SECRETARIAT WORK PLAN AND BUDGET: 1 JANUARY-31 DECEMBER 2014

For Decision

1. PURPOSE

The purpose of this paper is to seek approval from the Board of Directors (the "Board") for the Secretariat Work Plan and Budget for the period 1 January 2014 to 31 December 2014 ("CY14"), which also includes the Chair's Budget for the same period. The paper also seeks approval of a separate allocation of up to US$723,859 of supplemental resources for the second GPE replenishment campaign and conference (ref. Replenishment Strategy BOD/2013/11 DOC 04).

2. RECOMMENDED DECISION

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

BOD/2013/11-XX—Secretariat Budget: The Board of Directors:

a. approves the budget of the Secretariat of up to US$16,648,600 for the period 1 January 2014 to 31 December 2014 inclusive of the Chair Budget of US$125,000 for the same period; and

b. approves a supplemental amount of up toUS$723,859 representing additional costs for the second replenishment campaign and conference scheduled to be held in June 2014.

3. EXECUTIVE SUMMARY

3.1 The GPE Fund Governance document requires that the budgets of the Secretariat and Chair must be approved on an annual basis. This request combines the budgets for

the Chair and the Secretariat for the same period[1]. Indicative figures on the costs of implementing the Governance Working Group's recommendations on a new committee structure are included in Annex 4. The Board is also requested to note that the previous Secretariat budget covered a period of 18months to allow the Secretariat to transition to a 12-month budgetary planning cycle with effect from 2014.

3.2 The previous 18-month Secretariat budget and work plan covered the period 1 July 2012-31 December 2013 and were approved via audio-conference on 18 September 2012 (BOD/2012/09 DOC01). A supplemental amount of US$940,000, representing the recruitment of 12 additional staff positions impacting the 6-month period from 1 July-31 December 2013 was approved in May 2013 (BOD/2013/05 Doc 09).

3.3 The proposed CY14 Secretariat budget includes a modest 3% cost increase; it does not include an increase in headcount or other fixed expenditures (such as office space). Secretariat management continues to enforce tight spending controls in an effort to maximize use of scarce discretionary resources. The Secretariat anticipates ending the current budget year on target – the current "burn rate" at end-September is 74%, or 81% with commitments, as compared to a budgeted average of 83% for 15 months of an 18-month budget period (Annex 1). The Secretariat continues to seek cost savings through (i) increased use of economy fares for travel; (ii) careful selection of consultants at competitive daily rates; and (iii) vendors who provide the most value for money (particularly for events and logistics, translations, etc.). Going forward in CY14, the Secretariat will have fully transitioned to a 12-month budget year (following the previous 18-month budget) and will continue to closely monitor expenditures and ensure that effective and efficient control, procurement and cost-saving measures are in place.

4. BACKGROUND

4.1 Annex 1 shows performance under the current 18-month budget as of the end of September 2013. Expenditure is within budget; however a portion of the USAID trust fund allocated as part of the 18-month budget may shift into CY14 given minor delays in (i) scheduling the final Joint Sector Review workshops; and (ii) launching the expanded

[1] Going forward, if the amendments to the GPE Fund Governance document recommended by the Governance Working Group are approved, these two budgets will be combined into one operating expenses budget.

M&E work program. Should some of these activities move into early CY14, the USAID funds will roll into CY14, but this adjustment will not result in expenditures above the approved GPE-funded budget.

4.2 Highlights of achievements during the current 18-month work program are included in Annex 2.

4.3 Following up on the functional and structural review of the Secretariat's organizational structure in April 2013, the Secretariat strengthened core capabilities and aligned human resources for more effective operations. Currently 81% of Secretariat staff is housed in the 3 core units. Table 1 shows the allocation of staff and labor costs across teams.

Table 1: Staff/ETC number of staff and costs by Team

Team	No. of staff	%	Staff cost $	%
Country Support	20	32%	3,731,342	34%
Partnerships/EXT	16	25%	2,758,473	25%
Operations	16	25%	2,359,061	22%
Monitoring & Evaluation	6	10%	953,124	9%
CEO/Front Office	3	5%	636,137	6%
Chief Technical Office	2	3%	441,864	4%
Total	**63**	100%	**10,880,000**	100%

Note: Count excludes 4 Secondees
Secondees are from the Governments of France, Netherlands and Germany.

4.4 The Secretariat continues to actively seek cost efficiencies and practices careful budget management. The recent restructuring of the Secretariat has allowed for each Team Coordinator to manage and approve discretionary spending for their respective teams. In addition, the Secretariat Management Team reinforces a number of cost efficiency measures, particularly with regard to travel (e.g., economy class tickets to European destinations, multi-country trips whenever possible). Secretariat staff is now required to attend procurement training and sessions on controls and compliance upon joining the Secretariat. This initiative began during the current budget year and helps ensure compliance with contracting procedures, value for money, and competitive selections – when required- for vendor contracts. The Secretariat has endeavoured to maximize the use of existing office space and has arranged for construction of cubicles for short term or contractual staff. Most staff is currently sharing offices and, in some cases, three staff share the larger offices.

5. SECRETARIAT WORK PLAN: 1 JANUARY 2014 TO 31 DECEMBER 2014

5.1 The Secretariat has an ambitious work program for the coming 12-month period. Annex 3 is a matrix showing the work program goals and activities, by team, for the upcoming budget year. In addition, all Secretariat staff will be mobilized to give high priority to replenishment-related tasks particularly during the first half of 2014.

5.2 In CY14, the Secretariat will be strategically focusing on how to respond to the major challenges in achieving global education goals while recognizing that GPE continues to evolve. The Secretariat is mindful that sustainable improvements in developing country partner education systems can only be supported through a coherent and focused work program that drives further change in both what we do and also how we do it. This is fundamental to ensuring a clear added-value for the Global Partnership. Accordingly, in addition to replenishment, a special emphasis will be placed on the following:

- Improved country-level processes to improve governance, strengthen country ownership and define clear accountabilities;
- Improvements to the GPE funding model so that it is better aligned with supporting credible education sector plans and system change; and
- Placing the issue of improved data more squarely within GPE processes, both at the country and global levels.

5.3 The Secretariat will need to be more discerning in prioritizing activities as it focuses on delivering these strategic priorities and also ensuring the smooth ongoing support to the Board of Directors and its committees, developing country partners and the partnership as a whole.

6. SECRETARIAT BUDGET: 1 JANUARY 2014 TO 31 DECEMBER 2014

6.1 Table 2 below shows the proposed budget for CY14. The proposed budget represents a modest 3% cost increase over the indicative annualized budget as presented in the May 2013 budget document.[2] The total budget request also includes a first-time allocation for the Chair's reasonable expenses. The amount requested for the Chair includes an allocation for travel expenses (US$ 75,000) and the costs of an assistant (US$ 50,000).

[2] BOD/2013/05 DOC09

Table 2: Proposed CY14 GPE Secretariat Budget

Budget Summary	Board Approved Annualized Budget[3]	Proposed Budget CY14	Variance - Orig/Proposed	%
Staff Costs (Core & Extended Term)	**10,604,562**	**10,880,000**	**275,438**	**2.6%**
Non-Staff Costs				
Short term Consultants	1,170,000	1,205,100	35,100	3%
Travel	1,550,000	1,596,500	46,500	3%
Translation/Interpretation, supplies	495,000	510,000	15,000	3%
Contractual/Vendor services	970,000	999,100	29,100	3%
Office Space	695,500	712,000	16,500	2%
IT and Communications	530,000	545,900	15,900	3%
Staff Training	28,000	75,000	47,000	168%
Total Non-Staff Costs	**5,438,500**	**5,643,600**	**205,100**	4%
TOTAL	**16,043,062**	**16,523,600**	**480,538**	**3%**
Chair expenses	**0**	**125,000**		
Total Budget with Chair		**16,648,600**		

Note: Annualized budget was presented in May 2013 to allow the Board to see the full impact of the increase in headcount from 51 to 63 assuming all positions are filled. Current 18-month budget was based on 51 positions with positions filled over the course of the budget period.

6.2 As presented in the May 2013 budget document, the Secretariat's restructuring became effective on 3 June 2013. The expectation is that all vacant positions will be filled by year end, 2013. The Secretariat Management Team recognizes that staff learning and development have received little attention and few resources in past years, and is therefore proposing an increase in funding for career and professional development for Secretariat staff in CY14.

6.3 It should be noted that the CY14 budget does not include any funds for work or potential staff associated with support to Lebanon in connection with refugees from Syria, in the event the Board should approve GPE involvement in this area.

7. REPLENISHMENT CAMPAIGN AND BUDGET

7.1 The Replenishment Strategy document (BOD/2013/11/DOC 04) outlines the replenishment strategy and associated resource requirements to conduct the campaign and pledging conference scheduled for June 2014. Table 3 provides the estimated budget

[3] BOD/2013/05 DOC09

requirement. The current estimate is higher than the estimate provided in the May 2013 budget document (US$516,000), given that the Secretariat now envisages a need to build in a greater level of surge capacity by hiring short-term consultants and temporary staff to provide support on logistics, private sector, innovation and innovative financing, donor relations, developing and managing the pledging framework, advocacy, coordinating a group of high level replenishment Champions, communications as well as to provide increased analytical capacity. The budget includes a special provision of US$102,587 for expenses associated with travel for developing country Champions. The budget includes an allocation for a workshop for core southern NGO coalitions, in early 2014, to help them prepare to lobby for the replenishment.

7.2 The estimated replenishment budget reflects only the incremental costs of the Replenishment conference. The costs of the June 2014 Board meeting, which will follow immediately after, are included in the core Secretariat budget. Further, there are a number of items included in the budget that may be financed by partners or donors as the planning process unfolds, hence the final budget request may be decreased accordingly. Finally, the budget shown in Table 3 does not include estimated costs of participation of developing country Ministers from non-Board member countries at the pledging conference itself in Brussels. Were this provision to be included, the additional cost would be approximately US$150,000 (this is further elaborated in BOD/2013/11DOC04, the Replenishment Strategy).

Table 3: Expected budget requirement for Replenishment (Jan-June 2014)

Expenditure Type	USD
Short Term Consultants	318,840
Additional Secretariat Travel	30,000
Travel for Champions	102,587
CSO Workshop (Southern Coalition)	77,627
Materials/Documentation	30,000
Translations	50,000
Venue and Event Management	250,000
Subtotal	**859,054**
-Less contribution of Germany (EUR 100,000 equiv.)	(135,195)
Total	**723,859**

8. ADDITIONAL CY14 BUDGETARY REQUESTS

Two additional papers presented to the Board at the November 2013 meeting make reference to additional budgetary requirements. A summary of these requests, with reference to the documents in which they are discussed, is attached as Annex 4.

9. NEXT STEPS

9.1 The Secretariat will implement the work plan associated with the CY14 Secretariat budget and will report semi-annually to the Board on progress being made as well as on the status of expenditures, including on the Chair's portion.

9.2 The Secretariat will immediately recruit consultants as surge capacity as described in the Replenishment Strategy (BOD/2013/11/04).

Annex 1: Status of 18-month budget (at end-Sept.)

GPE Secretariat 18 Month Budget (July 2012-December 2013)
Data as of 30 September 2013
Expenditure Breakdown Summary (US$000)

	18 Month Original Budget	18 Month Revised Budget	15 Month Total Actual 9/30/13	Commit-ments 9/30/13	YTD Actual as % of 18 Month Revised Budget
SOURCES					
Total Original Budget (A)	**18,077**	**18,077**	**18,077**	**2,438**	100%
Revisions to Budget 1/	130	**255**	255		
Supplemental Budget Request		**940**	940		
Budget for Results Based Fin. 2/		**125**	125		
Total Revisions to Budget (B)	**130**	**1,320**	**1,320**		
TOTAL BUDGET (A+B)	**18,207**	**19,397**	**19,397**		**100%**
EXPENDITURES					
Total Staff Costs with Benefits		**7,334**	5,641		77%
Total Communications		**350**	302		86%
Total Equipment & Building		**1,084**	905	8	83%
TOTAL FIXED COSTS		**8,768**	**6,848**		**78%**
Total Short Term Temporary		**150**	126	14	84%
Total Short Term Consultant		**2,480**	1,595	718	64%
Total Extended Term Consultant		**2,336**	1,996		85%
Total Travel		**2,770**	1,960		71%
Total Representation & Hospitality		**47**	34		72%
Total Contractual Services		**1,570**	881	469	56%
Total Other Expenses		**230**	175	10	76%
TOTAL VARIABLE COSTS		**9,583**	**6,766**		**71%**
GROSS EXPENDITURES		**18,351**	**13,614**		**74%**
Chargeback for RM and IT services		1,046	733		70%
NET EXPENDITURES		**19,397**	**14,347**	**1,219**	**74%**

1/Revisions include CEO search firm funds; contributions from AusAID and GIZ for workshops.
2/[Nov. 20 BOD/2012/11-09 a ii]

Annex 2: Highlights of Current 18-month accomplishments

Country Support Team

Guidelines and Board Documents:

- Published the Country Level Process Guide (CLPG);
- Published Guidelines for Plan Preparation and Appraisal;
- Published Terms of Reference for Coordinating Agencies, Supervising Entities and Managing Entities; and
- Prepared GPE Board paper on engagement in Fragile and Conflict Affected States including Accelerated Funding options.

Grants:

- Supported 24 applications for Education Sector Plan Development Grants, 24 Program Development Grants, 36 Program Implementation Grants; and
- Supported preparation of GPE grant Portfolio Review.

Partnership Development:

- Facilitated the process for 10 countries to join the Partnership.

Country Support Missions:

- Carried out 64 Country Missions to support the country level process, Education Sector Plan development, and implementation and monitoring, as well as quality assurance for GPE funding applications.

Sector Monitoring Initiative:

- Implemented the first phase of the Initiative in support of improved Education Sector Plan monitoring including 4 regional workshops for 60 GPE member and prospective member country delegations and development partners.

Cross-Team Support:

- Provided input into the Implementation Plan, blogs, briefing notes, other communication materials and Learning for All Ministerial (LfAM) briefings.

Country Level Engagement:

- Facilitated country-level work in 6 GPE countries providing demonstration experiences.

Knowledge Management, Production, and Dissemination:

- Conducted 10 Workshops and Knowledge Dissemination Events on specific thematic areas to build the capacity of our partners and achieve results-oriented outcomes.

Communities of Practice:

- Engaged with over 200 partners in developing international communities of practice in our thematic areas related to our strategic framework in order to promote evidence-based best practices in the field.

Engagement in Fragile and Conflict-Affected states:

- Increased efforts to facilitate more support to Fragile and Conflict-Affected countries by increasing the number of country missions and number of countries who do have access to GPE funding. The Accelerated Funding option has been used for the first time in Somalia and Central African Republic; specific funds for education in emergencies have been integrated in the grant to Yemen. In addition, the Secretariat has been an active partner in the United Nations' Education Cannot Wait.

Operations:

Board of Directors meetings:

- Organized 2 face-to-face meetings and supported activities of the Governance Working Group, including appointment of Interim Chair.

Financial Advisory Committee ("FAC"):

- Organized 3 FAC meetings and 2 FAC audio-conferences and prepared FAC Board Reports.

Financial reporting:

- Developed a new consolidated reporting format for GPE funds and delivered related quarterly reports to the Board;
- Developed financial forecasts;
- Developed comprehensive funding guidelines; and
- Developed 2 annual reviews of the indicative allocations and guidelines for division of indicative allocations in federal states.

Policy issues raised with the Board:

- Prepared cost analysis of supervision, agency, and administrative costs; and
- Prepared ME eligibility expansion plan including minimum fiduciary standards, and an approach to the review of SEs and MEs policies and procedures.

Restructuring of the Secretariat:

- Provided costing and budget scenarios to support restructuring of the Secretariat and Board approval of additional funds for additional staff positions.

Hosting:

- Conducted discussions with World Bank on hosting arrangements and prepared draft Memorandum of Understanding.

Upgrade of IT solutions:

- Proceeded with new website platform and data visualization projects and assessment of IT solutions for finance and project fund monitoring.

Partnerships and External Relations:

Outreach:

- Significantly increased visibility, profile and strategic influence.

Strategic and Implementation Plans:

- Supported the Strategic Plan Working Group and the development of both the GPE Strategic Plan and the Implementation associated with it;
- Established Communities of Practice with various partners taking lead/participating to help forward the Implementation Plan (Australia, The UK Department for International Development ("DFID"), USAID, Denmark, Sweden, Switzerland, Canada, Germany, France, UNICEF, UNGEI, Save the children, UNESCO, World Bank, Japan International Cooperation Agency ("JICA"), VSO, Open Society Foundations, Pearson, Education International, etc.).

New Donors and Partners:

- Supported addition of new donors and partners: Finland, the Islamic Development Bank ("IsDB"), Dubai Cares, Educate a Child.

Increased Donor Funding:

- Successfully engaged with Norway, Germany, Denmark, Switzerland, and Italy to increase donor funding.

Communications Strategy:

- Continued implementation of GPE communications strategy aligning support with replenishment and advocacy strategy;
- Prepared and produced 2013-14 All Children Learning Report, GPE Value Added Report, GPE brochures/print materials/fact sheets/etc.;
- Increased number of visitors to GPE website and blog and French GPE external website; French translations of website content, blogs, brochures;
- Increased number of Facebook and Twitter followers (marketing budget); and
- Carried out info graphic production; multimedia production (videos, slideshows; new computer and software); photo production and purchase.

Monitoring and Evaluation (M&E):

2012 Results for Learning Report:

- Prepared first annual report focusing on education outcomes in developing country partners in order to inform the dialogue among GPE partners and monitor progress in education results.

2013 Results for Learning Report:

- Prepared second annual report following in the tradition of the 2012 report of monitoring progress in education results. This year's report had a new approach focusing on countries' results and with new analyses examining progress/trends in education indicators in GPE developing country partners before and after they joined the partnership as well as GPE country support.

Data visualization project phase 1:

- Visualized GPE's open data and made it publically available online through the country profiles on the GPE website in order to monitor education results in GPE developing country partners and support country-level dialogue.

Independent evaluation of GPE:

- Drafted a Concept Note and Terms of Reference for the independent evaluation of GPE, which will be led by an Independent Steering Committee. The overall purpose of the evaluation is: (i) to conduct an in-depth assessment of the GPE's development and organizational effectiveness, with an emphasis on its value added; and (ii) to document experiences and lessons for the benefit of future GPE activities.
- Identified experts to serve as members of the Independent Steering Committee and proposed them with their CVs to the Board.

Annex 3: GPE Secretariat Summary Work Plan – 1 January-31 December 2014

Team	Goal	Activity	Date
Country Support	Fulfill catalytic role of GPE at country level to leverage international support to education goals	Support the development, endorsement, financing, implementation, and monitoring of country led education sector plans in line with GPE strategic objectives.	Ongoing
		Provide more data and sector analysis at country level to guide policy development and dialogue with national and international education stakeholders.	end of Feb. (proposal)
		Support more assessments of public expenditure and financial management to target capacity building actions and inform modality choices.	end of Feb. (proposal)
		Develop tools and partnerships for better contribution of macro and budget processes to education goals.	June
		Support Local Education Group inclusiveness and effectiveness.	Ongoing
		Provide accurate information to the global community regarding each GPE partner country's financial and technical needs, and facilitate harmonization and alignment for easier scaling up of aid to education.	October
	Achieve greater impact and better monitoring of GPE Program Implementation Grants	Reform the needs and performance framework and indicative allocation mechanism in order to bring better focus and build better incentives in the GPE grant process.	July
		Revise GPE set of guidelines on Grant Processes to make new set of rules robust, easy to understand and unambiguous.	July
		Manage 2014 rounds of program implementation grant applications under current set of indicative allocation and prepare for the next set of applications in 2015.	Mar - Apr Sep-Oct
		Streamline Grant life cycle (including timeliness) for GPE grants.	ongoing
		Improve accountability on GPE Program Implementation Grants, including real time information and improved annual Portfolio Review.	Oct.
	Streamline technical work and innovation at country level	Strengthen country support by leveraging Partnership resources in order to achieve sector impact on each of GPE's strategic objectives (fragile states, girls, learning, teachers, finance).	ongoing
		Streamline innovations at country level for better service delivery in education.	ongoing
		Streamline innovation at country level regarding finance and aid modalities in education.	ongoing

Team	Goal	Activity	Date
Partnerships & External. Relations	Deliver successful replenishment and Pledging Conference	Launch and distribute widely "Case for Investment". Strong engagement by and support of Champions. Ensure venue and event management contracts in place for replenishment and pledging conference. Benefit from WB/IMF Spring Meetings as platform in final part of replenishment campaign. Obtain Board decisions on nature of Funds. Support various replenishment lead-in events put on by partners. Conclude successful Replenishment event held in Brussels. Provide strong support to EC as host.	Jan Jan-June Jan. April April Jan-May June Ongoing
	Strengthen the role of Civil Society and Private Sector / Private Foundations in the partnership at both country and global levels	Organize two CSO workshops (with participation from southern CSO coalitions for one of the workshops). Provide necessary background documents for Board to consider successor to CSEF. Obtain Board decision on Innovation approach and funding. Prepare strong value-added proposition for Private Sector/Private Foundation audiences. Secure concrete commitments from CSO and Private Sector/Private Foundations in Brussels.	Jan-March June/Dec April Jan June
	Elevate GPE Profile/visibility politically	Implement Champions Strategy and engagement post-replenishment. Use UNGA as strong advocacy platform, incl. post-2015. Strengthen outreach to DCP constituencies. Develop and promulgate Post-2015 platform for GPE.	July-Dec Sept Ongoing April-Dec
	Implementation Plan on track	Prepare six-monthly progress reports to Board. Engage actively as required in communities of practice. Support greater engagement of DCPs in both the Implementation Plan and the broader governance and other global workings of GPE.	Jun. /Dec. Ongoing Dec
	Build strong strategic communications and media function that supports GPE core objectives	Prepare and produce high quality materials in support of replenishment and other needs. Significant increase in earned media hits. Increased partner and "influencer" visits to and use of GPE web and social media platforms.	Ongoing Ongoing Ongoing

Team	Goal	Activity	Date
Operations	Develop new business model to adapt to the changing demands upon GPE for funding including indicative allocation model, minimum eligibility requirements, and implementation of ME/SE Eligibility Expansion Plan.	Develop options for new indicative allocation model and eligibility requirements. Implement ME Eligibility Expansion Plan. Negotiate new SE and ME Agreements (incl.CSO) Draft Criteria for Suspension/Ineligibility arising from misuse of funds.	June Jan.-Dec. June
	Expand Trust Account Reports and Analysis	Conduct In-depth Cash Flow and Disbursements Analysis Prepare and complete Quarterly Financial Reports.	Jan.-Dec.
	Upgrade and develop IT, Web and Grant Management System to improve the quality of our visibility externally and to better manage our grants.	Prepare Drupal Website platform thru Quality Assurance Phase. Transition to new web hosting arrangements Adjust and Expand Data Visualization Site. Develop new integrated IT system to track and monitor grants from approval through completion.	Jan. Jan.-Feb. Mar.-Dec.
	Provide support to the Board of Directors and all Board sub-committees to ensure effective and efficient decision-making and operations of the Global Partnership.	Organize and execute successful Board Meetings (2 per year) and all Board sub-committee meetings. Prepare substantive well thought out board papers with clearly proposed board decisions to improve the effectiveness and efficiency of GPE operations. Ensure the implementation of all Board decisions and ensure reporting to the Board and its sub-committees on progress made. Implement the decisions of the GWG.	Ongoing Ongoing Ongoing Jan.-Dec
	Finalize Hosting Arrangement with the World Bank in order to clarify roles and to improve the efficiency and effectiveness of GPE operations.	Continue negotiations with WB on the draft Hosting Memorandum of Understanding and finalize document.	June
CEO/Front office	Develop GPE's strategy for nongovernmental engagement (including private sector) and design this vehicle to facilitate engagement.	Develop proposal for public-private Innovation Center of excellence. Develop an implementation plan for Center's start-up phase.	Jan-Mar. Mar.-Jun.

Team	Goal	Activity	Date
CTO	Provide thought leadership to GPE and in the international education community on innovation and best practices	Represent GPE at various international forums, and provide overall strategic guidance, direction, and technical leadership. Implement innovation fund strategy.	Jan-Dec
M&E	Monitor education results in GPE countries	Prepare and publish the Results for Learning Report 2014. Improve and update the data visualization.	Mar-Nov Jan-Dec.
	Assess GPE Grant Performance to track results and to recommend corrective action to improve results and value added	Develop the methodology to analyze Grant Performance.	Mar-Nov Jan-Dec. Jan-Nov.
	Evaluate GPE Activities in order to monitor progress and to share lessons learned and best practices to improve future programs	Conduct and publish evaluation studies on the following topics: • Education sector plan. • Education sector plan support. • Implementation modalities.	Jan-Dec.

Annex 4: Summary of CY14 Budget Requests pending Board Approval

Activity	US$	Board Document
1. Secretariat CY14 budget incl. Chair	16,648,600	BOD/2013/11/DOC 11
2. Replenishment Campaign	723,859	[BOD/2013/11/DOC 11]
3. Estimated cost of participation of Developing Country Partner Ministers from non-Board member countries at the Pledging Conference	150,000	[BOD/2013/11/DOC04]
4. Report of the Governance Working Group: Recommendations on Board Structure	160,000	BOD/2013/11/DOC03
TOTAL Secretariat	**17,682,459**	