BOD/2011/11—DOC 10

Meeting of the Board of Directors

Copenhagen, Denmark, 9-10 November 2011

REVISED SECRETARIAT WORK PLAN AND STAFFING: JULY 2011-JUNE 2012 (FY 2012)

For Decision

---

1. Purpose

The purpose of this paper is to seek approval from the Board of Directors of the Secretariat work plan and staffing plan for Financial Year 2012 (July 2011 – June 2012).

2. Background

At its meeting in May 2011 in Kigali, Rwanda, the Board of Directors approved the Secretariat budget for Financial Year 2012 but requested that the Secretariat review its work plan and staffing with a focus on further strengthening the Secretariat's Country Support Team including through re-deployment, where appropriate, from the Global Good Practice Team. The revised work plan and staffing reflect that guidance. The overall budget is not being revised.

3. Decision Requested

The Board of Directors is requested to approve the following decision:

> **BOD/2011/11-XX – Revised Secretariat Work Plan and Staffing:** The Board of Directors approves the revised Secretariat Work Plan and Staffing Plan FY 2012 as presented in BOD/2011/11-DOC 10.

4. Reasons for Recommendation

4.1 Secretariat Work Plan and Staffing Revisions

4.1.1 The Secretariat's work plan for July 2011 – June 2012 (FY 2012) as presented in Annex 1 remains largely consistent with the plan submitted to the Board of Directors for their approval in May 2011. However, work plans for the Replenishment Team and the External Affairs and Communications Team have been merged into a single team plan. Details of the Replenishment component are unchanged; details of the communications component of the team plan will be updated following approval by the Board of Directors of the communications strategy.

4.1.2 The Secretariat's staffing plan for July 2011 – June 2012 is presented in summary in Annex 2, Tables 1 and 2. As with the work plan, the Replenishment Team staffing plan and the External Affairs and Communications Team staffing plan have been merged into a single team. Current plans call for one additional position in the merged team as compared to the sum of positions of the individual teams as presented in May 2011.

4.1.3 Other planned staffing changes are: a) the re-deployment of two positions from the Global Good Practices Team to the Country Support Team to enable further strengthening of that team and to reduce the number of countries supported by each member of that team; and b) the reduction of one position in the Global Good Practices Team reflecting the conclusion of a term contract.

5. Contact

Board members and others with questions on these matters are invited to contact the Finance, Administration and Board Services Team Coordinator, Nancy Pinto, at: npinto@globalpartnership.org

ANNEX 1: SECRETARIAT WORK PLAN OBJECTIVES AND DELIVERABLES BY TEAM

1. Country Support Team

Overarching Objective: Support Global Partnership developing country partners to develop and implement high quality education sector plans focused on results.

		2011		2012	
Objectives	**Deliverables**	**Q3**	**Q4**	**Q1**	**Q2**
# 1: Provide high quality support to developing country partners to facilitate education plan development and requests for financial and technical support	1. Secretariat ensures consistent quality of endorsed education plans and agrees key sector results to be monitored over time in each developing country partner	X	X	X	X
	2. New Country Level Process Guide and revised education plan Development and Appraisal Guidelines agreed and operational		X		
	3. Global Partnership for Education Fund grants to support the development and revision of ESPs/IEPs and Global Partnership programs		X	X	X
	4. Current EQR process evaluated and a revised process agreed and operational for countries seeking financing in 2012		X	X	X
# 2: Effective financial and technical support to implementation of education sector plans	5. Fund grants for education plan implementation operational			X	
	6. Fund grants for capacity development in IDA iii countries operational				X
	7. Communications campaign launched to inform country-level stakeholders regarding new country-level processes			X	
	8. Engagement strategy for federal states agreed				X
	9. New system for results-based financing agreed				X
	10. New Gender Strategy fully developed – core countries agreed and results-based top-ups designed				X
	11. New Fragile States Strategy fully developed – increased financing model agreed; longer-term financing approach designed			X	
# 3: Effectively monitor education plan implementation, communicate results, and promote dialogue around challenges to achieving results	12. Increased monitoring of grant performance	X	X	X	X
	13. Analysis of 2011 Joint Sector Review reports to identify key results, barriers to progress, and good practice in overcoming these		X		
	14. Technical and financial support available to developing country partners seeking to strengthen Joint Sector Review			X	
# 4: Promote more effective aid through strengthened capacity of LEGs and increased use of more aligned aid modalities	15. Cross-country analysis of good practice in Local Education Groups (LEGs) to facilitate country-level lesson learning		X		
	16. 3 Regional workshops to facilitate lesson learning among LEGs around effective sector coordination				X
	17. Technical support available to developing country partners seeking to strengthen the LEG capacity to effectively coordinate sector activities				X

2. Global Good Practices Team

Overarching Objective: Support the Global Partnership for Education's drive for measurable results by: a) defining and tracking results indicators; b) enhancing mutual accountability for the indicators and their financing; and c) sharing knowledge on how to achieve the indicators.

		2011		2012	
Objectives	**Deliverables**	**Q3**	**Q4**	**Q1**	**Q2**
# 1: Provide the information required for effective management of the Partnership and assessment of its value added	1. Finalize and implement monitoring and evaluation (M&E) strategy for the Partnership	X	X	X	X
	2. Annual reporting of global and country-level progress			X	
# 2: Raise the profile of aid effectiveness in education and support the development of innovative financing and results-based financing mechanisms	3. Support development of innovative financing and results-based mechanisms in education	X	X	X	X
	4. Prepare for the Fourth High Level Forum on Aid Effectiveness, Busan, 29 Nov. – 1 Dec. 2011	X	X		
	5. Support increased engagement of civil society education partners/partnerships through audio-conferences and workshops, supervision of the Civil Society Education Fund (CSEF) project, and collaboration with civil society partners	X	X	X	X
# 3: Improve advocacy, knowledge-sharing, and policy dialogue on good practice for better education results	6. Operationalize and implement the Global and Regional Activities (GRA) program	X	X	X	X
	7. Organize the 2012 Partnership meeting(s)	X	X	X	X
	8. Internal and external knowledge-sharing strategy in place and being implemented	X	X	X	X
# 4: Reach children left behind and make quality a priority	9. Develop and launch evidence-based policy suggestions in selected developing country partners for provision of service for out-of-school children including children with disabilities	X	X	X	X
	10. Support countries' achievement of learning outcome indicators by sharing knowledge, supporting plans, and generating experiential evidence on how to boost learning outcomes quickly, with a focus on early reading and mathematics	X	X	X	X

3. External Affairs and Communications Team (including Replenishment)

Overarching Objectives: **Increased financing for basic education in developing country partners and increased funding for the Global Partnership; a reformed and improved Global Partnership presented as an effective, global mechanism to coordinate aid efforts for basic education and to leverage new funds and political support in order to achieve quality basic education in developing country partners.**

		2011		2012	
Objectives	**Deliverables**	**Q[3]**	**Q[4]**	**Q[1]**	**Q[2]**
# 1: Planning and delivering successful replenishment event	1. Finalize venue and sponsors	X			
	2. Event at Annual Meetings of IMF/World Bank	X			
	3. Event at UN General Assembly	X			
	4. Finalize all policy papers and replenishment documents	X			
	5. Implement the rebranding strategy preparatory to launch new brand at November replenishment event	X			
	6. Minimum of US $1.75 billion pledged to the Global Partnership for Education Fund over three years		X		
	7. At least 5 new donors contributing to the Fund		X		
	8. Emerging donors and private sector/foundations start engagement with the Global Partnership at least as observers to replenishment		X		
	9. Bilateral and other commitments to education financing for developing country partners indicate a net increase in external financing		X		
	10. Results-based top-up funding mechanisms agreed and funding committed		X		
	11. New Global Partnership for Education brand successfully launched	X			
# 2: Following the replenishment event, securing additional funding from emerging donors, foundations and the private sector	12. At least two further non OECD DAC countries commit to funding the Global Partnership by 30 June 2012 following further engagement with the replenishment team after November 2011		X	X	X
	13. Establishment of an education bond, or private equity fund or similar type of innovative funding mechanism to mobilize private sector resources	X	X	X	X
	14. At least two foundations contributing to Global Partnership over the year	X	X	X	X
# 3: Servicing the donors to the replenishment so they are adequately informed of how their money is being spent and what is being achieved	15. Working closely with the other Secretariat teams to provide donors with quarterly replenishment updates on: i) Donor adherence to pledges ii) Key achievements and results iii) Lessons learned			X	X

		2011		2012	
Objectives	**Deliverables**	**Q[3]**	**Q[4]**	**Q[1]**	**Q[2]**
# 4: Elevating the profile of EFA FTI publicly and politically, and strengthening the outreach to key constituencies	Specific deliverables are being defined in the context of the new Communications Strategy.				
# 5: Creating and implementing an effective media strategy, including web and social media that reinforces the outreach to core constituencies – as a tool for communications, social networking and knowledge-sharing					
# 6: Developing and implementing communications tools and platforms in support of the Global Partnership at large and the Secretariat in particular.					

4. Finance, Administration, and Board Services Team

Overarching Objectives: Facilitate: i) effective, informed decision making by the Board of Directors; ii) effective functioning of the Financial Advisory Committee; iii) transparent operation of the Global Partnership for Education Fund; and iv) sound and cost-effective operation of the Secretariat.

		2011		2012	
Objectives	**Deliverables**	**Q3**	**Q4**	**Q1**	**Q2**
#1 Facilitate: i) effective, informed decision making by the Board of Directors; ii) effective functioning of the FAC; iii) transparent operation of the Global Partnership for Education Fund	1. Support the work of the Finance Advisory Committee (FAC), including:				
	- Development of Global Partnership for Education Fund decision-making protocols, for approval by the Board	X	X		
	- Establishment of FAC guidelines for conducting FAC business	X			
	- Analysis/comparison of Supervising Entity and Implementer policies and procedures			X	
	- Supporting process for recommendations to the Board of Directors on portfolio reporting templates and exception reporting	X	X	X	X
	- Facilitating FAC constituency communications	X	X	X	X
	2. Support the work of the Board of Directors including:				
	- Delivering high quality logistical support for Board of Directors and other Global Partnership meetings	X	X	X	X
	- Providing quality assurance/reviews of Board documents		X	X	X
	- Supporting Board of Directors decision-making	X	X	X	X
	- Facilitating Board constituency communication	X	X	X	X
	3. Continue work on operational design of the Fund, including integration of FAC processes and schedules:	X	X	X	
	- Continue development of operational guidelines				
	- Prepare transfer agreements	X	X		
	- Agree on, and monitor grant implementation, per service standards		X	X	X
	4. Roll out of application processes and operational guidelines for the Fund to all partners, with focus on LEGs		X	X	X
	5. Prepare financial and implementation reports on existing trust funds and implementation reports on the Fund	X	X	X	X
# 2: Sound and effective functioning of the Secretariat	6. Develop, communicate, implement and support Secretariat internal processes	X	X	X	X
	7. Deliver on host-agency corporate requirements (human resources, resource management, etc.)	X	X	X	X

ANNEX 2: SECRETARIAT STAFFING REQUIREMENTS

Table 1 below summarizes the Secretariat's staffing plans by team and type of appointment (i.e., staff, extended-term consultant (ETC), and secondment) and compares them to staffing plans as presented to the Board of Directors at its meetings in Kigali, Rwanda, in May 2011 and in Madrid, Spain, in November 2010.

Current planned total staffing numbers remain unchanged from plans presented in May 2011. However, the distribution across teams reflects the Board of Directors' guidance on prioritizing staffing in the Country Support Team. Two staff positions formerly assigned to the Global Good Practices Team are now deployed to the Country Support Team.

		FY12 Current Plan				FY12 Plan Presented in Kigali (May 2011)				FY11			
		Total	of which			Total	of which			Total	of which		
	Current Plan vs Plan presented in Kigali		*Staff*	*Extended Term Consultant*	*Secondmt*		*Staff*	*Extended Term Consultant*	*Secondmt*		*Staff*	*Extended Term Consultant*	*Secondments*
Total Secretariat Staffing	**-**	**43**	**25**	**14**	**4**	**43**	**27**	**12**	**4**	**35**	**21**	**10**	**4**
on Board		*32*	*20*	*8*	*4*	*34*	*24*	*6*	*4*	*21*	*14*	*5*	*2*
under recruitment/to be recruited		*11*	*5*	*6*	*-*	*9*	*3*	*6*	*-*	*14*	*7*	*5*	*2*
Management Team	**-**	**3**	2	1	-	**3**	2	1	-	**3**	**2**	**1**	**-**
on Board		*3*	*2*	*1*	*-*	*3*	*2*	*1*	*-*	*1*	*1*	*-*	*-*
under recruitment/to be recruited		*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*2*	*1*	*1*	*-*
Country Support Team	**2**	**11**	4	4	3	**9**	5	3	1	**9**	**4**	**3**	**2**
on Board		*8*	*4*	*1*	*3*	*6*	*4*	*1*	*1*	*4*	*2*	*1*	*1*
under recruitment/to be recruited		*3*	*-*	*3*	*-*	*3*	*1*	*2*	*-*	*5*	*2*	*2*	*1*
Global Good Practice Team	**(3)**	**7**	4	3	-	**10**	5	3	2	**8**	**5**	**1**	**2**
on Board		*7*	*4*	*3*	*-*	*9*	*5*	*2*	*2*	*5*	*3*	*1*	*1*
under recruitment/to be recruited		*-*	*-*	*-*	*-*	*1*	*-*	*1*	*-*	*3*	*2*	*-*	*1*
External Relations & Comms	**1**	**10**	5	5	-	**9**	6	3	-	**6**	**3**	**3**	**-**
on Board		*4*	*2*	*2*	*-*	*5*	*4*	*1*	*-*	*4*	*2*	*2*	*-*
under recruitment/to be recruited		*6*	*3*	*3*	*-*	*4*	*2*	*2*	*-*	*2*	*1*	*1*	*-*
FAB	**-**	**12**	10	1	1	**12**	9	2	1	**9**	**7**	**2**	**-**
on Board		*10*	*8*	*1*	*1*	*11*	*9*	*1*	*1*	*7*	*6*	*1*	*-*

Table 2 below provides staffing details for each Secretariat team, including position title, type of appointment and projected status of recruitment as of November 2011.

	Position	Appointment Type	Projected Status at Nov 2011
Management Team			
	Head	Staff	On Board
	Executive Assistant	Staff	On Board
	Special Assistant	ETC	On Board
Global Good Practice			
	GGP Cluster Coordinator	Staff	On Board
	Sr Education Specialist	Staff	On Board
	Statistical Officer	Staff	On Board
	Education Specialist	Staff	On Board
	Operations Analyst	ETC	On Board
	Sr Education Specialist	ETC	On Board
	Education Specialist	ETC	On Board
Country Support			
	CST Cluster Coordinator	Secondee	On Board
	Sr Operations Officer	Staff	On Board
	Sr Education Specialist	Staff	On Board
	Sr Education Specialist	Staff	On Board
	Sr Education Specialist	Secondee	On Board
	Sr Education Specialist	Secondee	On Board
	Education Specialist	Staff	On Board
	Sr Education Specialist	ETC	Under Recruitment
	Sr Education Specialist	ETC	Under Recruitment
	Sr Education Specialist	ETC	Under Recruitment
	Operations Analyst	ETC	On Board
External Affairs and Communications Team			
	External Affairs/Comms Team Coordinator	Staff	Under Recruitment
	Sr Communications Officer	Staff	To be Recruited
	On-Line Communications Officer	Staff	On Board
	Communications Officer (media)	Staff	To be Recruited
	Communications/Web Assistant	Staff	On Board
	CSO & Partnership Relations Officer	ETC	To be Recruited
	Donor Relations Analyst	ETC	On Board
	Web Specialist	ETC	On Board
	On-Line Platform Facilitator	ETC	To be Recruited
	Operations Analyst	ETC	To be Recruited
Finance Administration & Board Services			
	FAB Cluster Coordinator	Staff	On Board
	Program Administrator	Staff	On Board
	Sr Operations Officer	Staff	To be Recruited
	Operations Officer	Staff	To be Recruited
	Sr Operations Officer	Secondee	On Board
	Board Operations Specialist	ETC	On Board
	Board Liaison	Staff	On Board
	FAC Liaison	Staff	On Board
	Resource Management Assistant	Staff	On Board
	Program Assistant	Staff	On Board
	Program Assistant	Staff	On Board
	Program Assistant	Staff	On Board

GLOBAL PARTNERSHIP for EDUCATION