REPORT OF THE MEETING OF THE BOARD OF DIRECTORS MAY 22-23, 2015 SEOUL, REPUBLIC OF KOREA

INTRODUCTION

The agenda for the Board meeting can be found on the Global Partnership for Education's ("Global Partnership" or "GPE") website. A list of participants can be found in Annex 1.

This report presents a summary of the issues discussed and the decisions made.

FRIDAY, MAY 22, 2015

The Board Chair, Julia Gillard, called the meeting to order at 8:40am.

1. WELCOME, AGENDA SETTING AND APPROVAL OF MEETING REPORT

1.1 The Board Chair welcomed participants, especially the new Board members and Alternate Board members. She expressed her appreciation for the work of the three Chairs of the Technical Committees and notified the Board that she had asked them to sit at the Board table and fully participate during the meeting. She extended a warm welcome to the Vice Minister of Education of Korea, Hon. Mr. Chae Chun Gim.

1.2 The Government of Korea was particularly thanked for hosting the Board Meeting. The Board Chair informed the Board that the Government of Korea would be joining donor constituency 2.

1.3 The Vice Minister of Education of Korea, Hon. Mr. Chae Chun Gim said a few words to formally state that Korea is ready to support the Global Partnership for Education ("Global Partnership" or "GPE") and how the educational support received by Korea in the past has been key to lever rapid development in his country. He mentioned that as a Member of the Global Partnership, Korea wants to share their country's experience with education.

1.4 The Board Chair then extended her heartfelt condolences to the people of Nepal following the two devastating earthquakes on April 25 and May 12 that have taken the lives of so many people of Nepal, have destroyed thousands of people's homes, as well as a large percentage of schools and health facilities. On behalf of all GPE Partners, the Board Chair reassured that the Global Partnership will be there to support the Government and people of Nepal in recovering and rebuilding as quickly as possible.

Meeting Objectives and Outcomes

1.5 The Chair noted the need for a discussion and decision in relation to the strategic plan (Workstream 1 - Strengthening GPE Operational Platform and Workstream 2 - Concept Note). She also summarized the recommendations put forward by the technical committees for Board decision such as the maximum country allocations, the delegation of authority to streamline the grants decision making process, allocations for four Program Implementation Grants, a revision to the Zambia Education Sector Program Implementation Grant, a recommendation to apply the

Timeframes Policy to all other grants and in particular to the Global and Regional Activities ("GRA") program; a revision to the Policy on Education Sector Program Implementation Grants; a revised proposal of the Global Campaign for Education's ("GCE") for the Civil Society Education Fund ("CSEF") 2016-2018; and the Secretariat and Trustee budgets for the period July 1, 2015 to June 30, 2016. The Chair advised that there would be two Executive Sessions exclusively for Board and Alternate Board members to discuss the Secretariat Budget and Workplan and strategic issues for upcoming important meetings that will be held in New York, Oslo and Addis Ababa.

World Education Forum Recap Process

1.6 The Chair informed the Board that the Incheon Declaration recognized that the Global Partnership will play a key role in the global coordination mechanism to support the implementation of the 2030 education agenda. Indeed, the World Education Forum ("WEF") provided a unique forum for global leaders in education and an unprecedented opportunity to raise the Global Partnership's profile and influence in support of this agenda. The Chair said it will be important to maintain momentum and to further build support for the Global Partnership at the Oslo Summit and the Conference on Financing for Development to be held in Addis Ababa in July 2015.

Overview of Agenda and Approval of Meeting Report

1.7 The Chair reviewed the agenda (BOD/2015/05 DOC 02) for the meeting and requested comments. None were received.

1.8 The Chair requested approval of the Report of the Meeting of the Board of Directors held in Washington, D.C. on December 15-16, 2014 (BOD/2015/05 DOC 03). No comments were raised during the meeting.

Decision:

1.9 The following decision was approved:

BOD/2015/05-04– <u>December 15-16, 2014 Board Meeting Report</u>: The Board of Directors approves the Report of the Meeting of the Board of Directors in Washington D.C on December 15-16, 2014 (BOD/2015/05 DOC 03).

2. REPORT FROM THE CHIEF EXECUTIVE OFFICER (BOD/2014/12 DOC 03)

2.1 Alice Albright, the Chief Executive Officer ("CEO") expressed congratulations for a very inspiring World Education Forum and thanked the Secretariat staff for their hard work. She thanked, in particular, Karen Mundy for her engagement to lead the strategic planning process. The CEO briefly presented the strategic plan consultation process and key decisions to be discussed during this Board meeting.

2.2 The CEO informed the Board that her presentation would focus on i) key information related to the implementation of the organizational review, the new funding model, financial resources, ii) a snapshot of the strategic plan, iii) a budget overview and iv) stewardship. She mentioned that additional detailed information on the organizational review would be distributed during this session.

Organizational review

2.3 Regarding the organizational review, the CEO focused on progress against major milestones, including the new organizational chart, the status of recruitment of the 14 new staff approved by the Board at its December face-to-face meeting in Washington D.C., the ongoing process to adapt the Secretariat workplan and budget by function for the 2016 fiscal year, and the progress being made on establishing cross-functional teams within the Secretariat. She strongly reaffirmed that within the new organizational structure the Country Lead is the Secretariat's direct interface with countries with regard to providing strategic "upstream" advice, planning support, LEG, SE/ME, CA support. In addition, there are a host of other functions to reinforce and support the Country Support Team's work including: technical, sector monitoring, grant monitoring, civil society and private sector inputs, resource mobilization and communications.

New funding model

2.4 The CEO updated the Board on the Secretariat's extensive support to countries regarding the implementation of the New Funding Model. She noted that some guidance is needed in the choice of indicators for the variable part to balance between flexibility within specific country contexts and the push for results. She updated the Board on the grant pipeline as follows: four countries applied in the first round of 2015, one under the old funding model (Bangladesh) and three under the new funding model (Nepal, Rwanda, Mozambique), two are expected to apply in round 2 of 2015 (Congo and Malawi), and 16 are expected to apply in round 1 of 2016. She also mentioned that an overall investment of US$2.7 million has been made in sector analysis and plan development in 11 countries through sector analysis and Education Sector Plan Development grants.

Financial resources

2.5 In response to the financial situation, the CEO reminded the Board that the Global Partnership had raised US$2.3 billion during and after replenishment, but this amount was still insufficient to fund all country obligations. In addition, the strengthening of the US dollar had further exacerbated the funding shortfall. In order to address these financial challenges, she engaged the Board and the Secretariat to renew efforts to raise funds, including new donors, to further explore options with the Trustee to address foreign exchange risk, as well as to consider new financing mechanism(s).

Developing Country Partners ("DCPs")' meetings

2.6 Regarding the pre-Board DCP constituency meetings, the CEO noted that the preliminary meeting evaluation results demonstrate the added value of those meetings to engage constituencies in the GPE processes, to contribute to the development of common positions within constituencies and to strengthen education sector processes in country. Based on the participants support for a continued funding for pre-Board DCP meeting, the Secretariat requests the Board to consider an extension of funding through December 2015. A progress report will be submitted to the Board in December 2015 on the results of the constituency meetings and status of DCP Communication and Action Plans.

Secretariat Key Priorities Next Twelve Months

2.7 The CEO concluded by presenting the key priorities of the Secretariat over the next twelve months and the importance of preparing the Secretariat for the post-2015 world. This work will focus on improvement of the engagement in country, strategy and policy, technical inputs, oversight, analytical and evaluation capacity, resources, and enhanced engagement and communications.

Misuse of funds

2.8 The CEO noted that no new cases of misuse of funds have been reported since the last face-to-face Board meeting.

2.9 The CEO asked Margarita Focas Licht, Lead for the Country Support Team to provide an update on the misuse of funds in Madagascar last reported on at the December 2014 Board meeting. Between 2010 and 2012, UNICEF disbursed US$18.6 million to pay 45,000 teachers in 22 regions for eight months out of the year, with the government covering the remainder. As a standard operating procedure at UNICEF for grants over US$500,000 the grant was audited in 2013 and a preliminary report concluded that US$37,974 of the reported expenses were ineligible, with a further US$1.8 million reported in expenses undergoing further verification. Since then, UNICEF has conducted in-depth field missions in Madagascar to verify documents, teachers, and teacher contract in an extensive effort to get to the bottom of all the details related to the payments in question. The documents retrieved in those field missions are in the process of being reviewed by UNICEF's internal audit department. Once the audit department completes its work, UNICEF will provide full disclosure of the report. The UNICEF audit has led to a clean-up by the government of its teacher list to verify and approve their system for managing teachers.

Discussion:

2.10 Board members thanked the CEO for the detailed information and expressed their appreciation for all of the work done by the Secretariat since December 2014. They especially noted the Secretariat's central function of providing support to countries, the need to continue to engage through country visits and noted that strategic discussions on financing should also be discussed at country level.

2.11 Some Board members stressed the importance of having a discussion on the risk management report at each Board meeting. They also recommended that the Secretariat report on the implementation of its workplan. This approach would be helpful for the Board to prioritize, define targets and evaluate trends over a six month period of time.

2.12 With regard to the workplan the CEO informed the Board that a Planning team has been established to develop a detailed workplan by team and by function. Out of this workplan, the Secretariat will develop specific indicators to measure how the reorganization by function is facilitating the Secretariat's ability to provide strengthened country-facing support along with a more robust grant monitoring and quality assurance system and a stronger technical anchor. The CEO also mentioned that cross-team based activities have been developed to facilitate further interaction among teams.

2.13 Board members recognized the added value of the pre-Board DCP meetings held in Dubai and Dakar, noting that participants had an opportunity to discuss all decisions and to reach consensus on several issues. Some Board Members strongly supported the development of a similar consultation process for the Civil Society Organization Constituencies financed through the Civil Society Education Fund. Some Board Members expressed concern regarding the linguistic diversity among Board constituencies and the need to have more of the board documents accessible in other languages so that these constituencies could more fully participate. The CEO recognized that despite the current intensive process to finalize Board documents in English and French, the Global Partnership would take the necessary steps to get Board documents translated and sent out three weeks in advance of board meetings and to translate into additional languages when feasible.

2.14 A Board member requested that the Secretariat present a paper on how resource mobilization will continue over the replenishment period, and the CEO agreed that additional information would be provided at the December face-to-face Board meeting in December 2015.

2.15 Board members also noted and appreciated the detailed slide presentation given to the Board by the CEO and noted that it had provided more information and clarity than the CEO Report Board paper. It was suggested that for future Board meetings the amount of detail provided through the CEO's presentation be included in the CEO Report Board paper. There was also a suggestion that the CEO use a similar format for the Board paper itself. The CEO agreed to implement both suggestions for future Board meetings.

3. STRATEGIC PLAN 2016-2020: STRENGTHENING THE GPE OPERATIONAL MODEL (WORK STREAM 1) PART ONE (BOD/2015/05 DOC 05)

3.1 The Secretariat provided the Board with a summary of the related Board paper (BOD/2015/05 DOC 05), outlining the six Key Opportunities for strengthening the GPE operational platform, specifically: 1. Strengthen the Global Partnership's contribution to education sector plans and planning process; 2. Promote more inclusive and evidence-based sector policy dialogue; 3. Address challenges in grant development and management; 4. Scale up monitoring and evaluation to drive learning and improvement across the Partnership; 5. Leverage knowledge and evidence for stronger outcomes; and 6, Diversify Financing in lower middle income and fragile and conflict-affected states. Based on the outcome of the Board meeting, a first draft of the complete strategic plan would be presented to the Board in October, which would then be revised for approval in December, along with an implementation plan.

3.2 The Chair opened the floor for general comments and then requested Board members to prioritize the Key Opportunities in terms of importance and urgency. Board members acknowledged that discipline in addressing the six opportunities was needed. The Board discussed overarching principles included developing the capacity of DCPs, country ownership of the GPE process generally, ensuring the process is inclusive, and drawing upon the Partnership as a resource.

3.3 Board members next commented on which of the opportunities should be prioritized. The Chair summarized the discussion, noting a clear consensus that Opportunity 3 on grant development and management is an urgent priority (e.g., to be addressed by October 2015). The first step should include an assessment of functions required for grant management, and the roles, responsibilities and accountabilities of the different actors involved, including but not limited the Secretariat, SE/ME, LEGs and CAs. Consideration should be given to establishing minimum standards for supervising and managing entities and the possibility of working without an SE/ME. The option of working without an SE/ME was discussed, and it was noted that it is important to consider those risks that the World Bank as Trustee is willing to take.

3.4 Opportunities 1 and 2 on strengthening the Global Partnership's role in supporting credible and effective sector planning processes and leveraging evidence-based and inclusive policy dialogue were concluded by the Chair as being the second highest priorities of the Board, with Opportunity 4 on monitoring and evaluation a third priority at some distance, with monitoring and evaluation deemed most important and peer learning following later. A Board member added that while Opportunity 4 is a lower priority in the short term, given the need to focus on grant management, monitoring and evaluation and a results framework do need to go alongside the planning process as the success of a strategic plan hinges on it.

3.5 The Chair concluded the discussion, noting the Secretariat would bring to the Board revised decision language based on the discussion, and would initiate a discussion on Opportunities 5 and 6.

4. FINANCIAL FORECAST (BOD/2015/05 DOC 06)

4.1 The Chair invited Minister Thiam as the Chair of the Governance, Ethics, Risk and Finance committee ("GERF") to give a summary of the Committee's discussions. The GERF Chair briefly reviewed some items that were discussed during the Committee's meeting April 9-10, 2015 which included the full governance review and the first risk management report. He informed the Board that the GERF had reviewed the report and had requested the Secretariat to add in its future reports an assessment of the "trend" for each individual risk – basically was the risk still the same, decreasing or increasing. The GERF also reviewed the recommendation by the Secretariat to increase the score for risk number 3.14 concerning the Global Partnership not having sufficient funds and liquidity to meet its current and planned funding obligations from "medium" to "critical". The Committee agreed with this proposed change and the GERF Chair noted the key reason for this change is the impact of the significant appreciation of the US dollar since the replenishment conference and its effect on reducing the projected value of non-US dollar based donor pledges to the GPE Fund. He also mentioned the strong recommendation of the GERF to further develop risk analysis at country level.

4.2 The Chair of the GERF then invited Lisa Gomer, Chief Operating Officer ("COO"), to provide an overview of the financial forecast as well as the GERF's recommendations to the Board related to Maximum Country Allocations for Round 2 of 2016 as set out in BOD/2015/05 DOC 06. The COO reported that the US Dollar has continued to strengthen since the last Board meeting although it has started to stabilize over the last 3 months. She also noted that additional contributions will be made over the course of the 2015-2018 period and that the dollar will fluctuate and there is uncertainty on the final impact of the strengthening of the dollar until all contributions have been received and converted to dollars. The COO then presented the status of contributions as of May 2015, noting that the projected value of these pledges is approximately US$350 million lower due to the strengthening of the US Dollar. She explained that because 94% of GPE contributions are from donors paying in currencies other than the US Dollar and 100% of GPE expenses (Grants and Secretariat costs) are in US dollars, the Global Partnership is heavily impacted by movements in the exchange rate. She noted that by December 2015, the projected shortfall of over US$220million might reduce if the dollar weakens or we attract additional funds, but at the same time it could also increase. She strongly emphasized that if the projected shortfall doesn't reduce, then in December 2015, the Board will need to consider further prioritization measures that would affect countries expecting to receive funds in 2017 and 2018.

4.3 The COO then briefly presented the GERF's recommendation to recalculate the indicative Maximum Country Allocations ("MCA") based on the local currency equivalent as of the time of the replenishment. By recalculating the MCA per the new funding model allocation formula around the time that the Board formally announces an MCA, a greater predictability to countries on their allocation can be provided. She mentioned that this approach would help to create more of a natural hedge especially when spending in education is more local currency based. Some countries will not see any change in their allocation because they link their local currency to the US Dollar while the GERF recommend some exceptions to the formula to allow for country context, like in Somalia.

4.4 Using this approach, the GERF recommended the Board announce MCAs for Round 2 of 2016 as only two countries are involved and both are lower income countries ("LICs"). The GERF also recommended that considering countries that had an indicative MCA announced for Round 2 2015 and Round 1 2016 in December 2014 are not that far along in their planning processes, that their allocations be adjusted based on the local currency equivalent calculation at the time their MCA was approved by the Board.

4.5 The COO concluded by noting that the GERF requested the Secretariat to continue to work with the World Bank as Trustee and Host of the Secretariat to identify alternative options to hedging

strategies, to continue to explore the option to hold some funds in euro and make euro grant allocations, and finally, that the GERF noted the need for all partners to pay particular attention to the need to find efficiency gains both in the existing portfolio and when reviewing new requests for funding.

4.6 The GERF Chair emphasized the detailed work performed by the Secretariat and the GERF in reviewing various options to deal with the exchange rate issue and that the conversion into local currencies, even if not perfect, has been considered as the only feasible option at this time.

Discussion:

4.7 Comments from Board members included questions for clarification regarding the rationale of having chosen the date of the Board approval for recalculating the allocations. The Chair of the Country Grants and Performance Committee ("CGPC") recommended to review paragraph 3c of the decision language and to delete the reference to the CGPC in the review of the efficiency gains. He noted that the CGPC may be in a difficult position to evaluate this information upfront.

4.8 Some Board members also noted that there are serious possibilities of mobilizing more funding if the Global Partnership proves that it is fit for purpose. One donor also strongly encouraged all donors to discuss further the possibility of getting their respective Ministers of Finance to sign hedging agreements as they do in the case if IDA contributions. One Board member asked why the Global Partnership shouldn't use a simpler option by cutting all allocations a certain percentage across the board.

4.9 Responding to those comments and questions, the Chair of the GERF explained that there was not any perfect solution and that a decision had to be taken at this time to address the foreign exchange issues resulting in a loss of available resources to the Global Partnership. The GERF has considered other options such as reducing the MCA of all eligible countries or to reduce the cap, but has preferred to take as a first step the conversion of the MCAs into local currency where most of the expenditures are made. He noted that this approach is flexible and that exceptions will be analyzed depending on the country context. The GERF Chair agreed with the CGPC Chair to delete the reference to the CGPC in paragraph 3 c. A member of the GERF further explained that the Board allocation date has been chosen as a reference to avoid additional risk of fluctuations.

4.10 The CEO then emphasized that the Secretariat will renew its efforts in resource mobilization, further explore options with the Trustee regarding hedging and carefully balance the need for predictability with the principle of prudence in recommending upcoming allocations.

Decision:

4.11 The Board approved the following amended decision:

BOD/2015/05-05—<u>Approval of Maximum Country Allocations</u>: The Board of Directors:

1. notes the negative impact on the forecast of available assets of a strengthened US Dollar and recognizes that the available options to manage the Global Partnership's exposure to adverse foreign exchange movements have been explored and are currently limited;

2. decides that in order to reduce the impact of exchange rate movements on the predictability of grant allocations:

a. that the minimum allocations expressed in US Dollars per the allocation formula of the funding model shall also be calculated in local currency equivalent as of the date of the replenishment (June 26, 2014);

b. in the event that at the time of the Governance, Ethics, Risk and Finance Committee's ("GERF") report to the Board of Directors recommending the announcement of a Maximum Country Allocation to an eligible country the US Dollar exchange rate is different than the rate in effect at the time of the replenishment, the US Dollar allocation recommended shall be adjusted to maintain the same local currency equivalent as calculated at the time of the replenishment;

c. the GERF may recommend an exception to the methodology outlined in b. above based on country context and the rationale for any exception shall be disclosed in the GERF's report;

d. on an exceptional basis, restates the Maximum Country Allocations in Annex 4 of BOD/2015/05 DOC 06 previously announced by the Board of Directors in December 2014 in accordance with the provisions of paragraphs a and b, and with the exception that the date for recalculating the US Dollar exchange rate for comparison with the rate in effect at the time of the replenishment shall be the date of Board approval;

3. requests all partners to continue to work to reduce the projected shortfall in available resources and the impact of foreign exchange volatility including through continued exploration of the following measures:

   a. the World Bank in its capacity as Trustee and Host of the GPE Secretariat to work with the Secretariat and Donors to facilitate the development of a hedging strategy to mitigate the risk of foreign exchange fluctuations and report back to the GERF at its next meeting on progress;

   b. the Secretariat in consultation with the Trustee, Supervising and Managing Entities ("SE/MEs"), and relevant Donor Partners to develop a proposal for consideration at the next meeting of the GERF outlining the implications of facilitating Euro denominated grants in addition to existing US Dollar denominated grants as a potential solution to limit the current significant mismatch between the high value of non-US Dollar based contributions compared to the value of US Dollar based liabilities;

   c. the Secretariat to engage with SE/MEs to consider the scope for efficiency gains to be found in both the existing portfolio and when considering new requests for funding;

4. approves the list of Maximum Country Allocations for Round 2 of 2016 as set out in Annex 3 to BOD/2015/05/DOC 06. The allocation for these countries will remain valid through the final application round of 2018 unless otherwise adjusted by the Board, and will be subject to the requirements of the funding model for the 2015–2018 period; and

5. requests the GERF to conduct a review of the forecast of available resources at its next face-to-face meeting in 2015 and to make recommendations for decision by the Board on the level of available resources for approval of the Maximum Country Allocations for Round 1 and Round 2 of 2017 and potential positive adjustments to the Maximum Country Allocations for eligible countries impacted by the prioritization measures, and the resources available for the general provision.

5. STREAMLINED GRANTS DECISION MAKING PROCESS (BOD/2015/05 DOC 07)

5.1 The Chair of the GERF gave a brief summary of the two options proposed to streamline grants decision making process as presented in BOD/2015/05/ DOC 07. He explained that the GERF was supportive of not only Option 1 which was a more limited delegation of authority to the CGPC to approve material changes and requests for accelerated funding, but was also recommending Option 2 which was a broader delegation of authority to the CGPC to approve all grants, except those already delegated to the Secretariat. The GERF Chair emphasized that the broader delegation decision language included strong safeguards to ensure that if a Board or Committee member requested, the grant would be approved by the Board. He then invited the CGPC Chair to inform the Board about the CGPC's consultation process on the two Options. The CGPC Chair noted that the CGPC fully supported Option 1 and were favorable to Option 2 but that there were some concerns because the CGPC is not fully representative of the Board and that the members had not had the opportunity to consult with their constituencies in advance of the CGPC meeting. The GERF Chair concluded by noting that the risks associated with the implementation of this decision are limited due to the safeguards included to retain the decision-making authority of the Board. All power delegated by the Board of Directors will be exercised under the authority and direction of the Board and any such delegation may be rescinded by the Board at any time.

Discussion:

5.2 A majority of Board Members were in favor of a limited delegation of authority to the CGPC at this time. They supported the proposed delegation of authority for accelerated funding and material changes to grants (Option 1) because this would allow the Board to take more effective and timely decisions. They noted that this delegation could be extended later on to other grants as needed. Some Board Members expressed concern to engage in broader delegations of authority to technical committees because the grant process is central to the Board's responsibilities and the composition of the CGPC is not representative of the Board.

5.3 As there were some Board members in favor of the extended delegation of authority noting that sufficient safeguards were attached to it (Option 2), the Board agreed that the GERF would review the implementation of the limited delegation of authority to the CGPC (Option 1) and report back to the Board to consider the opportunity to extend it later on. Some Board members noted that a lot of benefits were attached to this proposal would enable the Board to have more in-depth discussions on those grants that warranted more time and attention due to particular or special circumstances.

Decision:

BOD/2015/05-06—<u>Streamlined Grants Decision-Making Process</u>: The Board of Directors:

1. delegates authority to the Country Grants and Performance Committee ("CGPC") to approve material changes to grants, as defined in the Policy on Education Sector Program Implementation Grants;

2. delegates authority to the CGPC to approve accelerated funding for emergency and early recovery activities (in accordance with the Guidelines for Accelerated Support in Emergency and Early Recovery Situations);

3. requests the CGPC to report to the Board on all delegated decisions made by the CGPC at each Board meeting; and

4. requests the GERF, in consultation with the CGPC, to review the implementation of this delegation of authority and to report to the Board at its next governance review.

6. TRUSTEE BUDGET (BOD/2015/05 DOC 16)

6.1 World Bank Senior Financial Officer François Lefebvre presented the proposed Trustee budget for the period July 1, 2015 to June 30, 2016 as set out in BOD/2015/05 DOC 16. He noted that the significant decrease in fees compared to last year is due to the strengthening of the US Dollar compared to the Euro because the Trustee fees are a percentage of the value of the Dollars in cash. Otherwise, the fees are stable.

Decision:

6.2 There being no comments or questions, the Chair declared the following decision approved.

BOD/2015/05-07—Trustee Budget: The Board of Directors approves of the estimated administrative expenses of US$480,000 for trustee services for the period of July 1, 2015 to June 30, 2016.

7. REPORTS FROM THE COUNTRY GRANTS AND PERFORMANCE COMMITTEE

7.1 The Chair invited the Chair of the Country Grants and Performance Committee ("CGPC") to present the recommendations from the CGPC.

Allocations for Education Sector Program Implementation Grants ("ESPIGs") Round 1 of 2015 (BOD/2015/05 DOC 10)

7.2 Prompted by the Chair and prior to the discussion, the following Board members declared a conflict of interest: the Board member representing the World Bank as Supervising Entity for the grant proposals of Bangladesh, Mozambique and Nepal; the Board member representing DFID as the Supervising Entity for the grant proposal of Rwanda.

7.3 The CGPC Chair presented the Board with the recommendations from the Committee to approve ESPIG allocations for Bangladesh, Mozambique, Nepal and Rwanda. He noted that Bangladesh had been able to apply under the old funding model rules since its indicative allocation stemmed from the previous funding period. Mozambique, Nepal and Rwanda were the first countries to apply under the new funding model. He noted all applications were marked by strong education sector plans and strong coordinating mechanisms although the applications from Bangladesh, Nepal, and Rwanda suggested a decrease in the share of the national budget allocated to education.

7.4 The CGPC Chair noted that in the case of Nepal, the Secretariat had consulted with the local education group ("LEG") in the country following the first of the two earthquakes on April 25 on the possibility of providing accelerated funding under the Accelerated Funding Framework. Given that such a funding request would take time to develop and with the Board meeting just a few weeks away, regular grant approval made the most sense. Pending Board approval of the grant recommendation, the Secretariat would work with the World Bank on expediting funding as much as possible.

Discussion:

7.5 Several Board members inquired about the perceived decrease in the governments' financing of education since it was a requirement in the new funding model. There was concern that since domestic financing was one of the requirements to obtain a GPE grant, it was not clear that this

requirement was being fully met by the first three applicants. There were also queries about how the variable part was applied by countries and reviewed by the CGPC. It was noted that the CPGC had recommended that the indicator proposed by Rwanda for the equity dimension in the variable part of the grant was questionable, and the indicator for Mozambique did not appear strong enough.

7.6 Regarding the roll-out of the variable part, the CGPC Chair responded that the LEGs of the applicant countries had been challenged to be bold in their indicators but recognized that the level is linked to where individual countries are at and what is feasible. Input or output level can be considered appropriate, if it is accompanied by a theory of change on how these inputs/outputs would lead to outcomes. The Secretariat added that the intention of the new funding model is a push but that indicators have to be reachable. Feedback was that the new funding model had led to LEGs taking up difficult issues which had blocked progress in countries.

7.7 Regarding the apparent insufficient level of domestic funding of education in Bangladesh, Mozambique and Nepal, the CGPC Chair noted that it did not affect the application from Bangladesh since domestic financing was encouraged but not required under the old funding model rules. With respect to Mozambique and Rwanda, the Secretariat provided more nuanced information to contextualize the introduction made by the CGPC Chair, and showing that in real terms education funding had increased in Nepal while in Rwanda, the issue is one of being able to separate domestic resources from budget support. The Chair noted that basing the assessment of domestic spending on education as a percentage of the government's budget is problematic as government budgets are prone to inflate and deflate from year to year, and that ideally, it should be based on actual expenditure. Other Board members added that government commitments to increase the budget are not sufficient if they are not followed, further validating an assessment based on actual expenditure. Another Board member suggested not centering the approach on hard numbers but on a strong narrative on domestic financing. Another Board member suggested reviewing what the related provision in the funding model states and revising as needed.

7.8 The Chair concluded that a revised decision, including revised comments with respect to domestic financing issues in Nepal and Rwanda, would be developed for the Board's consideration the next day.

Zambia Education Sector Program Implementation Grant Extension (BOD/2015/05 DOC 09)

7.9 Prompted by the Chair and prior to the discussion, the following Board members declared a conflict of interest: the Board member representing DFID as the Supervising Entity for the Rwanda grant; the Alternate Board member from Africa 1 representing Zambia as direct beneficiary.

7.10 The CGPC Chair presented the Board with the recommendation from the CGPC to approve a revision to the Zambia Education Sector Program Implementation Grant for a 16-month no-cost extension. He outlined the reasons of the delay in implementation that necessitated the extension. These included that GPE grant funds were not committed until an issue with ineligible expenses under the previous grant was resolved, time taken to strengthen the Public Financial Management System, new procurement rules of the European Union which had delayed the procurement of technical assistance, and harmonizing the timeline of the GPE grant with those of other in-country development partners. He noted all stakeholders, including the government and the local education group, strongly supported the extension.

Decision:

7.11 The Chair opened the floor for comments and questions. There being none, the Chair declared the following decision approved:

BOD/2015/05-08—Proposed Revision to Zambia Education Sector Program Implementation Grant: The Board of Directors approves a no-cost extension of the end date of the Zambia Grant from November 2016 to March 2018 as requested in the Program Revision Notification.

GRA Grants and Timeframes for Grant Agreement Signing (BOD/2015/05 DOC 10)

7.12 The CGPC Chair presented a recommendation to the Board to cancel a grant under the Global and Regional Activities (GRA) program that was significantly delayed due to the inability of the managing entity for the grant to demonstrate its eligibility to receive GPE funds as an entity of a GPE partner government, and prolonged by a gap in policies on how to deal with the severe delay. Following the Board's decision in December of 2014 to have the CGPC review all grant issues, the CGPC had considered the issue and recommended the grant be canceled.

Decision:

7.13 The Chair opened the floor for comments and questions. There being none, the Chair declared the following decision approved:

BOD/2015/05-09–in reference to BOD/2013/02-02 and BOD/2013/07-01 – Approval of Funding of GRA Concept Notes: The Board of Directors agrees to apply the provisions of the Policy on Timeframes and Revisions with respect to timeframes for grant agreement signing of GRA grants, effectively canceling GRA grants that currently do not have a signed grant agreement in place.

Policy on Education Sector Program Implementation Grants (BOD/2015/05 DOC 11)

7.14 The CGPC Chair presented the proposed revised Policy on Timeframes and Revision, renamed the Policy on Education Sector Program Implementation Grants. The revisions reflected the rules of the new funding model, and significantly enhanced the Secretariat's ability to monitor grants and detect delays earlier. It also addressed the issue of implementation readiness by providing clarity on the expected start date of implementation and how the implementation period is calculated. The revised policy further redefined revisions more narrowly to ensure changes did not undermine the basis on which the Board had approved the proposal, including classifying changes to the results framework a material change requiring a no-objection by the Secretariat.

7.15 The Chair opened the floor for comments and questions. A Board member inquired if the policy considered fragile contexts, which is often marked by a small development partner group in the country, increasing the burden on the managing entity to manage the grant significantly, and may affect grant performance. The Secretariat responded that as with any delays or poor performance, including in a fragile context, the policy provided for dialogue with the LEG to the extent possible, before the Secretariat in consultation with the CGPC would recommend any action.

Decision:

7.16 The Chair opened the floor for comments and questions. There being none, the Chair declared the following decision approved:

BOD/2015/05-10–in reference to BOD/2012/05-01– Policy on Time Frames and Revisions: The Board of Directors approves the Policy on Education Sector Program Implementation Grants, attached as Annex 1 to BOD/2015/05 DOC 11. This revised policy supersedes and replaces the Policy on Time Frames and Revisions, approved by the Board of Directors in decision BOD/2012/05-01.

8. EXECUTIVE SESSION

8.1 The Chair announced an executive session of the Board would be held to discuss the Secretariat budget and requested observers and advisors to leave. The executive session was attended by Board members and Alternate Board members, the Chairs of the technical committees, the CEO, and the COO.

8.2 The Chair invited the COO to present the Secretariat budget to the Board. The COO explained that the core Secretariat budget was the same as the annualized budget presented at the December 2014 Board meeting in Washington D.C. The core budget is based on the new headcount of 78 staff as approved by the Board in December 2014. There were also some additional requests to cover the remaining work on strategic planning, DCP constituency meetings in December, costs associated with the move to new office space and a potential increase in World Bank indirect costs.

Discussion:

8.3 A number of Board members expressed concern that the budget as presented was insufficiently detailed. The CEO and COO explained that in line with the organizational review the budget in future would present costs associated by function. However, at the time of preparing the budget for the Board meeting, the Secretariat had not been in a position to present the budget in that format. During the month of June, the Secretariat is preparing both its workplan and budget by function to the extent possible. It was agreed that the Secretariat would circulate a more detailed budget in this form to Board members by July 1, 2015.

Decision:

8.4 During the executive session, the following decision was approved:

BOD/2015/05-11—Secretariat Work Plan and Budget: July 2015-June 2016: The Board of Directors:

1. approves the core 12-month budget of the Secretariat of up to US$20,139,300 for the period July 1, 2015 – June 30, 2016;

2. approves a supplemental amount of:

    a. US$266,010 for the remaining work on strategic plan preparation;

    b. US$350,000 for DCP meetings in the next 6 month period;

    c. US$50,000 for costs associated with moving to new office space; and

    d. US$100,000 for potential increase in World Bank indirect costs.

The Chair adjourned the Board meeting for the day.

SATURDAY, MAY 23, 2015

9. EXECUTIVE SESSION

9.1 The Board meeting was resumed in executive session attended by Board members and Alternate Board members, the Chairs of the GERF and the SPC, the CEO, COO, the Chief Technical Officer, the Special Assistant to the Chair, and a Board Operations Officer. The purpose of the meeting was to discuss the planning for the Oslo Summit and the Conference on Financing for Development in Addis Ababa Summit, as well as an update on the work being carried out to support education in crisis and conflict.

9.2 No decisions were approved in the executive session.

10. ROLE OF THE CHAIR IN ADVOCACY

10.1 A Board member proposed a Board decision based on the discussion in executive session earlier in the day on what role the Chair should have in advocacy on behalf of the Global Partnership.

Decision:

10.2 There being no comments or questions, the Chair declared the following decision approved:

BOD/2015/05-12—Role of the Chair in Advocacy: The Board of Directors:

1. emphasizes the many opportunities that currently exist to shape the global education agenda, including those provided by the World Education Forum in Incheon, the Oslo Education Summit, the Financing for Development Conference in Addis Ababa, the finalization of the Sustainable Development Goals in New York and the World Humanitarian Summit in Istanbul;

2. recognizes the broad-based efforts underway to strengthen the GPE operating platform and define its measurable goals; and

3. requests the Chair of the Board to lead an active advocacy effort on behalf of the Global Partnership for Education, to engage in conversations on the future global education agenda and supporting coordination architecture including potential new mechanisms for financing education in fragile states, protracted crises and emergencies.

11. STRATEGIC PLAN 2016-2020: STRENGTHENING THE GPE OPERATIONAL MODEL (WORK STREAM 1) PART TWO

11.1 The Secretariat shared a revised decision for consideration based on comments made during the discussion of Work Stream 1 the previous day on Opportunities 1 through 5.

Discussion:

11.2 Board members reiterated the need to prioritize Opportunity 3 and define the functions and responsibilities needed first before changing the operating model. A Board member noted several reviews had already taken place and that the Partnership might instead look at what the issues are with the implementation of the functions and responsibilities in some cases. They reiterated that broad consensus that Opportunities 1 and 2 remain the next most important priorities.

11.3 There was consensus on the proposal to establish a small representative Board reference group to work with the Secretariat on the development of work around Opportunity 3 – improving grant management. One Board member suggested the reference group include the Committees in their consultation. The Chair responded that financial and timing constraints make it difficult to engage the Committees in the process fully before the October Board meeting, but noted that the Chairs of the Committees would be kept abreast of progress made. She noted that the October Board meeting would include one day in retreat style, followed by a one day Board meeting.

11.4 Board members provided suggestions for further fine-tuning, including the need for more discipline in establishing priorities and the deliverables of the various priorities so as not to overstretch the Secretariat and its ability to deliver the highest priorities on time. The Chair noted that the decision language listed the priorities with corresponding timelines in order and suggested being less specific on the exact dates for deliverables in 2016. The Secretariat added that it would provide the Coordinating Committee with an itemized work plan by July 1 and that the Committee would review work completed towards the work plan on a monthly basis and that some of the work under work stream 1 was already underway. Some Board members requested the Board be updated on progress as well while some cautioned against over bureaucratizing. The Chair suggested that the Secretariat send a monthly update to the Board on progress made on strengthening management of GPE grants and its country level platform (Opportunity 3).

11.5 The Chair opened the floor for a discussion on Opportunities 5 and 6 on leveraging knowledge, data, and evidence, and diversification of financing respectively. With respect to Opportunity 5, the Board member representing foundations noted that GPE foundation members were interested in supporting a targeted fund for knowledge and best practice investments if agreed by the Board, as opposed to supporting the general GPE Fund. Other Board members had noted that establishing funds separate from the GPE Fund would undermine the partnership principle. It was noted that the importance attributed to technical knowledge and sharing it in the Partnership is an important sign of its maturity. With respect to Opportunity 6, the point was made that in order to meet the different needs of DCPs and the need for other strategic investments, including in knowledge exchange, data and capacity development, the Board needed to have a full discussion on the strategic finance issues facing the Global Partnership followed by implications, risks and opportunities associated with the introduction of different approaches to accepting financing for these strategic priorities. The risk of undermining the partnership principle through earmarking and partners advancing their own agenda through GPE mechanisms was noted by one constituency. It was agreed that the Board will have a strategic-level discussion on different approaches to accepting new mechanisms for financing support to GPE at its December 2015 face-to-face Board meeting, including a series of options to consider.

11.6 The CEO emphasized the importance of addressing the issue of financing mechanisms to avoid a need to replenish earlier than planned and the Global Partnership being limited in its grant making. She noted the Secretariat's work on this would not take staff resources from the highest priorities set by the Board as different sections of the Secretariat would be working on each of these initiatives.

11.7 The Chair concluded the discussion, noting the Secretariat would further revise the decision language informed by the discussion for presentation in the afternoon.

Decision:

11.8 The Secretariat shared the amended language. A few suggestions were made for greater clarity. The Chair deemed consensus on the decision with final suggestions discussed:

BOD/2015/05-13–<u>Strengthening the GPE Country-Level Operational Platform ("Workstream 1")</u>: The Board of Directors agrees to the following priorities, in order, in the development of Work Stream 1 of the Strategic Plan 2016-2020:

1. emphasizing the need for improvements in the mechanisms used to administer and manage GPE grants at the country level, the Board requests the Secretariat to work with a representative Board reference group of no more than five Board or Alternate Board Members to:

    a. prepare an analysis of the functions, roles and accountabilities needed for the preparation, management and administration of GPE grants;

    b. Analyze how those necessary functions, roles and accountabilities should more effectively be performed within the existing model, which operates under the leadership of the government of the Developing Country Partner. This analysis should focus on the pivotal role played by the Secretariat and the roles played by the Supervising and Managing Entities ("SE/ME"), the Local Education Groups and the Coordinating Agencies;

    c. review requirements for such key grant functions as legal, fiduciary, quality assurance, monitoring and reporting, safeguards, conflict resolution, and risk management;

    d. identify any gaps and improvements needed in the above, including necessary minimum standards and other criteria and reporting procedures that will ensure consistency;

    e. submit a plan and timeline for implementation of improvements by the October 15-16, 2015 Board Meeting;

    f. by Q2 2016, conduct an initial review of current constraints/opportunities for operating without an SE/ME, including the potential need for establishing a legal entity for the Global Partnership;

2. recognizing the importance of a Results Framework for the Strategic Plan and the essential role played by monitoring and evaluation, the Board agrees that:

    a. a draft Results Framework will be submitted to the Board for consultation at its meeting on October 15-16, 2015;

    b. the Results Framework will be finalized at the December 8-10, 2015 Board meeting;

    c. a full corporate monitoring and evaluation strategy will be considered at a date determined after the December 8-10, 2015 Board meeting;

3. recognizing the differentiated needs of Developing Country Partners and the need for other strategic investments, including in knowledge exchange, data and capacity development, the Board requests the Secretariat to prepare an issues paper outlining for discussion at the December 8-10, 2015 Board meeting the strategic finance issues facing the Global Partnership followed by implications, risks and opportunities associated with the introduction of different approaches to accepting financing for these strategic priorities; and

4. acknowledging that the Global Partnership needs to play a stronger role in capacity development and the coordination and dissemination of knowledge and best practice across the Partnership, the Board:

a. notes that immediate proposed improvements to capacity development and the sharing of knowledge and best practice will be included in the draft implementation plan to be submitted to the Board for consideration at its December 8-10, 2015 meeting;

b. Further notes a broader knowledge and capacity development strategy will be submitted to the Board for discussion, at a date agreed after the December 8-10, 2015 Board meeting.

12. STRATEGIC PLAN 2016-2020: CONCEPT NOTE (WORK STREAM 2) (BOD/2015/05 DOC 12)

12.1 The Chief Technical Officer, Karen Mundy, gave a brief summary of the Concept Note and the Consultation Process as presented in BOD/2015/05 DOC 12.

Discussion:

12.2 The Board agreed that the Global Partnership vision should fully align with Sustainable Development Goal 4: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."

12.3 The Board also discussed the proposed mission statement and agreed to slightly revise the proposed language to emphasize that GPE core funding is primarily to finance basic education whilst allowing for the possibility of additional funding to finance other activities noting that in some countries significant progress has been realized in basic education and that there is no value added of primary education without access to secondary education.

12.4 While commenting on the proposed vision and mission, some Board members stressed that the term "children" should be disaggregated into "girls and boys". Some Board members noted the importance for the Global Partnership to align with the Incheon Declaration focus on "lifelong" education and not to limit the target to "children and youth". Along those same lines, a number of Board members noted the inconsistency between the vision and mission which address different targets "education for all" versus "children and youth". Some Board members noted that the scope of GPE activities should be more explicit focusing on supporting Education Sector Plan development and implementation. Concerns were also raised on the risks of the Global Partnership being spread too thin. The Chair concluded that there is agreement to align the Global Partnership's vision with SDG 4 and a slight redraft of the mission to emphasize a focus on financing for basic education. The strategic plan needs to clearly state the Global Partnership's priority is basic education in low income countries with a focus on the most marginalized.

12.5 Regarding the principles which will underpin the Strategic Plan and operational approach, a consensus was raised to formally state that education is a human right and an enabler of other rights. Some Board Members expressed concern regarding the use of negative terminology such as '...elimination of inequalities and the eradication of poverty' and stated a strong preference for more positively framed principles.

12.6 Finally the Chair invited Board members to briefly comment on the Goals. A number of Board members stressed the need to assess and measure learning outcomes, the importance of data especially for planning and to specify the importance of having good Education Sector Plans. Due to time constraints, the Chair offered to create a representative Board reference group to finalize the Concept Note that will then be launched at the Oslo Summit on July 6-7 2015 as a tool in the Global Partnership's Strategic Plan consultation.

Decision:

12.7 The Board agreed and adopted the following decision:

BOD/2015/05-14—Strategic Plan Concept Note for the 2016-2020 Period and Consultation Plan ("Work stream 2"): The Board of Directors requests the Secretariat to work with a representative Board reference group of no more than five Board or Alternate Board members during the first part of June to refine and finalize the Strategic Plan Concept Note based on the discussions at the May 22-23, 2015 Board meeting. The Concept Note will be used as the main consultation tool for strategic planning over the June 25 2015 to September 2015 period, and will form a central input into the draft Strategic Plan that will be presented to the Board for further discussion at the October 14-15 face-to face Board meeting in Washington D.C.

13. REPORTS FROM THE COUNTRY GRANTS AND PERFORMANCE COMMITTEE PART TWO

Allocations for Education Sector Program Implementation Grants (ESPIGs) Round 1 of 2015 (BOD/2015/05 DOC 10)

13.1 The Chair invited the Board to resume the discussion on the proposed grant allocations from the previous day. The CGPC Chair presented a revised decision based on comments made by Board members.

Discussion:

13.2 Feedback from Board members included that language suggesting that in the roll-out phase of the funding model, leniency would be considered in terms of whether funding model requirements are met was not desirable as it would affect the credibility of the Global Partnership and form a reputational risk. At the same time, some Board members acknowledged leniency might be needed in certain cases and the funding model might need be fine-tuned in time as the Global Partnership has a better sense of what works and what does not.

13.3 With respect to the comments to be shared with Nepal, Board members agreed there was a need to request Nepal to submit an updated budget given the recent earthquakes, but to remove a reference concerning the level of domestic funding for education as that would be monitored through progress reports.

13.4 Other general comments included that the Board may reconsider in the future sharing comments with countries of a conditional nature as they add uncertainty and a reputational risk in that grants are approved without fully meeting the expectations of the Board.

13.5 The CGPC Chair noted the CGPC would revisit how it reviews grants and apply more rigor in assessing whether countries meet the requirements of the funding model, and how it presents that information to the Board. A Board member requested the Board be provided with an update on the experience with the new funding model at the next Board meeting.

Decision:

13.6 There being no further comments, the Chair declared the following decision approved:

BOD/2015/05-15–**Approval of Allocations for Education Sector Program Implementation Grants**: The Board of Directors:

1. approves allocations from GPE trust funds for Education Sector Program Implementation Grants, as described in the applications submitted in the first round of 2015, and summarized in BOD/2015/05-15, 1 (c), subject to:

   a. availability of funds; and

   b. Board decision BOD/2012/11-04 on commitment of trust funds for Program Implementation Grants in annual installments.

   c. CGPC recommendations for funding include (all amounts in US$):

Table 1. Application Summary and CGPC Allocation Recommendation of ESPIGs regulated under the previous GPE Funding Model (in US$)

	Country	**Bangladesh**
a.	Allocation Requested	100,000,000
b.	**Allocation Recommended by CGPC**	**100,000,000**
c.	Supervising Entity	World Bank
d.	Supervision Allocation	600,000
e.	Agency Fee % - Amount	1.75% - 1,750,000
f.	Period	3 years
g.	Funding Source	GPE Fund

Table 2. Application Summaries and CGPC Allocation Recommendations of ESPIGs regulated under the GPE Funding Model for the 2015-2018 period (New Funding Model) in US$

	Country	**Mozambique**	**Nepal**	**Rwanda**	**Totals**
a.	Allocation Requested (100%)	57,900,000	59,300,000 (11,500,000 from GPE Fund 2 (EC) and 47,800,000 from GPE Fund)	25,200,000	142,400,000
b.	Fixed Part (70% of a.)	40,530,000	41,510,000	17,640,000	99,680,000
c.	Variable Part (30% of a.)	17,370,000	17,790,000	7,560,000	42,720,000
d.	**Allocations Recommended by CGPC**	**57,900,000** (fixed + variable)	**59,300,000** (fixed + variable)	**17,640,000** (fixed part only)	**134,840,000**
b.	Supervising Entity	World Bank	World Bank	DFID	
g.	Supervision Allocation	600,000	600,000	471,000	1,671,000
h.	Agency Fee % - Amount	1.75% - 1,013,250	1.75% - 836,500	n/a	1,849,750
i.	Period	3 years	3 years	3 years	
j.	Variable Part Disbursement Modality	Ex-post	Ex-post	Ex-post	
k.	Funding Source	GPE Fund	GPE Fund/GPE Fund 2	GPE Fund	

2. with respect to the indicators on Equity, Efficiency, and Learning and their means of verification related to the Variable Part of the allocations, as described in the applications and summarized in BOD/2015/05 DOC 08 Rev. 1 Table 3:

a. approves the indicators on Equity, Efficiency, and Leaning and their means of verification of Mozambique and Nepal;

b. approves the indicators on Efficiency and Learning and their means of verification of Rwanda and requests Rwanda to revise the indicator on Equity in accordance with the recommendation of the CGPC in BOD/2015/05 DOC 08 Rev. 1 Table 4, delegating authority to the Country Grants and Performance Committee to approve the revised indicator and up to US$7,560,000 as an allocation for the Variable Part;

3. requests the Secretariat to:

a. include in its notification to each of the relevant Governments, LEGs through the Coordinating Agencies, and Supervising Entities of the approval of the allocations and the expected timeframe for signing of the Grant Agreement, if applicable, the conditions, requests for report-back, and observations on the program as recommended by the CGPC and adjusted by the Board, set out in BOD/2015/05 DOC 08 Rev. 1, Table 4; and

b. include an update on the issues listed as "conditions" and "report back" in the Portfolio Review.

Civil Society Education Fund 2018-2018 (BOD/2015/05 DOC 13 and 14)

13.7 Prompted by the Chair and prior to the discussion, the Board representatives of the civil society constituencies (CSO 1, 2, 3) declared conflicts of interest as beneficiaries of the Civil Society Education Fund (CSEF).

13.8 The CGPC Chair reported on the CGPC's consideration of the proposal by the Global Campaign for Education (GCE) during its February 24-25, 2015 meeting for a costed extension of the CSEF through 2015 as requested by the Board. The CGPC Chair noted the CGPC had approved the proposal while requesting the GCE update its results framework to reflect the extension period, which it had.

13.9 The CGPC Chair next reported on the Committee's review of GCE's proposal for the next phase of the CSEF from 2016 through 2018. The consensus of the Committee was that while it appreciated the proposal and had noted the independent auditor's assessment that GCE was fit for purpose to serve as the program's managing entity, the proposed program could be strengthened in several areas, as set out in BOD/2015/05 DOC 14). To ensure that the program would not suffer from a break in funding and recognizing GCE would need to administer a call for proposals prior to the start of the program in 2016, the Committee recommended the Board delegate to it the authority to approve revised proposal at its earliest convenience.

Discussion:

13.10 A Board member representing the supervising entity for the existing CSEF program noted that GCE's expenses in managing the program were not as high as originally stated in the Secretariat's documentation. He further noted that there was a conflict of interest issue in GCE receiving grant funds and subsequently regranting them to coalitions that are part of its own network. The Secretariat responded that GCE had successfully put systems and processes in place to manage conflicts of interest at the beneficiary level. At the organizational level, the organization had ensured that its Board of Directors no longer included beneficiaries of the program. Compliance with these safeguards would be monitored throughout the program in the biannual progress report provided by GCE and reviewed by the Secretariat and the CGPC.

13.11 Board members also inquired about the estimated costs to provide continued oversight of the program as recommended by the independent audit firm, as well as an annual independent audit. In terms of providing oversight, the Secretariat responded that it would likely cost the Secretariat approximately US$200,000-300,000 over the course of the program, far less than UNESCO supervising fees for the current program. Regarding the annual external audit, the Secretariat noted that it would be on the management side, and that the costs associated with the initial assessment of GCE's capacity by an independent firm had not been as high as expected. Further, within the grant, there are provisions for feedback and reporting by GCE that would be discussed with GCE in more detail in the next two weeks.

13.12 The Chair of the Strategy and Policy Committee ("SPC") commented that the SPC had gone through an extensive process providing input into the proposal on five occasions and had recommended the CGPC proceed with it. The process would have been more efficient and effective if it had been clearer from the outset how procedurally the matter was going to be handled between committees.

Decision:

13.13 There being no further comments, the Chair declared the following decision approved:

BOD/2015/05-16—Civil Society Education Fund 2016–2018: The Board of Directors:

1. acknowledges its request to Global Campaign for Education ("GCE") to develop a new Civil Society Education Fund proposal with a maximum indicative allocation of US$30 million for the 2016-2018 period (BOD/2014/12-13);

2. notes the conclusions of the Country Grants and Performance Committee ("CGPC") regarding the GCE proposal discussed during its April 14-16, 2015 meeting as set out in Annex 1 of BOD/2015/05 DOC 14 and requests the Global Campaign for Education to submit a revised proposal accordingly;

3. recognizing the need for timely decision-making to avoid the risk of a disruption in the program, delegates authority to the CGPC to review and approve the revised proposal preferably prior to but no later than its October 27-29, 2015 meeting; and

4. notes the findings of the Quality Assurance Review requested by the Board (BOD/2014/12-13) set out in Annex 2 of CGPC/2015/04-DOC 09, particularly the assessment from an independent firm that GCE has the capacity to act as Managing Entity of the CSEF 2016-2018.

14. ANY OTHER BUSINESS

Way Forward on Work Stream 2 of the Strategic Plan

14.1 The Chair clarified the way forward on Work Stream 2. A small representative Board reference group will be established. The work of the reference group will be shared with the Board for a limited time of feedback. The Board would also receive the Board consultation strategy – shared with the Board previously but not yet discussed – for an opportunity to comment via email. A Board member noted the urgency in establishing the two reference groups for Work Stream 1 and 2. The Chair concurred and noted the process would be iterative and include the Chair, the Secretariat, and Board members.

New Donor 2 Constituency

14.2 The Chair announced the outcome of some discussions around issues with the configuration of Board constituencies and announced the creation of a new Donor 2 constituency consisting of Denmark and Sweden. She noted consequential changes for other constituencies will be announced once all stakeholders have been notified. She noted newly configured constituencies will be effective in October 2015 following extensive consultations. A more broad-based review of the constituencies will follow using a more transparent process.

Board Statement on Nepal

14.3 In solidarity with the government and people of Nepal following the tragic earthquakes that occurred on April 25 and May 12, 2015, the Board unanimously and strongly supported a statement in which the Board expressed its heartfelt sympathy:

> *The Global Partnership for Education's Board of Directors extends its heartfelt sympathy to the government and people of Nepal following the tragic earthquakes that occurred on April 25 and May 12, 2015.*
>
> *The tragic death of close to 10,000 people, destruction of 488,000 houses and nearly 25,000 classrooms is hard to grasp. The Board and all GPE partners stand in solidarity with our Nepalese colleagues and friends. Our collective will to provide quality education to all the children of Nepal will not be broken.*
>
> *The new funding approved by the Board of US$59.3 million will support Nepal as it rebuilds schools and strives to continue to deliver its ambitious agenda of improving access and learning.*

Next Meetings

14.4 The Chair announced the next Board meetings would take place October 15-16, 2015 in Washington, D.C. and December 8-10, 2015 in Dakar. The Secretariat will circulate detailed information in due course.

14.5 There being no other business, the Chair closed the meeting at 5:15 pm.

ANNEX 1: PARTICIPANT LIST

Full Name (Last, First)	Job Title	Institution/Organization	Country	Constituency
Adricula, Sylvia	Event Assistant	GPE Secretariat	United States	GPE Secretariat
Albright, Alice	Chief Executive Officer	GPE Secretariat	United States	GPE Secretariat
Andersen, Jesper	Senior Policy Advisor	GPE Secretariat	Denmark	GPE Secretariat
Archer, David	Head of Programmes	ActionAid	United Kingdom	Board Member Constituent of CSO 1 (International / Northern)
Atchoarena, David	Director	UNESCO	France	Alternate Board Member Constituent of UNESCO (Multilateral Agency 1)
Baeten, Sven	Senior Country Operations Officer	GPE Secretariat	United States	GPE Secretariat
Baker, Tony	Education for All Campaign Manager	RESULTS Educational Fund	United States	Alternate Board Member Constituent of CSO 1 (International / Northern)
Barnett, Ed	Education Adviser	Department for International Development (DFID)	United Kingdom	Constituent of Donor 3
Benveniste, Luis	Practice Manager, Education	The World Bank	United States	Constituent of Multilateral & Regional Banks (M Agency 3)
Bernard, Jean-Marc	Deputy Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat
Bile, Sylvestre	Ambassador	Embassy of Ivory Coast	Ivory Coast	Observer
Biney, Francis	Coordinator	Ministry of Education	Ivory Coast	Constituent of Africa 2
Bourne, Josephine	Associate Director	UNICEF	United States	Alternate Board Member Constituent of UNICEF (Multilateral Agency 2)
Brown, Donal	Director, Global Funds Department	Department for International Development (DFID)	United Kingdom	Board Member Constituent of Donor 3
Bruening, Marie	Education program officer	Swiss Agency for Development and Cooperation	Switzerland	Constituent of Donor 1
Camara, HE Kandia	Minister of Education	Ministry of Education	Ivory Coast	Board Member Constituent of Africa 2

Full Name (Last, First)	Job Title	Institution/Organization	Country	Constituency
Cherevatova, Natalia	Operations Officer	The World Bank	United States	Constituent of Multilateral and Regional Banks (Multilateral Agency 3)
Choi, Jeyun	Manager	Korea International Cooperation Agency (KOICA)	Republic of Korea	Constituent of Donor 2
Colenso, Peter	Executive Director, Education	The Children's Investment Fund Foundation (CIFF)	United Kingdom	Board Member Constituent of Private Sector/Private Foundations
Collins, Patrick	Senior Education Advisor	United States Agency for International Development (USAID)	United States	Constituent of Donor 6
Costin, Claudia	Senior Director	The World Bank	United States	Board Member Multilateral & Regional Banks (Multilateral Agency 3)
Dansie, Grant	Education Advisor	Norwegian Agency for Development Cooperation (NORAD)	Norway	Constituent of Donor 4
De Marcken, Natasha	Director, E3 Office of Education	United States Agency for International Development (USAID)	United States	Constituent of Donor 6
Di Vozzo, Donatella	Education Economist	BTC-Belgian Development Agency	Belgium	Constituent of Donor 1
Diouf, Djibril Ndiaye	Director of Educational Planning and Reform	Ministry of Education	Senegal	Constituent of Africa 2
Ellerton, Louise	Senior Policy Officer	Department of Foreign Affairs and Trade	Australia	Constituent of Donor 2
Feinberg, Nathalia	Ambassador, Head of Department, Development Policy and Global Cooperation	Ministry of Foreign Affairs	Denmark	Board Member Constituent of Donor 4
Focas Licht, Margarita	Country Support Team Manager	GPE Secretariat	United States	GPE Secretariat
Fosen, Gerd-Hanne	Head of Education	Norwegian Agency for Development Cooperation (NORAD)	Norway	Constituent of Donor 4
French, Anna	Head, Education Policy Team	Department for International Development (DFID)	United Kingdom	Constituent of Donor 3
Fuerst, Barbara	Policy Advisor	Oxfam	Germany	Constituent of CSO 1 (International / Northern)
Fyles, Nora	Head of Secretariat	UN Girls' Education Initiative	United States	Observer
Gazagne, Fanny	Education Policy Officer	Ministry of Foreign Affairs	France	Constituent of Donor 5

Full Name (Last, First)	Job Title	Institution/Organization	Country	Constituency
Gichuki, Janet	National Coordinator	Elimu Yetu Coalition	Kenya	Alternate Board Member Constituent of CSO 2 (Developing Country)
Gillard, Julia	GPE Board Chair	GPE Board Chair	Australia	Chair
Golden, April	Donor Relations Officer: Asia Pacific	GPE Secretariat	United States	GPE Secretariat
Gomer, Lisa	Chief Operating Officer	GPE Secretariat	United States	GPE Secretariat
Goudiaby, Gisele	Events Coordinator	GPE Secretariat	United States	GPE Secretariat
Graff, Bent	Special Advisor	Ministry of Foreign Affairs	Denmark	Constituent of Donor 4
Graves, Sue	Director, Sectoral Funds	Dept. of Foreign Affairs	Australia	Constituent of Donor 2
Grossman, Allison	Senior Legislative Associate	RESULTS Educational Fund	United States	Constituent of CSO 1 (International / Northern)
Gudmandsen, Helle	Education Campaign Leader	IBIS	Denmark	Constituent of CSO 1 (International / Northern)
Guétin, Christine	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Gupta, Geeta Rao	Deputy Executive Director	UNICEF	United States	Board Member Constituent of UNICEF (Multilateral Agency 2)
Gutiérrez, Francisco	Head of Education	Ministry of Foreign Affairs and Cooperation	Spain	Alternate Board Member Constituent of Donor 2
Henfry, Sally-Anne	Special Assistant to Board Chair	GPE Secretariat	United States	GPE Secretariat
Hoelzer, Ronja	Project Manager, German BACKUP Initiative Education in Africa	German BACKUP Education in Africa	Germany	Observer
Hollaender, Michael	Project Leader Sector Programme Education	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Germany	Constituent of Donor 5
Hyving, Stellan	Senior Policy Specialist	Swedish International Development Cooperation Agency (SIDA)	Sweden	Constituent of Donor 4
Ishihara, Shinichi	Deputy Director General	Japan International Cooperation Agency(JICA)	Japan	Constituent of Donor 6
Jesaitis, Maren	Coordinator GCE Germany	Oxfam Germany	Germany	Constituent of CSO 1 (International / Northern)
Karjalainen, Marja	Deputy Head of Unit	European Commission	Belgium	Constituent of Donor 5

Full Name (Last, First)	Job Title	Institution/Organization	Country	Constituency
Lefebvre, Francois	Senior Financial Officer	The World Bank	United States	Trustee
Liechti, Valerie	Education policy advisor	Swiss Agency for Development and Cooperation	Switzerland	Constituent of Donor 1
Lorenzo, Veronique	Head of Unit	European Commission	Belgium	Board Member Constituent of Donor 5
Lovegrove, Bernard	Regional Coordinator	ASPBAE Australia	Australia	Constituent of CSO 1 (International / Northern)
Mabumba, David	Deputy Minister of Education	Minister of Education	Zambia	Alternate Board Member Constituent of Africa 1
Malik, Allah	Federal Additional Secretary	Ministry of Education	Pakistan	Alternate Board Member Constituent of Asia & The Pacific
Manigat, HE Nesmy	Minister of Education	Ministry of Education	Haiti	Alternate Board Member Constituent of Latin America & The Caribbean
Mbow, Cheikh	National Coordinator	COSYDEP	Senegal	Board Member Constituent of CSO 2 (Developing Country)
Mesen, Michelle	Developing Country Partnerships Officer	GPE Secretariat	France	GPE Secretariat
Montoya, Silvia	Director	UNESCO Institute for Statistics	Canada	Observer
Mornet Cariou, Odile	Adviser	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Germany	Constituent of Donor 5
Mowe, Kjersti	Networks and Learning Manager	Global Campaign for Education (GCE)	South Africa	Constituent of CSO 1 (International / Northern)
Mugemezulu, Owen	Director- Planning and Information	Ministry of Education	Zambia	Constituent of Africa 1
Mundy, Karen	Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat
Naidoo, Jordan	Director of the EFA and Global Agenda Coordination Team	UNESCO	France	Constituent of UNESCO (Multilateral Agency 1)
Nestel, Yona	Senior Education Advisor	Plan International	Canada	Constituent of CSO 1 (International / Northern)
Nhan-O'Reilly, Joseph	Senior Education Advisor	Save the Children	United Kingdom	Chair, Strategy and Policy Committee

Full Name (Last, First)	Job Title	Institution/Organization	Country	Constituency
				Constituent of CSO 1 (International / Northern)
Nicod, Chantal	Head of West Africa and Education Division	Swiss Agency for Development and Cooperation	Switzerland	Board Member Constituent of Donor 1
Nkaada, Daniel	Commissioner Basic Education	Ministry of Education	Uganda	Board Member Constituent of Africa 1
North, Charles	Senior Deputy Assistant Administrator, Bureau for Economic Growth, Education and Environment	United States Agency for International Development (USAID)	United States	Board Member Constituent of Donor 6
Omer, HE Fuad	State Minister of Education	Ministry of Education	Ethiopia	Constituent of Africa 3
Paradis, Anne-Françoise	Education Advisor	Ministry Foreign Affairs	Belgium	Alternate Board Member Constituent of Donor 1
Pascual, Jay	Senior Counsel	The World Bank	United States	Trustee
Pessi, Jefferson	Coordinator	Education International	Belgium	Constituent of CSO 3 (Teaching Profession)
Rakhmatullo, Mirboboev	First Deputy Minister of Education and Science	Ministry of Education and Science	Tajikistan	Constituent of Eastern Europe Middle East & Central Asia
Sakho, Marieme	Syndicat	Sypros	Senegal	Board Member Constituent of CSO 3 (Teaching Profession)
Sanchez, Sandra	Vice Minister of Education	Ministry of Education	Honduras	Board Member Constituent of Latin America & The Caribbean
Sarch, Terri	Deputy Head of Global Funds Department	Department for International Development (DFID)	United Kingdom	Constituent of Donor 3
Schroh, Karen	Senior Donor Relations Specialist	GPE Secretariat	Belgium	GPE Secretariat
Seim, Olav	Policy Director Education	Ministry of Foreign Affairs	Norway	Alternate Board Member Constituent of Donor 4
Shouldice, Julie	Director	Department of Foreign Affairs, Trade and Development	Canada	Alternate Board Member Constituent of Donor 3
Siebes, Ronald	Head Education and Research Division	Ministry of Foreign Affairs	Netherlands	Chair, County Grants and Performance Committee

Full Name (Last, First)	Job Title	Institution/Organization	Country	Constituency
				Constituent of Donor 1
Soyoung, Kim	Deputy Managing Director	Korea International Cooperation Agency (KOICA)	Korea, Republic of	Constituent of Donor 2
Steer, Liesbet	Fellow	The Brookings Institution	United States	Observer
Strecker, Morgan	Education Specialist	UNICEF	United States	Constituent of UNICEF (Multilateral Agency 2)
Svihlik, Jan	Education Advisor	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Germany	Constituent of Donor 5
Tamura, Masami	Director	Ministry of Foreign Affairs	Japan	Constituent of Donor 6
Tanaka, Shinichiro	Senior Advisor, Education	JICA (Japan International Cooperation Agency)	Japan	Constituent of Donor 6
Tapp, Charles	Manager	GPE Secretariat	United States	GPE Secretariat
Thiam, HE Serigne Mbaye	Minister of Education	Ministry of Education	Senegal	Chair Governance, Ethics, Risk and Finance Committee Constituent of Africa 2
Tinning, Chris	Minister Counselor (Development)	Department of Foreign Affairs and Trade	Australia	Board Member Constituent of Donor 2
Van Dyke, Johanna	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Verry, Megan	Global Lead, Global Partnerships Program	The Fred Hollows Foundation	Australia	Observer
Won, Do-yeon	Director	Ministry of Foreign Affairs	Republic of Korea	Constituent of Donor 2
Wood, Grace	Program Manager, Global Funds Department	Department for International Development (DFID)	United Kingdom	Constituent of Donor 3
Yang, Jehyun	2nd Secretary	Ministry of Foreign Affairs	Republic of Korea	Constituent of Donor 2
Yoshida, Kazuhiro	Professor	Hiroshima University	Japan	Constituent of Donor 6
Yoshihashi, Asuka	Economic Development Researcher	Ministry of Foreign Affairs	Japan	Constituent of Donor 6