REPORT FROM THE CEO

For Information

1. EXECUTIVE SUMMARY

1.1 The six months since the Global Partnership's Second Replenishment Conference in June 2014 have been a period of transition and reflection for the Secretariat. The Secretariat has launched several critical projects which have begun to provide valuable insights into how the Global Partnership can deliver better, and enhance value-added for GPE developing country partners. Further, the organization's ambitions have been brought into even sharper focus with the appointment of Karen Mundy as Chief Technical Officer. Her insights have already contributed to the development of a renewed vision for the Global Partnership, and clarified the need for stronger policy and technical capacity within the Secretariat to enhance GPE impact at country level. These matters will be more fully explored in the strategic planning process.

1.2 The broader context surrounding the Global Partnership's work is the negotiations underway that will lead to agreement on new post-2015 global development goals next September. These new "sustainable development goals" will ideally build on the achievements of the Millennium Development Goals and ultimately realize a world free from extreme poverty. Critical to the success of the post-2015 agenda will be the enabling of country-driven processes, with the global community supporting the achievement of country-owned development objectives. The Global Partnership provides a model that can help to realize this dynamic within the education sector and beyond. It can also play an essential role in connecting country-led development with the global discussion.

1.3 Apart from supporting GPE core country work, the Secretariat's focus for the next 6 to 12 months will be to assure that the Partnership is fit for purpose to deliver on the goals it set out during replenishment, to contribute to the post-2015 development agenda, and to add value to the work of Developing Country partners.

1.4 The Secretariat's priorities for the coming months include both strategic and organizational matters and may be summarized as follows:

Strategic:

- Launch the new funding model in January 2015;
- Drive resources and focus to data results and learning;
- Continued focus on securing sufficient resources;
- Launch GPE Second Strategic Planning process.

Organizational:

- Implement the findings of the organizational review;
- Develop a common results framework for 2015;
- Continue to refine governance & risk management processes.

2. PURPOSE OF PAPER

2.1 This paper discusses the priorities noted above and provides a short recap of work plan and budget performance for CY 2014.

3. OVERVIEW OF THE SECRETARIAT'S PRIORITIES

3.1 **Launch the New Funding Model in January 2015.** Apart from continuing work on the second round of 2014 grant applications, the Secretariat has now completed the first phase of work to develop policies, guidance and processes to support the launch of the new funding model, including new grant guidance. Work to refine and improve guidance based on lessons learned from the first group of country applications will continue.

3.2 The new funding model will enable the Global Partnership to further align national policies and modalities for greater aid effectiveness. As illustrated by the recently-issued Portfolio Review, choice of modality has become a critical question for the partnership's work. While the Global Partnership is committed to alignment, over 80% of its grant funding is now provided in project mode. The new funding model gives local stakeholders the opportunity to consider choice of modality at an earlier stage in the dialogue. Further, with the new funding model, the Global Partnership will be able to deepen the dialogue around equity, efficiency and learning outcomes to respond better to the individual country contexts, priorities and needs facing GPE partners. The end result will be to help developing country partners develop evidence-based plans for more outcomes-oriented education systems, capable of delivering a quality education to all children.

3.3 Three countries are now preparing to be the first to apply for resources under the new funding model: Mozambique, Nepal, and Rwanda. As a recent trip to Kathmandu revealed, it is clear that the funding model, particularly the variable 30% tranche, has prompted a set of

discussions between the government and local partners about how to identify transformational areas in Nepal's education system and how to deliver against them.

3.4 Looking ahead to next year, the CEO will also travel extensively to GPE Partners to meet with high-level leadership, identify and address obstacles to success, and ensure a smooth transition to this new way of working.

3.5 **Drive resources and focus to data, results & learning.** The quality and timeliness of data is critical to the Secretariat's work and to the Global Partnership's ability to deliver against its goals. The data collection requirements written into the new funding model will improve the availability and quality of data in developing country partners. With better data, the Global Partnership will be better equipped to support evidenced-based policy processes at country level. The Secretariat will be working to increase the availability and relevance of data both at the country and global levels. This will be done through the Global Partnership's newly launched Data Hub, which will include country pages, Secretariat information systems and added-value analysis.

3.6 Through its Global and Regional Activities ("GRA") work, the Global Partnership is promoting the development of better methodologies for national education accounts, which, if implemented, would enhance planning and transparency of domestic and international finance. Through two additional GRA grants, the Global Partnership is enhancing data collection on out-of-school children and developing school report cards. Lastly, as part of its engagement in the Learning Metrics Task Force, the Global Partnership is leading the development of a proposal for an international platform in order to build capacity at the national and regional levels, expand the global availability of data on learning, and thus strive to improve the quality of learning for all students.

3.7 **Continued focus on securing sufficient resources.** Meeting the Global Partnership's commitments to its developing country partners and the successful roll-out of the new funding model depend on consistent and successful fundraising efforts. Though the Global Partnership's Second Replenishment was a great success, catalysing an extraordinary level of domestic commitment to finance education, the job is not yet completed. Based on the value of projected donor contributions and reductions to allocations outlined in the Financial Forecast, the GPE Fund needs at least US$900m to meet our original indicative country allocation target. Without these additional resources, the indicative allocations to lower middle income countries will remain reduced by 50%, countries getting grants in the second round of 2014 will not receive allocations during the 2015-2018 replenishment period, and we will not be able to consider moving forward with our humanitarian fund and leveraged financing work.

3.8 Ongoing fundraising efforts are delivering results: in recent weeks the Government of Canada, one of GPE founding donors, has confirmed a commitment that represents a doubling of its previous support to the Global Partnership. The Global Partnership also welcomed a new donor, South Korea, with a presidential announcement at the Global Education First Initiative event at the United Nations General Assembly in September. The Secretariat is in discussion with the government of Qatar regarding possible support and will continue to work to bring in new donors.

3.9 To build on this momentum, the Secretariat's external relations team will use advocacy, media outreach and engage global education champions to support the organization's agenda and continue to raise its profile with relevant audiences.

3.10 The Global Partnership will be particularly closely engaged with the government of Norway, UN Special Envoy Gordon Brown, Brookings Institution, the World Education Forum and others in the preparations for the education financing and coordination conference now set for July 7, 2015 in Oslo. The Global Partnership also will work with partners on the education agenda at the Financing for Development Conference that will follow the same month in Addis Ababa.

3.11 **Launch of the Global Partnership's second Strategic Plan planning process.** Over the next six months, the Secretariat will engage all GPE partners in the development of the GPE 2016-2020 Strategic Plan, only its second. This effort will commence with the upcoming Board retreat in mid-December and will conclude with the launch at the end of 2015. This planning process will give stakeholders, particularly developing country partner governments and local education stakeholders, an opportunity to consider the Global Partnership's goals and value-added, and to refine its business model. A critical part of this strategic planning dialogue will seek to further strengthen ties between the Global Partnership's ambitions and the breadth of its technical, policy, and operational resources. Finally, the timing of this planning process is auspicious and will give the Global Partnership a valuable opportunity to confirm its potential contribution to the new Education for All Framework and the evolving post- 2015 development agenda.

4. OVERVIEW OF THE SECRETARIAT'S ORGANIZATIONAL PRIORITIES

4.1 **Implementing the findings of the Organizational Review.** In the late summer, the Secretariat's leadership retained Dr. Alison Evans to conduct an organizational review to assess whether the Secretariat is sufficiently equipped to deliver against its results and fulfill the demands of the Global Partnership. Though this review is being conducted at the same time that the Secretariat is preparing to launch the strategic planning process, the organizational review is not designed to anticipate the potential organizational implications of the new strategic plan. These will

be handled at a second stage. Instead, the organizational review assesses immediate capabilities and potential needs over the next 12-18 months. The main findings of the organizational review and the CEO's response to them will be shared with the Board in executive session at the December Board meeting.

4.2 The organizational review process has been tremendously valuable for the Secretariat already. The review has underscored the importance of better aligning the Secretariat's functions to its core country-facing business. This includes: country engagement, aligning strategy, policy and programming more closely; emphasizing monitoring, measuring, tracking, and evaluation; and reinforcing core operational support areas.

4.3 The findings of the organizational review will be considered and implemented in two phases. The first, which has already started, involves a series of internal changes to emphasize key functions to support GPE core country-facing activities. The second phase will involve a request for additional headcount to strengthen critical areas and will commence after the December meeting. With these changes, more than half of the staff would be geared towards country facing work, with a quarter focused on global and technical work and the remaining quarter offering support and management to those functions. This will be covered more extensively in a separate paper.

4.4 The CEO has appointed an internal Change Management Team to lead the transition to the new internal structure.

4.5 **Develop a common results framework for 2015**. In the interim, before the conclusion of the next strategic plan, it will be important for the Global Partnership to craft a common results framework to guide its work through 2015. Efforts in this regard are underway.

4.6 **Continuing to refine governance & management.** A major work stream of the Secretariat has been the strengthening of governance and management. The highlight has been the development of a GPE Risk Policy and Risk Management Matrix informed by internal and external surveys, consultations with other similar global partnerships and engaging outside expertise. The Secretariat has also built an online Risk Dashboard that will be used to manage the Global Partnership's risks and mitigation measures and will enable reporting on progress. Following their creation at the end of 2013, three technical committees plus a coordinating committee have quickly become active and have addressed complex issues such as the new funding model, expansion of the scope of education sector plan development grants, available resources for maximum country allocations, the Supervising Entity/Managing Entity eligibility expansion plan, approval of new

country grants, development of a humanitarian policy and a review and proposed revisions to the implementation plan of the current strategic plan.

5. IMPLICATIONS FOR SECRETARIAT RESOURCES

5.1 Due to the consideration of budget requirements for the upcoming six-month period in executive session (in conjunction with the Organizational Review), work plan and budget performance for the year soon (CY 2014) to conclude are discussed here in brief. The new budget proposal for the period January–June 2015 will be presented in a separate document to be considered in executive session.

5.2 **Annex 1** summarizes the major highlights of the Secretariat's work plan in CY 2014. Progress was made in many areas of the Secretariat's work to lead and support the work of the Global Partnership. Key accomplishments include the design and approval of a new funding model, support to 17 countries in the development of new education sector plans, the launch of a second replenishment round, the initiation of several critical planning and review processes, and development of the first GPE risk management matrix.

5.3 For CY 2014, the Secretariat anticipates that administrative budget spending will be on target. Against a total administrative budget of US18.9 million, total expenditure is estimated to be on target. For the 10 months ended October 31, 2014, actual expenditure totaled 82% of available resources – compared with forecasted 83%. Annex 2 provides full detail of expenditure for the 10 months ended October 31, 2014. The Secretariat continues to enforce strict budget management and seeks cost-saving opportunities whenever possible.

5.4 Apart from its regular administrative budget, the Secretariat's CY 2014 budget included US$1.7 million in allocations for several special initiatives: Replenishment, the Independent Evaluation Committee ("IEC"), Innovative Financing, and DCP Constituency meetings. Anticipated expenditures against these initiatives are summarized in the table below. In sum, the Secretariat expects that actual expenditures in these areas will total 88% of budget. Final expenses for the Replenishment campaign are being finalized and are expected to be within the overall allocation approved by the Board. The IEC is making good progress, the Evaluation is on track and the final report and case studies are expected to be presented to the Board within the first two weeks of October 2015. The anticipated work on Innovative Financing was delayed in these past months given other pressing priorities within the Secretariat so these funds will be returned in full. DCP Constituency meeting preparations are well underway and the organizing team within the Secretariat is working to identify ways to reduce overall costs including seeking cost-sharing

opportunities with outside partners. The team therefore hopes to conclude these meetings with cost savings.

Table 1: CY14 GPE Secretariat Budget - Special Allocations

	Amount Approved (all amounts in US$)	**Estimated Expense @ end-December 2014**	**Balance**
	US$000		
Replenishment*	1,184	1,184	0
Independent Evaluation Committee	140	80	60
Innovative Finance	100	0	100
DCP Constituency Meetings	350	300	50
TOTAL	**1,774**	**1,564**	**210**

*Amount approved includes Germany contribution and supplemental allocation approved in June 2014

5.5 The Secretariat has made projections for expenditures against these budget allocations and expects to have savings in several of these activities which will be returned to the GPE Trust Fund (see **Table 1** above). Current estimates show a potential under-spend of US$210,000 which will be returned to the Trustee after December 31, 2014.

5.6 The status of the GPE Secretariat CY2014 Budget at end October is attached in **Annex 2.**

6. NOTE ON EBOLA

6.1 The Ebola outbreak in West Africa underscores the importance of the Global Partnership in ensuring sustainable, resilient education systems that deliver quality education for all. It is no coincidence that in Sierra Leone, Liberia and Guinea, those who have been most affected by this epidemic, are those with the lowest incomes and lowest levels of education. Education and access to information are key to improving national health outcomes. The Global Partnership has been working closely with the Local Education Groups in all three countries to explore ways to offer support, including re-allocation of funding of existing GPE grants. We have recently learned that Liberia plans to re-open its schools as early as January by order of President Ellen Johnson-Sirleaf and we are working with local partners to facilitate the opening. We also continue to explore innovative ways to deliver education during emergencies, such as through radio programs, while schools remain closed.

7. STEWARDSHIP

There are no new cases of misuse to report at this time.

8. PLEASE CONTACT Alice Albright at: AAlbright@globalpartnership.org for further information.

9. ANNEXES

Annex 1 – Highlights of Current 12-Month Accomplishments

Annex 2 – GPE Secretariat CY14 Budget

ANNEX 1: HIGHLIGHTS OF CURRENT 12-MONTH ACCOMPLISHMENTS

CEO/Front Office

Set strategic direction and secure new resources

- Initiated a new strategic planning process to sharpen GPE unique value-add, strengthen its business model and set the overall direction of the Global Partnership for the next five years.
- Initiated an Organizational Review to assess capabilities and options for how the Secretariat should be organized for optimal performance and delivery.
- Oversaw the development of the new funding model.

Strengthened the Secretariat

- Enhanced management and oversight of the Secretariat through the recruitment and appointment of a new Chief Technical Officer and the establishment of a Front Office.
- Restructured the Country Support Team to enhance portfolio management.
- Developed a comprehensive work plan for the Secretariat post Replenishment.

Strengthened the Board and the Partnership

- Identified a new Board Chair and created a new Special Assistant position to be part of the Front Office.
- Expanded the Global Partnership and strengthened relations with developing country partners and key multilateral institutions.

Elevated GPE's position and influence in the global education space

- Supported CEO and Board Chair high level external outreach with Heads of State, Ministers, UN/multilateral organizations, CEOs and Civil Society Organizations to raise the profile and visibility of the Global Partnership.
- Improved relations with the UN/World Bank and initiated discussions on leveraging IDA funds.
- Traveled extensively to donor and developing countries to facilitate dialogue on key issues.
- Supported increase of the GPE profile and coverage of global education in the media.

Built strategic partnerships and alliances

- Strengthened relations with key US/Washington DC based organizations including the Brookings Institution, the Center for Global Development, the Gates Foundation and the Clinton Global Initiative.
- Developed a closer alliance with the US Department of State, USAID, OMB, Capitol Hill and Office of the First Lady.
- Strengthened engagement with private foundations such as the Children's Investment Fund Foundation, Educate a Child (Qatar) and the Malala Fund.
- Initiated the development of a foundations and private sector engagement strategy for the Global Partnership.

Country Support Team

Supported the development, endorsement, financing, implementation and monitoring of country-led education sector plans

- Supported 17 countries to develop new Education Sector Plans (ESPs).
- Approved four new Education Plan Development Grants.
- Supported 28 Joint Sector Reviews in countries and states.

- Realized improvements in the complete costing and ability to monitor Education Sector Plans.
- Developed draft methodologies for Secretariat technical support to ESP development process with emphasis on greater integration of GPE processes in national systems.

Provided more data and sector analysis at country level to guide policy development and dialogue with national and international stakeholders

- Engaged with country-level partners to support both improved sector dialogue and improved grant processes.
- Launched the report on out-of-school children.
- Prepared database of comparable information on sector dialogue and a platform to exchange/capitalize on best practices as a result of Sector Monitoring Initiative regional workshops.

Supported assessments of public expenditure and financial management to target capacity building actions and inform modality choices

- Designed and piloted a methodology to assess risks related to use of aligned modalities at country and project level.

Supported Local Education Group inclusiveness and effectiveness

- Supported continued engagement of joint sector dialogue through LEGs.
- Provided recommendations to participants at sector monitoring workshops on LEG effectiveness.

Reformed the needs and performance framework

- Elaboration of the GPE Funding Model for the 2015-2018 Period.

Revised GPE guidelines on grant processes

- Prepared revised draft Program Implementation Grant Guidelines and a revised Policy on Timeframes and Revisions.

Managed 2014 rounds of program implementation grant applications
Improved accountability on GPE Program Implementation Grants

- Prepared improved annual portfolio review.
- Close follow-up on under-performing grants.

Strengthened country support by leveraging partnership resources

- Made progress on development and piloting of an Education Sector Plan ("ESP") gender analysis tool.
- Supported ESPs with increasing focus on initiatives to enhance learning.
- Supported greater teacher engagement in policy dialogue.
- Strengthened GPE support for country-level processes.
- Conducted 85 missions to developing country partner countries.

Operations

Governance

- Organized and executed three face-to-face Board meetings and four Board conference calls to make decisions on strategic issues such as the new funding model, parameters of how to determine available resources for indicative country allocations, approval of program implementation grants and creation of a window for funding education sector analyses.

- Provided governance support to the Board interim chair and the newly elected Board Chair.
- Operationalized four new Board committees.
- Established and operationalized a document repository for Board committees (Committee eTeam site).
- Developed a Risk Management Policy, Risk Management Matrix and Dashboard.

Knowledge and Information Management

- Launched the online DataHub, a global data interface, which maps education trends across GPE developing country partners in collaboration with the M&E Team.
- Launched new GPE website, an optimized mobile-friendly and multilingual Drupal website in collaboration with the PERT Team.
- Launched new GPE online Integrated Data Platform to track and monitor grants.

Finance and budget

- Supported the development of the new funding model, and in particular led the work on the development of options for the cap on program implementation grant allocations and consideration of the available resources for allocation under the new funding model.
- Provided reporting on GPE grants to the International Aid Transparency Initiative (IATI).
- Designed and implemented a new grant disbursement forecasting and monitoring process in conjunction with CST.
- Managed the SE/ME eligibility expansion plan.
- Conducted an in-depth analysis of GPE's forecast cash flows to support a change in how the Trustee invests the GPE fund cash balance with the aim of increasing investment returns on the GPE Fund in 2015 and beyond.
- Managed Secretariat administrative budget effectively and within CY14 allocation.

Human Resources

- Completed recruitments of over a dozen staff that joined the Secretariat in 2014, per the capacity expansion previously authorized by the Board.
- Launched initiatives aimed at improving staff engagement (expanded retreat, survey, committee, etc.) as well as staff development (learning policy/process, budget).

Partnerships and External Relations

Delivered successful replenishment and Pledging Conference

- Received total pledges toward the 2014 – 2018 GPE Fund Replenishment: US$2.1 billion.
- Received DCP pledges of US$26 billion.
- Achieved increased commitments from seven donors: European Union, United Kingdom, Norway, United States of America, Denmark, Ireland and Sweden.
- Welcomed two new donors to the Global Partnership: Finland and Republic of Korea.
- Received one historic donor contribution to the GPE Fund for the first time: Luxembourg.
- Received pledges from private foundation partners for the first time: Children's Investment Fund Foundation and Dubai Cares.
- Welcomed 1 new multilateral organization to the Global Partnership: Islamic Development Bank committed US$400 million for innovative financing.
- Encouraged and received additional resource and policy pledges for education from multilateral organizations, NGO partners, the private sector and foundations.

Strengthened the role of Civil Society and Private Sector / Private Foundations in the Partnership at both country and global levels

Private Sector, Foundations, Innovative Financing:

- Achieved strong participation of the private sector/foundations at the Replenishment conference, with a total of nine commitments secured, including the Fund's first philanthropic contributions.
- Added Kumon (the Japanese education company) as a member of the PS/PF constituency.
- Presented a debt buy-down paper at the June board and a US$100 million pilot project with the Islamic Development Bank was subsequently approved.

Promoting partnerships to improve development results in the post-2015 agenda:

- Participated in the General Assembly and ECOSOC Joint Thematic Debate/Forum on Partnerships, co-hosted session at the Global Partnership for Effective Development Cooperation High-Level Meeting, provided feedback from Julia Gillard to the Open Working Group, and participated in the UNESCO Education for All Steering Committee and the UNESCO Global Education Meeting in Oman

Supporting civil society participation in GPE policy dialogue:

- Participated in the INGO Replenishment Planning Meeting held in London; CSEF Latin American Regional Meeting, held in La Paz, Bolivia; and the ANCEFA Regional Meeting, held in Kenya.

Elevated GPE Profile/visibility

Significantly increased visibility**,** profile and strategic influence:

- Met with 22 key donor stakeholders to make the case for Replenishment.
- Facilitated Board Chair meetings and calls plus communications and outreach with Heads of State and Ministers from donor/emerging donor countries and Heads of multilateral/UN agencies to make the case for GPE replenishment.
- Increased traffic to GPE website by 35 percent and to GPE blog by 200 percent.
- Increased participation by partners in the Replenishment Conference to more than 800 participants as compared to more than 350 at the first Replenishment in Copenhagen in 2011.
- Mobilized civil society and other key partners in support of the Replenishment. Developed group of education advocates to support the Replenishment, including VIPs such as Kofi Annan, Graca Machel and Malala and Ziauddin Yousafzai, and leading political actors among our developing country partners.

Strengthened developing country partner support through stronger outreach and services to DCP constituencies

Constituency Meetings:

- Convened meetings of eight member countries of the Asia and the Pacific constituency and 37 African developing country partners to agree on proposed Board decisions and discuss how to further strengthen communication, coordination and regional learning among their constituencies.
- Prepared a DCP proposal allocating GPE Funds to organize two face-to-face pre-Board constituency meetings for each of the six DCP constituencies to strengthen communication and coordination within and between their constituencies, and create opportunities for

South-South knowledge sharing and learning to contribute to the effectiveness of the partnership.

Regional Workshops:

- Organized a regional workshop for Latin American countries in Antigua, Guatemala to share experiences and ideas, discuss country-specific problems and solutions, and improve communications and collaboration within their constituency and with the Global Partnership overall.

Implementation Plan on track

- Tracked progress on the Implementation Plan under the five strategic objectives.

Achievements include:

- Expansion of FCAS members (now standing at 28 countries).
- Support for transitional planning (including conflict-sensitive planning).
- Accelerated funding option for countries in emergency and early recovery situations.
- Stronger focus on gender sensitive planning and gender based violence.
- Driving innovation through GRA grants targeting gender, learning, fragility, teacher engagement and effectiveness, health and disability.
- Participation in the Learning Metrics Task Force, shaping new global learning measures.
- Increased prominence of teacher policies in national education sector plans.
- Stronger focus on financing within country level policy processes to drive equity, efficiency and sustainability through increased focus on financing e.g., New Funding Model.
- Revision of Implementation Plan for the 2015 period.
- Shift from focus on Communities of Practice to Technical Reference Groups as technical partners.

Built strong strategic communications and media function that supports GPE core objectives

- Implemented GPE communications strategy aligning support with replenishment (until June 2014); now shifting to support advocacy strategy (focus on post-2015).
- Produced Case for Investment report (along with a short version), GPE brochures/print materials/fact sheets/infographics, etc.
- Produced seven videos about GPE success stories.
- Re-structured website content and moved to a new mobile-friendly web platform.

Monitoring & Evaluation

2014 Results for Learning Report

- Prepared third annual report following in the tradition of the 2012 and 2013 editions of monitoring progress in education results. This year's report presents new analyses on the following topics: progress/trends in education indicators in GPE developing country partners; trends in education financing; and GPE technical and financial support to countries.

2014 Theory of Change

- Prepared an internally vetted version of the Global Partnership for Education's Theory of Change, focusing more explicitly on the Partnership's work at the country level and taking into consideration the organization's new funding model.

Data Visualization Project/ DataHub

- Launched the online GPE DataHub. In the initial phase of this project, a global interface was created, which maps education trends across GPE developing country partners. The DataHub allows for the comparison across partner countries around a series of key education indicators corresponding to GPE strategic objectives. Data on access, equity, learning outcomes and financing, as well as unique GPE data on grants and Joint Sector Reviews are mapped out in a way to visualize trends over time as well as identify the gaps in data.

Analysis of Education Sector Plans

- Analyzed the quality of 42 education sector plans across four dimensions - soundness of content, coherence, sustainability, and demonstrated levels of ownership.

Independent evaluation of the Global Partnership for Education

- Supported the independent evaluation process including procurement, information collection and communication with the Strategy and Policy Committee and the Board.

ANNEX 2: GPE SECRETARIAT CY2014 BUDGET

GPE Secretariat CY2014 Budget
Data as of October 31, 2014
Expenditure Breakdown Summary (US$000)

	CY 2014 Original Budget	10 month Total Actual 10/31/2014	Commitments at 10/31/2014	YTD Actual as % of Original Budget	YTD Actual + Commitments as % of Original Budget
REVENUE SOURCES					
Total Original Budget (A)	**16,649**	**16,649**			
New Committees	**160**	160			
M&E Steering Committee	**140**	140			
2nd Replenishment GPE Fund	**724**	724			
Replenishment - Germany Contribution	**135**	135			
Replenishment - DCP Minister Travel	**150**	150			
Funds Approved by Board June 2014	**933**	933			
Total Revisions to Budget (B)	**2,242**	**2,242**			
TOTAL BUDGET (A+B)	**18,891**	**18,891**			
EXPENDITURES					
Total Staff Costs with Benefits	**8,669**	7,057		81%	
Total Communications	**224**	176	0	78%	
Total Equipment & Building	**974**	727		75%	
TOTAL FIXED COSTS	**9,867**	**7,959**	**0**	**81%**	
Total Short Term Temporary	**191**	123	53	65%	
Total Short Term Consultant	**2,500**	1,652	610	66%	
Total Extended Term Consultant	**985**	860		87%	
Total Travel	**2,650**	1,847		70%	
Total Representation & Hospitality	**70**	5	33	7%	
Total Contractual Services	**1,840**	1,337	335	73%	
Total Other Expenses	**300**	198	3	66%	
TOTAL VARIABLE COSTS	**8,536**	**6,021**	**1,034**	**71%**	
GROSS EXPENDITURES	**18,403**	**13,980**	**1,034**	76%	
Chargeback for IT Indirect services	278	211		76%	
TOTAL EXPENDITURES	**18,681**	**14,192**	**1,034**	**76%**	**82%**
BALANCE - Return to GPE Trust fund	**210**				