GLOBAL PARTNERSHIP for EDUCATION

BOD/2015/12 DOC 21 Rev. 1
Meeting of the Board of Directors
December 9-10, 2015
Dakar, Senegal

Rev. 1: Annex 1 has been revised to further clarify a requested change in the chapeau/mission section of the narrative of the strategic plan. The revision is tracked in redline.

FINAL DECISIONS

BOD/2015/12-01– May 22-23, 2015 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Seoul, Korea on May 22-23, 2015 (BOD/2015/12 DOC 03).

BOD/2015/12-02–October 16, 2015 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Washington D.C. on October 16, 2015 (BOD/2015/12 DOC 04).

BOD/2015/12-03–Policy on Education Sector Program Implementation Grants: The Board of Directors approves a revision to the Policy on Education Sector Program Implementation Grants to categorize grant extensions of 12 months or less as a non-material revision.

BOD/2015/12-04–Support to GPE Developing Country Partners (DCP) Constituencies: The Board of Directors:

1. approves a supplemental amount of US$350,000 from the GPE Fund for the organization of pre-Board DCP constituency meetings through June 2016;
2. requests that, starting in July 2016, the Secretariat include the projected costs of the pre-Board DCP constituency meetings as a separate line item in its annual core 12-month budget for Board approval; and
3. requests a progress and impact report annually on the outcomes and benefits of the meetings to be appended to the CEO report.

BOD/2015/12-05–Republic of Congo Education Sector Program Implementation Grant Proposal: The Board of Directors:

1. decides not to approve the proposal as it does not meet the funding model requirement to commit to allocate at least 45 percent of the education budget to primary education in cases where universal primary education has not been achieved. The Country Grants and Performance Committee (CGPC) deems the justification provided to obtain an exception to this requirement not sufficiently strong, despite clear messages sent to the country by both the CGPC and the Secretariat during the application process that it had to be reinforced; and
2. remains open for the Republic of Congo to submit a revised proposal no later than Round 2 of 2016 that fully meets the requirements of the funding model and that takes into consideration the areas for improvement and observations identified by the CGPC and set out in Table 1 of BOD/2015/12 DOC 14.

BOD/2015/12-06–2015 Portfolio Review: The Board of Directors endorses the recommendations of the Secretariat and the Country Grants and Performance Committee as set out in Annex 1 to BOD/2015/12 DOC 15.

BOD/2015/12-07–<u>Engagement with Civil Society Beyond 2018</u>: The Board of Directors requests the Strategy and Policy Committee, in consultation with the Country Grants and Performance Committee, to review the lessons learned from the process of developing and approving the Civil Society Education Fund (CSEF) program 2016-2018, and, taking into account this process, the findings of the independent evaluation of the CSEF, and the GPE Strategic Plan 2016-2020, develop timely options for the Board's consideration on the future direction and process for engagement with civil society beyond 2018.

BOD/2015/12-08—<u>Approval of Maximum Country Allocations</u>: The Board of Directors:

1. approves the list of Maximum Country Allocations for Round 1 and Round 2 of 2017 below. 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.

List of Eligible Countries *All Figures in USD Millions*	**Fixed (70%)**	**Variable (30%)**	**Maximum Country Allocation**	**Earliest Application Round**
Burkina Faso	23.7	10.1	33.8	R1 2017
Cambodia	14.4	6.2	20.6	R1 2017
Eritrea	12.0	5.2	17.2	R1 2017
Haiti	11.5	5.0	16.5	R1 2017
Madagascar	32.8	14.0	46.8	R1 2017
Mali	24.9	10.7	35.6	R1 2017
Sierra Leone	12.0	5.2	17.2	R1 2017
Togo	9.8	4.2	14.0	R1 2017
Gambia	3.5	1.5	5.0	R2 2017
Benin	12.0	5.1	17.1	R2 2017
TOTAL	**156.6**	**67.2**	**223.8**	

List of Eligible Small Island and Landlocked Developing States *(All Figures in USD Millions)*	**Maximum Country Allocation**	**Earliest Application Round**
Sao Tome and Principe	**1.0**	**R1 2017**

2. requests the Governance, Ethics, Risk and Finance Committee (GERF) to conduct a review of the forecast of available resources at its next face-to-face meeting in 2016 and if possible to make recommendations for decision by the Board on potential positive adjustments to the Maximum Country Allocations for eligible countries impacted by the prioritization measures, and the resources available for the general provision;
3. notes that due to continued adverse foreign exchange movements and a downward revision of a donor pledge, projected available resources are insufficient to provide allocations for a number of eligible GPE countries. The Board therefore calls on all partners to intensify their efforts to secure additional financing through the GPE Fund and for donors to fulfill their pledges in a timely manner; and

4. reiterates the importance of Board decision BOD/2015/05/05 and requests all partners continue to consider the scope for efficiency gains to be found in both the existing portfolio and when considering new requests for funding.

BOD/2015/12-09—<u>Risk Management Report</u>: The Board of Directors:

1. notes the changes to the Risk Matrix as set out in BOD/2015/12 DOC 12 and agrees to transfer the ownership of risks 1.1.2 and 1.2.3 from the Strategy and Policy Committee (SPC) to the Board;
2. endorses the Risk Matrix, including revisions to the overall score of some risks and status of identified mitigations measures, as presented in BOD/2015/12 DOC 12 Annex 1; and
3. requests the Governance, Ethics, Risk and Finance Committee to conduct an in-depth review of the full Risk Management Matrix at its next meeting, to ensure full alignment with the Strategic Plan and recommendations to strengthen the Operational Model, including the Operational Risk Framework, and report to the Board at its next meeting with any recommended adjustments to the Risk Policy and Matrix.

BOD/2015/12-10—<u>Governance Review</u>: The Board of Directors:

1. takes notes of the results of the light-touch governance survey as presented in GERF/2015/10 DOC 04 and GERF/2015/10 DOC 04 Attachment 1 and recognizes that overall the 2013 governance reform achieved its objectives, in terms of efficiency, transparency and increased participation of all constituencies;

2. notes that with the adoption of the Strategic Plan and implementation of key actions required to strengthen the operational platform, there is a risk that significant changes to GPE governance arrangements in the short term might have a negative impact on the Global Partnership's ability to deliver on these critical tasks. However, recognizing that there are certain areas where minor changes could improve governance:
    a. agrees with the minimal revisions to the Board and Committee Operating Procedures as presented in BOD/2015/12 DOC 13 Annex 1. Notes that those revisions aim to ensure a more formal, transparent Committee nomination process, to increase the capacity of Board members and the wider constituency category to engage upfront with Committee members, and to strengthen a deliberative and participatory process at the Board and Committee level;
    b. agrees with the minimal revisions to standing Committee Terms of Reference as jointly presented by the three standing Committee Chairs (GERF, CGPC, and SPC) during the December 2015 Board meeting, including the addition of new areas of work to accommodate changes in the Operational Model and Strategic Plan 2016-2020;
    c. requests the Coordinating Committee (or GERF) to consider any outstanding issues including potential overlaps in Committee Terms of Reference and to make recommendations for amendments to the Board at its next face-to-face meeting;
3. taking into account the findings of the Independent Evaluation and the Governance review, requests the Secretariat, with the support of external expertise and including through benchmarking with comparator organizations as appropriate, to further examine the issues and present options to the GERF in order for it to make recommendations to the Board at its next meeting in June 2016 on the following:
    a. examine GPE decision-making processes, in particular the current role of standing Committees with respect to decision-making, including delegation of decisions, and the process and use of non-objection decisions;
    b. a process for a periodic review of constituency groupings, and to conduct a review of the current composition of the constituencies in consultation with each constituency including

options for changes in the composition of constituencies and/or options for the creation of any new constituencies;

c. analyze further the pro/cons of having a set of criteria to become a Board/Alternate Board member and develop options for such work;

d. define options for GPE membership criteria;

4. further notes that Committees will benefit from Committee members' experience by establishing rolling terms that would be staggered for all standing Committees. Therefore, agrees to:

   a. extend the current terms for all current Committee members and Chairs for 1 year (to December 2016) at which point a new call for nominations will be placed for a two year term to December 2018;

   b. for any new members or Chairs joining the committee to fill vacant positions prior to that call for nominations, they will serve a term to December 2017 at which point a new call for nominations will be placed for a two year term to December 2019;

   c. with the aim of ensuring approximately 50% turnover in committee membership on an annual basis through rolling terms, and in the event that this cannot be achieved early in 2016 through natural vacancies, requests the Board Chair in consultation with the Committee Chairs to engage with relevant constituency categories and Committee members as appropriate to seek to achieve this balance;

5. requests the Secretariat to update the Board and Committee Operating Procedures and related policies to integrate all modifications mentioned above; and

6. notes the importance of facilitating information sharing to improve constituency consultation and Board decision-making, and therefore requests the Secretariat to facilitate a pre-Board meeting event on the day before each scheduled face-to-face meeting of the Board.

BOD/2015/12-11—<u>Strategic Plan 2016–2020</u>: The Board of Directors:

1. endorses the Strategic Plan 2016–2020 comprising the Vision, Mission, Principles, Goals, Objectives, and Theory of Change as set out in BOD/2015/12 DOC 08 Annex 1 rev.1, including the revisions agreed at the December 8-10 Board Retreat and Meeting as set out in BOD/2015/12 DOC 21 Annex 1;

2. requests the Board Chair and CEO to finalize the narrative to accompany the Strategic Plan informed by the feedback received at the December 8-10, 2015 Board Retreat and Meeting, as set out in BOD/2015/12 DOC 21 Annex 1; and

3. requests the narrative of the Strategic Plan 2016–2020 to be finalized no later than the end of March 2016.

BOD/2015/12-12—<u>Results Framework</u>: The Board of Directors:

1. endorses the Results Framework and the Results and Performance Framework as set out in Annexes 2 and 3 to BOD/2015/12 DOC 08 with revisions to the indicators as contained in BOD/2015/12 DOC 21 Annex 2;

2. recognizing that for some indicators in the Results Framework the methodologies and baselines still need to be developed, along with overall targets and milestones and core indicators, requests the Secretariat to develop the next version of the Results Framework with baselines, milestones, core indicators and targets for Board decision at the June 2016 Board meeting alongside a costed monitoring and evaluation strategy as previously requested by the Board (BOD/2015/05-13); and

3. recognizes that the next version of the Results Framework needs to express through its targets the level of ambition embraced by the Strategic Plan 2016–2020.

BOD/2015/12-13—Implementation Roadmap: The Board of Directors:

1. endorses the Implementation Roadmap as set out in Annex 4 to BOD/2015/12 DOC 08; and requests the Secretariat to incorporate any amendments to the Roadmap arising from decisions made at the December 9-10 Board Meeting; and
2. requests the Secretariat to report on progress and update the Implementation Roadmap for Board endorsement at each face-to-face meeting of the Board for the remaining period of the Strategic Plan 2016-2020.

BOD/2015/12-14–Independent Assessment of Education Sector Plans: The Board of Directors:

1. emphasizes that the development and adoption of an Education Sector Plan (ESP) is the responsibility of the government and re-iterates the importance of GPE support to developing country partners for the creation of robust nationally-owned ESPs;
2. agrees that an independent assessment should be used in order to strengthen ESPs, build capacity of developing country partners, and improve GPE financing decisions;
3. endorses the piloting of Option 1A as set out in BOD/2015/12 DOC 09 Rev. 1, which includes the use of external consultants trained in the GPE/IIEP guidelines to conduct appraisals of draft ESPs utilizing a set of common standards and approaches. As in the current process, the assessment would be funded by in-country development partners and/or the Global Partnership through the Education Sector Plan Development Grant (ESPDG);
4. requests the Secretariat and Strategy and Policy Committee to consider how knowledge and good practice from this approach can be captured and used to support education sector planning in partner countries; and
5. requests the Secretariat to report to the Board in June 2016 on the implementation of the decisions made on points 1-4 above and propose modalities and a timeline for evaluation of the pilot to inform a discussion of whether Option 1A is effective in improving the quality of ESPs or whether the Board needs to adopt a different model of independent assessment.

BOD/2015/12-15–Addressing the Funding Gap in the Current Replenishment Period: The Board of Directors:

1. recognizes the challenging fundraising environment, the effect of currency movement, and the negative impact on GPE eligible countries of the necessary prioritization measures it has adopted;
2. emphasizes the importance of fulfilling all pledges from donors and developing country partners made under the current replenishment;
3. in order to improve the prospects for increasing available resources, requests the Secretariat to work with interested parties to explore the potential for funding in support of eligible GPE countries in the current replenishment period, and to support the financing of knowledge and good practice exchange, guided by the following exploratory guidelines for targeted financial contributions:
    a. All targeted funding must:
        i. align with the Strategic Plan 2016–2020 and the GPE Charter;
        ii. be delivered in such a way that it does not unduly increase transactions costs or allow the contributor to exert undue influence on the Secretariat, Trustee, Grant Agents, and

Implementers; and

iii. not be in place of unrestricted financials contributions to the GPE Fund;

b. Targeted funding should only be directed towards the following:

i. activities and strategic initiatives that the Board pre-designates as eligible for targeted funding, for example, knowledge work;

ii. activities or funding offers that may emanate from an interested party that are: 1. assessed by the Secretariat as meeting the exploratory guidelines; 2. considered by the Governance, Ethics, Risk and Finance Committee (GERF) in formal meeting; and 3. subsequently approved by the Board;

c. any targeted funding that requires the opening of a separate Trust Fund from the GPE Fund will be subject to prior approval by the GERF in consultation with the Trustee;

d. the GERF shall develop a comprehensive policy on targeted contributions, review on an ongoing basis the level and source of targeted funding, and report to the Board on all related activities; and

e. the Secretariat shall report to the GERF on any targeted funding proposals in order for the GERF to make recommendations to the Board of Directors for its approval.

BOD/2015/12-16–<u>Preparing for the Next Replenishment Period</u>: The Board of Directors, in the context of preparing for the next funding cycle:

1. agrees to establish a joint working group of the Strategy and Policy Committee (SPC) and the Governance, Ethics, Risk, and Finance Committee (GERF) to:

   a. undertake a systematic analysis of, and lessons learned from, the 2014 Replenishment;

   b. examine GPE eligibility criteria and methodology for allocating resources for meeting the objectives of the Strategic Plan 2016–2020;

   c. examine potential alternative and innovative funding mechanisms that could be adopted to improve prospects to promote additionality, co-financing, and leveraging in order to support the achievement of the goals and objectives of the Strategic Plan;

   d. examine the resources that would be required to support the options for potential changes to eligibility/allocation, and funding mechanisms arising from the work on b and c above, and the work of the SPC on the Global Partnership's role as a funder of Knowledge and Good Practice Exchange (BOD/2015/10-04);

2. requests the Secretariat to submit to the SPC and GERF a preliminary options paper for their presentation to the Board by June 2016, and guided by the deliberations during the June 2016 Board meeting, recommendations for the SPC and GERF's review in order to facilitate a decision by the Board in December 2016 for the next funding cycle on:

   a. an appropriate date for the next replenishment;

   b. eligibility criteria for GPE Funding;

   c. a basis for allocation of GPE Funding;

   d. funding mechanisms; and

   e. a financial contributions policy and strategy including appropriate principles and safeguards that would outline the circumstances in which targeted contributions would be acceptable in support of approved funding mechanisms.

BOD/2015/12-17–<u>Reappointment of Chair</u>: The Board of Directors thanks Julia Gillard for her

commitment and leadership over the past two years. Based on her excellent work of reprofiling the Global Partnership for Education, her efficiency and professionalism in conducting Board meetings, and the positive evaluation of her performance, the Board reappoints Julia Gillard as Chair of the Global Partnership for Education for a period of three years, starting on March 1, 2016.

BOD/2015/12-18—Policy on Transparency: The Board of Directors:

1. adopts the Policy on Transparency; and
2. requests the Secretariat to disclose to the GERF on an annual basis the circumstances of any requests for information that were denied.

BOD/2015/12-19–Corporate Engagement Principles and Conflict of Interest: The Board of Directors:

1. delegates authority to the Governance, Ethics, Risk and Finance Committee to finalize and adopt the Global Partnership's Corporate Engagement Principles as set out in BOD/2015/12 DOC 18 Annex 1 and the Conflict of Interest Policy specific to business engagement as set out in BOD/2015/12 DOC 18 Annex 2 by February 15, 2016, following written input from Board Members; and
2. notes that the Secretariat, working closely with the Private Sector and Private Foundations Constituency, will present a private sector strategy options paper at the next face-to-face meeting of the Strategy and Policy Committee in 2016, for further discussion by the Board.

BOD/2015/12-20–Financial Procedures Agreement with the Asian Development Bank acting as Managing Entity for the Global Partnership for Education Fund: The Board of Directors, in agreement with the World Bank, as Trustee for the Global Partnership for Education Fund (GPEF), approves the content of the Financial Procedures Agreement between the Asian Development Bank, acting as Managing Entity (Grant Agent), and the World Bank as Trustee for the GPEF as set out in Annex 1 of BOD/2015/12 DOC 20, including alternative provisions to those in the model Financial Procedures Agreement.

Annex 1- Requested Changes to the Narrative of the Strategic Plan

Changes to the "Chapeau"/ Mission

- Further highlight the scope, scale and value add of the partnership.
- Create an elegant narrative that is engaging and can be communicated to a wide audience of non-experts and policy makers.
- Ensure that the document can both guide our actions and communicate our added value.
- Clarify the level of ambition and our plans for rising to that level of ambition.
- Include a description of how GPE will expand its targets and results framework to include elements of its expanded vision as these are funded.
- GPE focus on learning outcomes should also be highlighted in the chapeau and reflected at the top of the Results Framework and Theory of Change.
- Include more specific reference to the value added of GPE's business model and work in fragile and conflict-affected countries, including the link between risk and vulnerability analysis and the role played by accelerated funding, as well as the link between development assistance and humanitarian work.
- Add specific language explaining what is meant by effective and efficient education systems in the Chapeau and under Goal #3
- Ensure that there is adequate attention to the value add of partnership processes – including the value of inclusive sector dialogue and the co-ordination role of the GPE, balancing this with the value add and quality of investments.
- Ensure sub-objective #1 references diverse stakeholders.
- Add consistent reference to youth as well as adults as beneficiaries of education, including but not limited to second chance learning.

Changes to the Principles

- Add reference to education as the foundation for tolerance, peace and its role in facilitating global citizenship or cross - cultural understanding to Principle 1, directly reflecting language from the Education 2030 Framework for Action as follows "Education as a public good, a human right and an enabler of other rights. It is essential for peace, tolerance, human fulfillment, and sustainable development."

Changes to the Strategic Goals

- **Reorder the Goals so that Strategic Goal #2 on learning outcomes is now at the top as Strategic Goal #1, followed by the Strategic Goal on Increased Equity, Gender Equality and Inclusion for All, and then the Strategic Goal on Efficient and Effective Education Systems in the GPE Results Framework and Theory of Change.**
- Include the full language for Goal #1 "Strategic Goal #1: Improved and more Equitable Student Learning Outcomes through Quality Teaching and Learning".

Changes to the Theory of Change (ToC) and Results Framework

- Substitute the vision statement in place of the super impact statement in the Theory of Change.

- Remove the yellow arrows in the ToC that reference individual GPE grant mechanisms (GRA, CSEF, ESPIG)
- Change the lowest level in the ToC to "Global and Cross National Outputs".

Changes to the Strategic Objectives (SO)

- SO # 3 / ToC replace references to 'grant' with 'financing' as follows:

"Strategic Objective 3: GPE Financing Efficiently and Effectively Support the Implementation of Sector Plans focused on Improved Equity, Efficiency and Learning:

  - GPE financing is used to improve national monitoring of outcomes, including learning.
  - GPE financing is used to improve teaching and learning in national education systems.
  - GPE financing is used to improve equity and access in national education systems.
  - The GPE Funding Model is effectively implemented leading to the achievement of country-selected targets for equity, efficiency and learning.
  - GPE financing is assessed based on whether they are on track with implementation."

- SO # 4
  - refer to 'increased' rather than "adequate" domestic financing
  - add a reference to the importance of an expanded the tax base drawing on the language in the Incheon Declaration.
- SO # 4 and SO # 5 – in the narrative describe SO #4 and #5 as the foundational and 'enabling' objectives
- SO # 5 add 'and coordinate' after 'promote'.

Other comments

- Throughout the document clarify that GPE currently finances pre- primary, which is part of its support to basic education. Clarify and reference that more comprehensive support for early childhood development, care and pre-primary education is part of the partnership's expanded ambition towards the progressive realization of SDG #4.

Annex 2- Indicators for GPE Results Framework

12 core indicators (in bold purple) and 36 indicators total

Goal 1 - Learning Outcomes…– *Impact Indicators* (disaggregate by gender and FCACs)

1. **Proportion of development country partners (DCPs) showing improvement on learning outcomes at the primary level**
2. # of equivalent children supported in basic education (pre-primary, primary, and lower secondary school) annually by the Global Partnership
3. **Percentage of children under 5 years of age who are developmentally on track in health, learning, and psychosocial well-being**

Goal 2 - Equity, Gender Equality, Inclusion…– *Impact Indicators*

4. **Proportion of children who complete: (i) primary education; (ii) lower secondary education**
5. Gender parity index of completion rates for: (i) primary education; (ii) lower secondary education
6. Pre-primary gross enrollment ratio
7. Out-of-school rate: (i) for children of primary school age; (ii) for children of lower secondary school age
8. Gender parity index of out-of-school rate for: (i) primary education; (ii) lower secondary education
9. Equity index using household survey data (e.g. gender, rural/urban, income, etc.)

Goal 3 - Efficient and Effective Education Systems- *Outcome Indicators (disaggregate by FCAC)*

a. Resourcing:

10. **Proportion of DCPs that have (i) increased their public expenditure on education since joining the Partnership; or (ii) maintained sector spending at 20% or above**
11. Equitable allocation of teachers, as measured through correlation coefficient between the number of teachers and number of pupils per school in each DCP

b. Data:

12. **Proportion of DCPs reporting all of the key international education indicators to UIS (key outcomes, service delivery, and financing indicators)**

c. Capacity:

13. Proportion of DCPs with a learning assessment system that meets minimum standards within the basic education cycle
14. **Proportion of DCPs with pupil/ trained teacher ratio below threshold (<40)**
15. Internal efficiency coefficient at the primary level

Country-level Strategic Objective 1: *Sector Planning*: *– Output Indicators*

16.

a. **Proportion of endorsed (i) Education Sector Plans or (ii) Transitional Education Plans meeting minimum standards**

b. Proportion of ESPs/TEPs that have a teaching and learning strategy meeting minimum standards

c. Proportion of ESPs/TEPs with a strategy to respond to marginalized groups that meets minimum standards (including gender, disability, and other context-relevant dimensions)

d. Proportion of ESPs/TEPs with a strategy to improve efficiency that meets minimum standards

17. Proportion of DCPs with a data strategy that meets minimum standards

Country-level Strategic Objective 2: *Mutual Accountability via Policy Dialogue:*

18. **Proportion of JSRs meeting minimum standards**

19. Proportion of DCPs with civil society and teacher representation on LEGs

Country-level Strategic Objective 3: *Grants Support Sector Plan Implementation:*

20. Proportion of grants supporting EMIS /Learning assessment systems, out of the total planned

21. Proportion of textbooks purchased through GPE grants, out of the total planned

22. Proportion of teachers trained through GPE grants, out of the total planned

23. Proportion of classrooms built or rehabilitated through GPE grants, out of the total planned

24. **Proportion of GPE program grant applications approved from 2015 on-wards: (i) identifying targets in Funding Model performance indicators on equity, efficiency, and learning; (ii) achieving targets in Funding Model performance indicators on equity, efficiency, and learning**

25. Proportion of GPE program grants assessed as on-track with implementation

Global-level Strategic Objective 4: *More and Better Financing*

26. Amount of funding to Global Partnership from non-traditional donors (private sector and those who are first-time donors to the GPE) for 2015–2020 (cumulative)

27. **Donor funding through the Global Partnership for 2015–2020 (cumulative)**

28. Proportion of GPE donors that have (i) increased their funding for education since joining the Partnership; or (ii) maintained their funding

29. **Alignment of GPE grants to national systems**

30. Proportion of GPE grants using: ((i) project pooled funding mechanisms; (ii) sector pooled funding mechanisms

Global-level Strategic Objective 5: *Stronger Partnership*

31. **Proportion of (i) DCPs (ii) other partners reporting strengthened clarity of roles, responsibilities, and accountabilities in GPE country processes**

32. # of policy, technical, and/or other knowledge products developed and disseminated with funding or support from the Global Partnership
33. # of collaborative initiatives undertaken with Partners and other external agencies to support the achievement of GPE strategic goals and objectives
34. Proportion of audit reports received and reviewed
35. Proportion of GPE Secretariat staff time spent on country-facing functions
36. Proportion of results reports, evaluations, and best practice reviews of investments and activities published against planned M&E Strategy