SECRETARIAT WORK PLAN AND BUDGET 1 JULY 2012-31 DECEMBER 2013

For Decision

1. PURPOSE

The purpose of this paper is to seek a decision from the Board of Directors approving a budget of US$18,067,000 to support the Secretariat work plan for the period of 1 July 2012 to 31 December 2013.

2. RECOMMENDED DECISION

The Secretariat requests that the Board of Directors approves the following decision:

BOD/2012/06-XX—Secretariat Budget: The Board of Directors approves a budget of US$18,067,000 to support the work plan of the Secretariat over the 18-month period of 1 July 2012 to 31 December 2013, as presented in Annex 3 BOD/2012/06 DOC 09. The Board of Directors requests that the Secretariat provide to the Board of Directors an updated work plan and budget to accompany the final Strategic Plan for 2012-2015 once approved by the Board of Directors.

3. EXECUTIVE SUMMARY

3.1 The Secretariat work plan and budget for 1 July 2012 to 31 December 2013 is based, to the extent possible, on the draft Strategic Plan for 2012-2015 being developed by the Board of Directors.

3.2 Given that the finalization of the Strategic Plan has not occurred as of the date of writing this document (early May 2012), the Secretariat anticipates that an updated work plan and budget, very likely to include a modest increase in the number of staff and more resources, may be needed. The Secretariat therefore has presented a preliminary staffing plan in **Annex 2** and a preliminary budget in **Annex 3** which reflect the basic minimum

of what implementation of the anticipated Strategic Plan will require, including ongoing overhead costs. Once the Board of Directors agrees on the elements of the Strategic Plan, including the Secretariat's role in implementing the plan, the Secretariat will develop a revised work plan and budget to accompany the final Strategic Plan.

4. BACKGROUND

4.1 The Global Partnership for Education Fund ("GPE Fund") Governance Document requires the Board of Directors to approve funds on an annual basis to support the Secretariat work plan.

4.2 To date, the Secretariat work plan and budget has been based on the World Bank's fiscal year of 1 July to 30 June. The reporting on the GPE trust funds, other than the Secretariat Fund, has been on a calendar year basis. Since the GPE Fund will also report on a calendar-year basis, it is proposed that the Board of Directors approve an 18-month budget to align the budget with the GPE Fund reporting cycles.

4.3 At the same time, the Board of Directors is developing, and will discuss at its Retreat immediately preceding the June 2012 Board meeting, a Strategic Plan for 2012-2015. The Secretariat work plan and budget need to be aligned with the final Strategic Plan, in particular the role of the Secretariat in implementing appropriate parts of the plan.

5. REASONS FOR RECOMMENDATION

5.1 Unlike previous years, the Secretariat work plan is not divided by the different teams of the Secretariat (Country Support, Global Good Practices, External Relations and Communications, Finance, Portfolio and Administration and Front Office (including Board Services and Financing and Strategy)), but based on the anticipated goals of the Strategic Plan for 2012-2015 being developed. The Secretariat is developing a more integrated system for collaboration among all the teams to support the work of the Global Partnership as a whole, with the work of the Country Support Team as its central platform.

5.2 The work plan presented in **Annex 1** is built around a set of deliverables that align with the objectives of the draft Strategic Plan.

5.3 The staffing plan presented in **Annex 2** anticipates an increase in the staff of 15 compared to the staffing plan for 1 July 2011 to 30 June 2012. Within this increase, it also anticipates the recruitment of a Chief Executive Officer to lead the Secretariat through this period, with additional management and support arrangements associated with this position.

5.4 As stated above, the budget presented in **Annex 3**, is an estimated budget subject to a possible request for a further increase. The preparation of this budget was informed by a value-for-money approach to ensure cost containment, even as the responsibilities of the Secretariat have increased. A new policy on economy travel, for instance, has resulted in considerable savings. The current budget also proposes a number of regional, rather than global, meetings to further reduce participant travel costs.

5.5 The total budget for 18 months is US$18,067,000 (US$13, 539,000 on an annual basis). This is an increase of US$3,539,000 compared to the budget for the 1 July 2011 - 30 June 2012 period, or 35 percent. The budget includes US$1,500,000 in earmarked funding from USAID to support monitoring and evaluation, and results and knowledge-sharing activities. Therefore, the underlying annualized budget requested is US$12,045,000. Accordingly, the net increase on the budget for the 1 July 2011-30 June 2012 period is US$2,039,000 or 20%.

5.6 The workload and responsibilities of the Secretariat have grown rapidly over the past two years. The primary reasons for the increase in budget are:

- **Growth of the Country Support Team** in line with the focus on strengthening support to developing country partners and Local Education Groups. Staff numbers are up, with greater capacity in fragile and conflict-affected states and the travel budget is also increased to reflect the greater in-country engagement.

- **Creation of a robust Communications Group**. Through the rebranding and replenishment exercises in the second half of 2011, an external affairs and communications team was created with short-term consultants. This budget essentially builds on this base and establishes a stable team which covers the basic needs of the Secretariat and support to the partnership, including investment in a web and knowledge sharing infrastructure.

- Projected hiring of a **Chief Executive Officer**, with an additional manager to work under the CEO.

- Establishment of a permanent **resource mobilization** function within the Secretariat.

- Establishment of the new **monitoring and evaluation unit** as discussed at the previous Board meeting in November 2010.

Overhead costs will also increase as a function of increased office space and associated information technology and administrative costs.

7. NEXT STEPS

The approval of the budget requested will allow the Secretariat to continue its operations and commence implementation of the Strategic Plan 2012-2015 once approved by the Board of Directors. The final Strategic Plan will include a revised Secretariat budget based on a revised work plan for further approval by the Board of Directors.

ANNEX 1: SECRETARIAT WORK PLAN 1 JULY 2012-31 DECEMBER 2013

Objective 1: Fragile states able to develop and implement their education plans			
	Delivery Semester		
1. Appropriate support to Sudan, South Sudan, Zimbabwe, Burundi, Chad, DRC, Somaliland and Puntland to become members of GPE and receive program implementation grants	2/12 X	1/13 X	2/13 X
2. Stepped-up technical support available to all fragile states from the Secretariat, allowing for efficient and effective country-level processes	X	X	X
3. Review of all GPE processes and procedures for appropriate streamlining/modification in fragile state contexts to allow for more flexibility, including expanding the eligibility for supervising and managing entities	X		
4. Support introduction by partners of financing innovations, such as direct-to-school grants, conditional cash transfers		X	
5. Analysis of LEGs in fragile states and a strategy developed for increased support, including to Coordinating Agencies	X		
6. New mechanisms developed to allow fragile states to disburse program implementation grants over a longer period if necessary		X	
7. Analysis of good practice and dissemination of information on accelerated instruction, attendance management and education system reconstruction		X	

Objective 2: Girls achieve gender parity in primary completion and transition to secondary in all GPE-endorsed countries			
	Delivery Semester		
1. GPE tools and processes revised to ensure an adequate focus on girls' education, including transition to secondary and financing of upper secondary	2/12	1/13	2/13
	X	X	
2. Analysis of all endorsed Education Sector Plans to assess extent and effectiveness of focus on girls' transition to secondary and good practice note produced	X		
3. Proposal developed to implement results-based financing in a small number of developing country partners to leverage improved access to primary and transition to secondary for girls		X	
4. Analysis of girls' learning trends for all GPE countries		X	
5. Analysis of gender in teaching and education sector management in GPE countries to facilitate evidence-based policy dialogue	X		
6. Disaggregation of data by gender, including learning data	X	X	X
7. New partnerships developed in small number of targeted countries with UNGEI to provide stepped-up technical assistance		X	

Objective 3: Dramatic increase in the number of children demonstrating mastery of basic literacy skills by Grade 3			
	Delivery Semester		
1. Facilitate division of labour among partners, both technically and geographically, for support to improved reading outcomes	2/12	1/13	2/13
	X		
2. Coordinate regional workshops on monitoring and evaluation that include a strong focus on monitoring learning outcomes	X	X	
3. Coordinate Asia Pacific workshop to accelerate country efforts in reading	X		
4. Coordinate basic knowledge production on improved assessment of early grade reading skills and Early Child Development 5. Create and support community of practice amongst civil society organization's to deliver assistance in reading		X	X
6. Explore innovative financing options for provision of adequate reading materials	X	X	
7. Technical support and regular monitoring of progress in implementation of Reading Action Plans in 20+ participating countries	X	X	X

Objective 4: Expand the volume, effectiveness and efficiency of external and domestic financing to education in GPE-endorsed countries			
	Delivery Semester		
1. Achieve fundraising targets for GPE Fund, including US$500 million above the Pledging Conference result and 6 new donors to GPE Fund by December 2013	2/12	1/13	2/13
			X
2. Increase use of most aligned modalities (e.g. pooled funds and sector budget support) for Program Implementation Grants across grant portfolio	X	X	X
3. Produce update report on Copenhagen pledges for end-2012 and end-2013 Board meetings	X		X
4. Collaborate with Global Monitoring Report for annual report on the state of education financing		X	
5. Collaborate with World Bank and others to prevent displacement of external financing by GPE grant funding, including displacement of IDA support	X	X	
6. Support Local Education Groups in process for preparing Program Implementation Grant proposals in order to improve timeliness of grant disbursements	X	X	X
7. Support advocacy for increased funding to basic education overall, including active involvement in UN Secretary General's education initiative (September 2012 launch)	X	X	X
8. Facilitate the work of partners in the development of an education bond aligned to GPE	X	X	X
9. Facilitate countries' improved financial data management, tracking and reporting, including their capacity to target and track resource flow to the most marginalized	X	X	X

Objective 5: Improve teacher effectiveness by attracting the most qualified teachers and supporting them to provide a good education *N.B. The Board has yet to endorse this objective, so the following points are merely indicative for the Board of Directors to consider and select between. Moreover, none of the Secretariat budget assumptions include any work pertaining to this objective.*			
	Delivery Semester		
1. Work with Local Education Groups to increase engagement of teaching profession in Local Education Groups	2/12	1/13	2/13
2. Analysis of education plans to improve dialogue and support for increasing the number of qualified teachers			
3. Facilitate partner analysis of remuneration, working conditions and attendance of teachers across GPE countries			
4. Encourage and facilitate the work of partners to develop standards of practice for teaching profession in GPE countries			
5. Support partner efforts to reduce pupil to teacher ratios in developing partner countries in keeping with the 40:1 goal			

ENABLING APPROACHES 2012-2015			
	Delivery Semester		
1. Strengthened support for the Board of Directors and its committees to improve communications, decision-making and constituency functioning	2/12	1/13	2/13
	X	X	X
2. Pool of Managing and Supervising Entities broadened to include at least 3 multilateral and 7 bilateral partners			X
3. Ensure delivery of independent assessment of Supervising Entity and Managing Entity fiduciary and supervision policies and procedures to support Board decision-making			X
4. Implement risk- based portfolio review of activities funded by GPE Trust Fund resources; develop and monitor fund specific performance norms		X	
5. Review all GPE grants to assess, among other things, value for money		X	
6. Greater partnership outreach, including three partnership/ regional meetings in Africa, Asia and Latin America		X	X
7. Work with partners on consideration of post-CSEF facility to support greater country-level civil society engagement in Local Education Groups and also in education sector results monitoring	X		
8. Active and robust monitoring and reporting of results	X	X	X
9. Effect a measurable increase in GPE's positive brand visibility among key global audiences, reinforcing messages through a variety of media and activities	X	X	X
10. Support GPE service delivery in developing partner countries through provision of communications resources and services	X	X	X
11. Create, nurture and support knowledge sharing platforms and services for the Secretariat, partnership and others interested in GPE's core work and values	X	X	X

ANNEX 2: STAFFING PLAN 1 JULY 2012-31 DECEMBER 2013

		Total Positions	
		2011	2012
Secretariat Management, Fundraising & Board Services		8	10
Chief Executive Officer/ Head Replenishment Advisor Board Operations Specialist Special Assistant Board Liaison	2 Operations Officers Operations Analyst Executive Assistant Program Assistant		
Country Support		10	14
Team Coordinator 8 Country Leads 2 Country Leads (Secondees)	2 Operations Analysts Program Assistant		
Global Good Practices		12	12
Team Coordinator 7 Education Specialists 2 Reading 1 Math 1 Marginalized Children 1 ECD	1 Aid Effectiveness/ CSO engagement 1 Education Policy 1 Sr Operations Officer (Secondee) 2 Operations Analysts Program Assistant		
External Relations & Communications		6	8
Team Coordinator 1 Sr Communications Officer 2 Communications Officers	1 Web Developer 2 Communications/ Web Assistants Program Assistant		
Monitoring & Evaluation		0	6
Team Coordinator Impact Evaluation Expert	3 Statistical Specialists Program Assistant		
Finance, Portfolio & Administration		7	8
Team Coordinator Senior Financial Officer Resource Management Officer Portfolio Officer	Program Administrator Resource Management Assistant 2 Program Assistants		
Total All Teams		**43**	**58**

ANNEX 3: BUDGET

	Staff Costs		Short-term Consultant Services		Travel		Other		Total		Team Share of Total Budget	
Secretariat Team	**2011**	**2012**	**2011**	**2012**	**2011**	**2012**	**2011**	**2012**	**2011**	**2012**	**2011**	**2012**
Sec Mgmt & Fund Raising	1,250.8	1,410.0	128.0	80.0	250.0	360.0	460.0	490.0	2,088.8	2,340.0	21%	17%
Country Support	1,644.0	2,040.0	355.0	155.0	300.0	700.0	5.0	600.0	2,304.0	3,495.0	23%	26%
Global Good Practices	1,682.0	1,710.0	600.0	200.0	300.0	155.0	5.0	270.0	2,587.0	2,335.0	26%	17%
External Relations & Communications	984.5	1,200.0	42.0	250.0	42.0	150.0	181.0	675.0	1,249.5	2,275.0	12%	17%
Monitoring & Evaluation	-	650.0	-	220.0	-	80.0	-	30.0	-	980.0	0%	7%
Finance, Portfolio & Admin	1,160.8	1,040.0	51.3	100.0	15.0	80.0	-	30.0	1,227.1	1,250.0	12%	9%
Overheads									550.0	870.0	5%	6%
Total 12 Months									10,006.4	13,545.0	100%	100%
of which funded by USAID Trust Fund										1,500.0		
Total 12 Month projection										**12,045.0**		
Total 18 Month request										**18,067.5**		