SECRETARIAT BUDGET

For Decision

1. PURPOSE

The purpose of this paper is to seek approval from the Board of Directors of supplemental resources for the Secretariat of the Global Partnership for Education ("GPE").

2. RECOMMENDED DECISION

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

BOD/2013/05-XX — Secretariat Budget: The Board of Directors:

a. notes the full-year effect of the staffing numbers on the 18-month budget for July 2012 to December 2013 approved in decision BOD/2012/09-02;

b. notes the restructuring and reallocation of Secretariat resources towards partnership priorities;

c. approves a supplemental amount of US$ 940,000, representing 12 additional staff positions impacting the 6-month period from 1 July – 31 December 2013;

d. approves the request to permit the World Bank to enter into a lease agreement on the Global Partnership for Education's behalf for additional office space at a cost of US$ 366,000 for three years starting on 1 July 2013 and notes that a portion of this sum (1 July – 31 December 2013) is included in this budget request; and

e. notes one-off costs for the upcoming replenishment campaign of US$ 516,000 as presented in BOD/2013/05 DOC 04 and notes that additional short-term consultancy costs associated with the campaign prior to December 2013 will be absorbed within this budget request.

3. EXECUTIVE SUMMARY

3.1 A combination of a functional review of the Secretariat by the new CEO and the demands on the Secretariat emanating from the Implementation Plan have identified a total of 24 new positions. Of these, 12 have been covered through internal restructuring and realignment.

3.2 Accordingly, the Secretariat is seeking 12 supplemental funded positions to the 51 approved by the Board in September 2012.

3.3 Additional office space will be required for the extra staff and the Secretariat recommends a three-year lease agreement for an identified suitable space in the same building.

3.4 The table below summarizes the full annualized costs of the budget approved by the Board in September 2012 and the annualized impact of these incremental budget requests. The original budget had significantly underestimated IT and communications costs (charged by the World Bank) as well as vendor services (principally associated with Board meetings). The new annualized budget represents an administrative cost of 3.2% of predicted annual disbursements. The annualized supplemental budget increase (US$ 2.67 million) represents close to 0.5% of predicted annual disbursements.

Table 1: Annualized Costs of the Budget

Budget Summary	ORIG annualized		New annualized		Variance - Orig/New	%
Staff Costs (Core & Extended Term)	**8,843,253**		**10,604,562**		**1,761,309**	**20%**
Non-Staff Costs						
Short term Consultants	1,070,000		1,170,000		100,000	9%
Travel	1,400,000		1,550,000		150,000	11%
Translation/ Interpretation, supplies	445,000		495,000		50,000	11%
Contractual/ Vendor services	770,000		970,000		200,000	26%
Office Space	556,000		695,500		139,500	25%
IT and Communications	260,000		530,000		270,000	104%
Staff Training	28,000		28,000		0	0%
Total Non-Staff Costs	**4,529,000**	**1/**	**5,438,500**		**909,500**	**20%**
TOTAL	**13,372,253**		**16,043,062**		**2,670,809**	**20%**

1/ as per budget doc (first 12 mos)

3.5 The incremental budget request and the internal reorganization will have the following benefits:

- significantly stronger focus on Strategic Plan priorities;
- clear alignment with delivering on the Implementation Plan;
- considerably more muscle in country support to allow for greater dialogue and strategic support, handling of greater volume, and improved focus on implementation and performance;
- improved focus on grant-making, portfolio management, timeliness and value for money, including much greater attention to the costs of program delivery;
- alignment of technical work with country support work;
- re-focus of the communications strategy towards key external audiences and influencers (rather than the general public) enabling GPE to lead up to and influence the post-2015 agenda and meet the critical demands in the lead-up to replenishment;
- transition of external relations to a much broader platform built around donor relations, to command attention for education on a global stage, leveraging the partnership, advocacy and a stronger focus on emerging donors and the business community;
- small but focused M&E unit that provides a strong feedback loop to the country support team on data and information central to the quality and effectiveness of plans and programs;
- enhanced support for Board constituencies, especially developing country partner constituencies; and
- stronger, though still pragmatic, knowledge management and dissemination role that GPE can play in support of the partnership.

4. BACKGROUND

4.1 The Board approved an 18-month work plan, staffing plan and budget for the period June 2012 to December 2013 at an audio-conference meeting on 18 September 2012.

BOD/2012/09-02 — <u>Secretariat Budget</u>: The Board of Directors:

a. approves an increase of US$8,076,679 to the budget of the Secretariat approved in decision BOD/2012/06-13 to support the updated work plan of the Secretariat

over the 18-month period of 1 July 2012 to 31 December 2013, as presented in Annex 3 BOD/2012/09 DOC 01;

b. approves an additional amount of US$130,000 for the contract and related travel of the firm selected to identify candidates for the new Chief Executive Office position; and

c. requests the Secretariat to provide to the Board of Directors an updated work plan and budget for approval as part of the final plan for implementation of the Strategic Plan for 2012-2015.

4.2 The staffing levels agreed were for 51 full time budgeted positions, plus three secondees for a total of 54 positions. The paper approved by the Board in September indicated that this level of staffing would cost US$ 4,372,335 for the six months from July to December 2013. While not explicitly stated in the paper, this equated to an annualized cost of US$ 8,843,253.

4.3 The Board asked the Secretariat to return with a revised work plan and budget once the Implementation Plan had been completed. The Implementation Plan (BOD/2013/05 DOC 05) includes the actions required of the Secretariat. This is considered a comprehensive description of the work plan of the Secretariat associated with the Implementation Plan and additional detail is not required here.

4.4 Following the arrival of the new GPE CEO in mid-February 2013, a thorough assessment has been made of the functions and structure of the Secretariat in the context of the ongoing demands placed upon it and also in the context of the additional demands of the Implementation Plan. The CEO's report (BOD/2013/05 DOC 02) provides the background on this assessment.

4.5 Attached as Annex 1 is a summary of expenditure against budget for the 10 months from July 2012 to April 2013. The overall burn rate as of end-April is 52% compared to a budgeted average of 55% for 10 months of an 18-month budget period. This slight underspend reflects close budget management over the first 10-month period. Whereas fixed expenses relating to staff costs have been lower than anticipated due to delays in recruitment of term staff, these savings have been offset by additional needs for consultant support. The Secretariat realized additional fixed cost savings during this period during the CEO transition when recruitments were put on hold pending a review of the organizational structure and assessment of the human resource and skills needs resulting from the Implementation Plan.

4.6 Since February 2013, additional steps have been taken to reduce discretionary budget spending. Travel expenses for the period July to December 2012 were very high and this level of activity has been reduced based on clear justifications of travel supporting Secretariat and GPE priorities. The number of short-term consultancies has been very high, partly as a function of the Secretariat's slow implementation of approved staffing levels. However, this has also required greater discipline and short-term consultant roles are only being approved for activities that are strongly aligned with Secretariat and partnership priorities with a stricter determination of time required for the different pieces of work. Further efforts will be made on reducing discretionary spending, including more economy class travel and further restrictions on short-term consultancies.

4.7 In June 2012 the former GPE Head, through the World Bank's General Services Department, began the process of acquiring additional space for GPE at its existing location of 900 19th St., Washington DC. This building is not owned by the World Bank, but a portion of its space is leased by the World Bank on behalf of GPE and other Bank-hosted organizations. Available space was identified on the 2nd floor which could hold 15-20 staff. In January 2013, the World Bank discussed with the landlord of 900 19th St. GPE's requirements and a preliminary layout plan and budget for the new 2nd floor space. Basic business terms were being finalized with the landlord in February 2013, before the new CEO was in place. This process has been placed on hold pending Board approval of: i) additional staff; and ii) additional space. The table below sets out cost details of both the current and proposed additional office space. For the 2nd floor space, the proposed arrangement would be to lease the space through June 2016 (co-terminus with the 6th floor lease), assuming a July 2013 start date and move-in. The landlord is providing "rent abatement" (i.e. free rent period) through August 2013.

Table 2: Office Space Costs

	6th Floor	2nd Floor
Annual Cost 1/	570,900	124,568
Per Capita Cost	9,780	7,333
Size of space/ rentable sq. foot	10,380	2,931
Price per sq/ foot	55.0	42.5
Duration of Lease	until 6/ 30/ 2016	7/ 1/ 2013-6/ 30/ 2016
Capacity/ No. of staff	50-55	15-20
Construction cost (one time) 2/	-	65,000

1/ plus 2.5% fixed annual escalation on base rent
2/ one-time fit out cost includes design/ construction, legal fees, furniture set up and moves.
Note: 7 staff are temporarily housed in an office on G Street; this arrangement will expire in the coming months.

5. REASONS FOR RECOMMENDATION

5.1 Resource levels have been assessed from two perspectives: i) a functional and structural review; and ii) the impact of the Implementation Plan. Staff has looked at these two drivers together, taking care to avoid duplication and overlap. The full costs – including staff, travel, and space – are outlined in Table 1 at the outset of this paper.

5.2 Functional and Structural Review:

The CEO review concluded that the Secretariat's organizational structure and staffing level were together not fully fit for purpose. It was insufficiently resourced in the Country Support Team to a significant extent. It was insufficiently resourced in the areas of resource mobilization and advocacy, and also in some of the operational functions around trust fund and portfolio management, HR and finance. The split between technical services and country operations was not optimal, causing some confusion for countries. The communications function and other aspects of the Secretariat's work were not sufficiently aligned with the strategic plan and partnership priorities.

5.3 Impact of the Implementation Plan:

5.3.1 BOD/ 2013/ 09 DOC 05 includes a section on the impact of the Implementation Plan on Secretariat resources. For ease of reference, this section of the Plan is appended as Annex 2 to this paper.

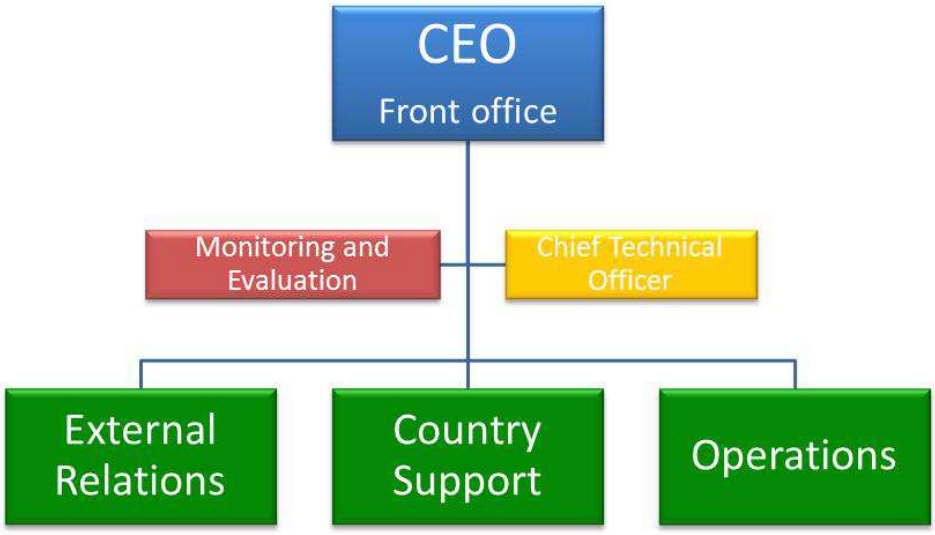
5.3.2 Overall, some 17 additional full-time equivalent (FTE) staff positions have been identified as being required to support the Implementation Plan, principally in the Country Support Team and in External Relations. Short-term consultancy requirements run to some 670 days over the life of the Strategic Plan with significant workshop cash requirements and minor increases in travel costs. In addition, some US$ 3 million will be likely be required for the independent impact evaluation (the Board has already approved the need for this evaluation and some proposed next steps will be presented orally to the Board in Brussels and will be followed by a detailed paper for written comments).

5.3.3 Of the 17 identified positions, 9 positions can be covered through the restructuring and re-orientation of the Secretariat outlined in paragraph 5.4 below. In other words, the net impact of additional staffing needs for the Secretariat caused by the Implementation Plan is only 8 positions.

5.3.4 Over the past two years a US$ 2 million grant from USAID has covered most of the costs associated with technical work required around early grade learning and some monitoring and evaluation costs within the Secretariat. It is proposed that the workshop costs identified in the Implementation Plan to support the teaching strategic objective and the girls' education strategic objective be paid for by partners themselves. The total cost for this is estimated to be in the region of US$ 2 million over the life of the Implementation Plan.

5.4 Restructure of the Secretariat

5.4.1 On 22 April, the Secretariat was informed that there would be three core units within the Secretariat: Country Support (led by Paul Coustère), External Relations (lead role under recruitment) and Operations (led by the Chief Operations Officer, role under recruitment). In addition, a small Monitoring and Evaluation Team (led by Jean-Marc Bernard) will report directly to the CEO, as will a Chief Technical and Innovation Adviser. The new organization chart for the Secretariat is below. It will become effective on or about 3 June 2013.



5.4.2 About 83% of the Secretariat staffing will be housed in the three core units and all staff will soon be mapped to the new structure. The former Global Good Practice team has been merged into the Country Support Team to further align our technical work into our country facing work. The former Communications team has been split between External Relations (now home for traditional communications and advocacy) and Operations (now home for the IT and knowledge management). The core functions of each unit are as follows:

- Country Support: All activities related to the interface between the Secretariat and the 58 developing country partners. This covers the broad spectrum of ESP development; technical assistance; implementation grant development, assessment, approvals and implementation; technical capability in the five areas of strategic priority (fragile states, girls' education, early grade learning, teaching and financing), as well as technical capability in out-of-school and equity.

- External Relations: Resource mobilization and donor relations, advocacy, partnership support and outreach, strategic communications, CSO engagement, private sector, innovative financing, Implementation Plan support.

- Operations: Trust Fund management and operations, finance, budget, value for money, HR, hosting arrangements with the World Bank, Board operations and governance, office management and legal.

5.4.3 The tables below show current plans for allocating staff to the new team structure as compared to the former structure.

Table 3: Former GPE Team Structure

Team	# of staff	%	Notes
Country Support	10	21%	All staff moved to Country Support
External Affairs/ Comm	8	17%	Split between Operations and External Relations
Front Office/ Board Services/ Resource Mob.	13	28%	Assigned to CEO's office, External Relations, Operations
Finance Portfolio Admin	7	15%	All staff moved to Operations
Global Good Practices	6	13%	All but 2 staff moved to Country Support
M&E	3	6%	All staff remain in M&E
Total	**47**	**100%**	

Excludes Secondees (3 in Country Support; 1 in GGP)
Staff on board as of 5/1/2013

Table 4: Reorganized GPE Team Structure

Team	# of staff	%
Country Support	20	32%
External Relations	16	25%
CEO Office	3	5%
Chief Technical Officer Office	2	3%
Operations	16	25%
M&E	6	10%
Total	**63**	**100%**

Excludes Secondees (3 in Country Support; 1 in Operations)

5.5 Additional Operational Staffing Requirements

5.5.1 During the structural review of the Secretariat by the new CEO, 7 positions were identified that were needed as a priority in order to strengthen the functioning and effectiveness of the Secretariat. A Chief Operating Officer, an HR specialist, three

additional staff in the Monitoring and Evaluation Unit (which had been under-resourced in the original budget), a legal officer, and a position to support the functioning and engagement of developing country partner constituencies. Of these seven, three have been covered through the restructuring process of the Secretariat. The net additional positions required are therefore four.

5.5.2 As discussed in 5.3 above, 17 positions were identified through the Implementation Plan, leaving a total requirement of 24 new positions. 12 of these have been covered by reorganizing the structure of the Secretariat and re-deploying staff. Accordingly, the Secretariat requires an additional 12 staff members to meet its current work demands and challenges. The details of this are summarized in Annex 2 to this paper.

5.5.3 The tables below summarize the breakdown of the requested 12 positions by i) whether driven by the Implementation Plan or Core Secretariat needs; and ii) how the needs of each category are fulfilled – whether redeployment or a new position. The second table illustrates how the total size of GPE changes – from **47** current staff to 63, provided that the 12 new positions are approved.

Table 5: Staff Positions by Implementation Plan or Core Secretariat

	Number of Positions		
Activity	Incremental Requirement	Redeployment of Existing	Balance Required
Implementation Plan	17	(9)	8
Core Secretariat	7	(3)	4
Total	**24**	**(12)**	**12**

Table 6: Staffing by Redeployment or New Position

GPE Secretariat Staffing - Status	# of positions
Staff on Board (@ May 1, 2013)	47
Unfilled positions (Board approved)	4
Total Authorized	**51**
'less redeployments, retirements, departures	-12
'+ new roles to be filled	24
NET new staff	**12**

5.6 Additional Non-Staffing Requirements

With the additional work demands from the Implementation Plan and the increased level of staffing from 51 funded positions to 63 funded positions, we have calculated that a small increase in travel of US$ 150,000 per year will be required and a small increase in short-term consultancy costs for the coming six months of US$ 100,000. However, in subsequent years we do not expect an increase in short-term consultancy costs once the staffing complement is fully recruited.

5.7 Additional Space Requirements

Office space is currently highly constrained with the majority of staff doubling up in offices. The Secretariat has worked to maximize existing space by reconfiguring and constructing an open work space area but overall it is at maximum capacity. The identified space on the 2nd floor would provide sufficient space although would still require doubling up within offices. The Secretariat would also benefit from having an additional meeting room if it were to retain the 2nd floor space.

6. SUPPLEMENTAL BUDGET REQUEST FOR THE PERIOD JULY-DECEMBER 2013

6.1 The Secretariat is seeking a supplemental budget request of US$ 940,000 for the period of July to December 2013, bringing the total approved budget for the 18-month period of July 2012 to December 2013 to US$ 19,016,679. The detail of the request is set out below. A provision in the request has been made for US$ 250,000 in workshop costs around the Implementation Plan strategic objectives on girls and learning. It is unlikely that another partner will pick up these costs in the immediate term. Also included are the one-time fit-out costs for the proposed new leased office space. The rent for the period to December 2013 can be absorbed within the original approved budget.

Table 7: Secretariat Budget (July 2012 – December 2013)

GPE Secretariat Budget (July 2012-Dec. 2013)	USD	
Original Approved 18-month Budget	18,076,679	
Supplemental Request (July-Dec. 2013)	940,000	*
Total Revised 18-month Budget	19,016,679	
*Breakdown of Supplemental Request		
Salaries/ Benefits - 12 Staff	450,000	
Short-Term Consultants	100,000	
Travel	75,000	
Workshop	250,000	
One time fit-out cost for leased office space	65,000	
TOTAL	**940,000**	

6.2 Annex 4 sets out the full 18-month budget by expenditure category, including the supplemental US$ 940,000, based on expenditure to date and expected expenditure through to December 2013.

6.3 The supplemental request makes the assumption that new positions will not be filled until the final quarter of the calendar year, though all efforts will be made to recruit as quickly as possible.

6.4 The costs of the additional office space, including fit-out are included within the budget in Annex 3. The Secretariat seeks the Board's approval to permit the World Bank to enter into a three-year lease agreement with effect from 1 July 2013. Cost details are provided in paragraph 4.7.

6.5 BOD/2013/05 Doc 04 outlines early thinking for the GPE replenishment campaign, culminating in a pledging conference in June 2014. Such an effort will clearly require one-off administrative budget requirements to deal with the surge associated with the campaign. The table below sets out those expected costs. This is provided for information to the Board, not for approval. However, these costs will be included in the Secretariat's budget request to the Board for 2014 that will be submitted for approval in November 2013. Any supplemental short-term consultancy costs associated with this surge capacity between July and December 2013 will be absorbed into the current Secretariat supplemental budget request.

Table 8: Budget Needs for Replenishment

Expenditure Type	USD
Short Term Consultants	226,000
Travel	50,000
Materials/ Documentation	40,000
Public Relations Consultant Firm Contract	200,000
Total	**516,000**

7. NEXT STEPS

7.1 Following approval by the Board, the Secretariat will commence recruitment for the new positions immediately. Some existing staff may be required to apply for new positions through the restructuring. This whole process will be overseen by the Senior Human Resources specialist recently brought into the Secretariat.

Annex 1: Secretariat Budget Expenditures – 1 July 2012 – 30 April 2013

GPE Secretariat Approved 18-Month Budget

Data as of 1 May 2013

Expenditure Breakdown Summary (US$000)

	18 Month Original FY Plan	18 Month Estimate	FY13 Actual YTD 5/1/13	Commits 5/1/13	YTD Act as % of FY
SOURCES					
Total Original Budget (A)	**18,077**	**18,077**	**18,077**		100%
Revisions to Budget 1/	130	**255**	155		
Total Revisions to Budget (B)	**130**	**255**	**155**		
TOTAL BUDGET (A+B)	**18,207**	**18,332**	**18,232**		**99%**
EXPENDITURES					
Total Staff Costs with Benefits		**7,586**	3,365		44%
Total Communications		**328**	213	59	65%
Total Equipment & Building		**944**	601	9	64%
TOTAL FIXED COSTS		**8,858**	**4,179**		**47%**
Total Short Term Temporary		**120**	108		**90%**
Total Short Term Consultant		**2,100**	907	483	**43%**
Total Extended Term Consultant		**2,227**	1,538		**69%**
Total Travel		**2,427**	1,376		**57%**
Total Representation & Hospitality		**20**	10	6	52%
Total Contractual Services		**1,340**	664	60	50%
Total Other Expenses		**235**	141	6	60%
TOTAL VARIABLE COSTS		**8,469**	**4,745**		**56%**
GROSS EXPENDITURES		**17,327**	**8,925**		**52%**
Chargebacks for RM and IT services		1,005	553		55%
NET EXPENDITURES		**18,331**	**9,478**		**52%**
Balance		**0**	**8,754**	**622**	

1/ Revisions include CEO search firm funds; contributions from AusAID and GIZ for workshops

Annex 2: Implementation Plan Impact on Secretariat Resources 2013-2015

The Secretariat has done a thorough review of the Implementation Plan and assessed the required additional resources that will be required within the Secretariat in order to ensure effective implementation on its part. It is not possible to elaborate the costs to other partners of Plan implementation.

The analysis only considered additional work requirements and resources above existing budget/staffing levels. No consideration has been given to things that the Secretariat may not need to do. The analysis includes no reprioritization of existing resources. Accordingly, the requirements outlined here should not be seen as an overall "net" increase, simply the additional work associated with the plan. The costs should also not be viewed as a budget request for the Secretariat.

Overall, some 17 additional full-time equivalent (FTE) staff positions have been identified, principally in the Country Support Team and in External Relations. Short-term consultancy requirements run to some 670 days over the life of the Strategic Plan with significant workshop cash requirements and minor increases in travel costs. In addition some US$ 3 million is required for the independent impact evaluation.

The breakdown of the resource needs for the Implementation Plan is outlined below:

- The most important additional resourcing is greater supplementation of the Country Support Team, some 9 FTE positions. Six of these have been captured under the Fragile States objective and the other two under Girls' Education and Teaching.

- Fragile States: Much of the Secretariat work requirement is already programmed into the core functions of the CST. Therefore, the key resource issue here is an additional **six FTE staff**. Travel budget will amount to US$ 150,000 per year. In addition, a total of 80 days of senior consultancy time and US$ 120,000 in 2013/14 assumed for the assessment of three potential Managing Entities.

- Girls' Education: Much of the work will be conducted by UNGEI and existing staff resources. Additionally, **one FTE staff** position, US$ 40,000 in travel, 70 days of consultancy. 2014 workshop costs of up to US$ 400,000.

- Learning: Secretariat has already been doing much of the heavy lifting and there are no additional FTE requirements. However, some 90 days of consultancy work and around US$ 1 million for workshops and other targeted technical support will be required. Funding for this latter aspect would need to be secured separately.

- Teachers: The bulk of the Secretariat work is additional since it has not been a priority historically. **Two FTE staff** will be required, 220 days of consultancy work and roughly US$ 1 million for workshops and other targeted technical support. Again, funding for this latter aspect would need to be secured separately.

- Financing: Much work will need to be done by the Country Support Team at the country level (though its increased compliment is already accounted for under the other objectives). The finance team requires **one FTE staff** and 110 days of consultancy. US$ 3 million will be required for the impact evaluation (the same amount as in 2009). The External relations and resource mobilization team will require an additional **five FTE staff** covering Europe, political advocacy, private sector engagement, emerging donors and pledge monitoring. Consultancy coverage for 150 days will also be required.

- Strengthening the Partnership: **Two FTE staff** for innovation and technology will be required plus vendor costs of US$ 170,000. For Local Education Group (LEG) strengthening: 30 days of consultancy will be required and some US$ 300,000 in immediate workshop costs. Most of the LEG strengthening work will be included in the increased resourcing for the Country Support Team already included above.

Annex 3: GPE Secretariat 18-Month Budget Projection with Supplemental

GPE Secretariat 18 Month Budget - including Supplemental

Data as of May 1, 2013

Expenditure Breakdown Summary (US$000)

	18 Month Original FY Plan	18 Month Estimate	FY13 Actual YTD 5/1/13	Commits 5/1/13	YTD Act as % of FY
SOURCES					
Total Original Budget (A)	**18,077**	**18,077**	**18,077**		100%
Revisions to Budget 1/	130	**255**	155		
Supplemental Budget Request		**940**			
Total Revisions to Budget (B)	**130**	**1,195**	**155**		
TOTAL BUDGET (A+B)	**18,207**	**19,272**	**18,232**		**95%**
EXPENDITURES					
Total Staff Costs with Benefits		**8,036**	3,365		42%
Total Communications		**330**	213	59	65%
Total Equipment & Building		**1,054**	601	9	57%
TOTAL FIXED COSTS		**9,420**	**4,179**		**44%**
Total Short Term Temporary		**108**	108		**100%**
Total Short Term Consultant		**2,100**	907	483	**43%**
Total Extended Term Consultant		**2,354**	1,538		**65%**
Total Travel		**2,500**	1,376		**55%**
Total Representation & Hospitality		**20**	10	6	50%
Total Contractual Services		**1,490**	664	60	45%
Total Other Expenses		**230**	142	6	62%
TOTAL VARIABLE COSTS		**8,802**	**4,745**		**54%**
GROSS EXPENDITURES		**18,222**	**8,925**		**49%**
Chargeback for RM and IT services		1,050	554		53%
NET EXPENDITURES		**19,272**	**9,478**		**49%**
Balance		**0**	**8,754**	**622**	**45%**

1/ Revisions include CEO search firm funds; contributions from AusAID and GIZ for workshops.