and receive answers within the 2 weeks voting period A request to change a decision language within the 2 weeks period gets sent to the Board for	Described in this paper GEC/2017/10 DOC 05

		consideration	

4.12 As set out in BOD/2017/12 DOC 03 Annex 4, the Secretariat will share documents a week before the two weeks voting period to provide ample consultation time to Board members.

4.13 With regards to the disclosure of voters' comments and identity, the Affirmative Vote online tool will remain fully transparent. Votes will be tracked and identified and comments/questions will be posted with Secretariat's responses.

5. REQUESTED DECISION

BOD/2017/12-XX—Adjustments to the Affirmative Vote procedure: The Board of Directors:

1. Welcomes progress made with the shift to the Affirmative Vote from the previous non-objection procedure;
2. Noting that the Affirmative Vote procedure is still in its early stage, approves the proposed improvements as set out in BOD/2017/12- DOC 03 Annex 4 and requests the Governance and Ethics Committee to report back to the Board in December 2018 on the effectiveness of the procedure, including progress made in the implementation of the adjustments, including any further adjustments where necessary.
3. Requests the Governance and Ethics Committee review the decision rules across the various voting procedures for alignment by end of 2019.

6. NEXT STEPS

6.1 Pending Board approval, the Secretariat will seek to implement the recommended adjustments in time for the next Affirmative Vote.

7. PLEASE CONTACT: Ruth Dantzer (mdantzer@globalpartnership.org) or Michaelle Wane (mwane@globalpartnership.org) for further information.

8. ANNEX AND ADDITIONAL INFORMATION

Attachment 1 – Recommendations to address the main findings and issues of Affirmative Vote procedure

ANNEX 1 – PROPOSED RECOMMENDATIONS FOR ADJUSTMENTS TO THE AFFIRMATIVE VOTE PROCEDURE

The first trial of the Affirmative Vote tool yielded a number or actionable recommendations on ways to improve the effectiveness of the tool. Several adjustments related to the tool's interface, access to information and voting parties were identified.

Access to the Site

The Secretariat will develop an online training for Board and alternate members on accessing and navigating the Board-only section of the GPE Governance Eteam site. It is expected that the online training would help mitigate potential technical difficulties in the lead-up to the vote.

Access to Information

All documents needed to inform the vote will be made available in English and French a week before the 2-week voting period starts. The documents will be posted on the Eteam site.

During the voting period, all questions, comments and votes received via email will be posted on the voting site by the Secretariat as soon as they are received.

An alert function will be added to the voting site to notify voters in real-time of votes cast and comments posted.

Voting Parties

Board and alternate members are the only authorized voting parties. Should they be unable to vote, they can designate any member of their respective constituency to vote on their behalf only if communicated to the Secretariat prior to the start of the voting period.

A conflict of interest function will be incorporated to the site to enable voting members to declare any conflict of interest and abstain from voting. Should one of the constituency members declare a conflict of interest, the other member will have the option to vote on behalf of the constituency.