GLOBAL PARTNERSHIP *for* EDUCATION

CEO Report

Board of Directors Meeting
BOD/2015/12 – DOC O7
December 9-10, 2015
Dakar, Senegal

CEO Report

- Update to the Board
  - Building capacity to deliver
  - Ongoing core work
  - Finance and budget
- Priorities over the next 6-12 months
- Stewardship

Building Capacity

- Investing and overseeing funds
- Technical, analytical and review capabilities
- Reporting results
- Leveraging the partnership
- Engaging staff

Investing and Overseeing Funds: *Strategic Plan and Operational Model*

- Strategic Plan clarifies role of grants as a key GPE lever
  - Links between 5 different types of grants

- Operational Model changes agreed in October and to be actioned in June
  - Minimum standards
  - Quality assurance
  - Conflict resolution mechanism
  - Monitoring and evaluation
  - Mutual accountability

Investing and Overseeing Funds:
Enhanced grant management

- Dedicated Secretariat cross team function with additional specialized staff

- Strengthened program oversight framework:
  - Operational Risk Framework
  - Review meetings with Grant Agents
  - Standards developed and applied
    - Internal operating procedures for review of progress and audit reports
    - Methodology for tracking progress in disbursement, implementation and results; standard reporting format under development
    - Methodology for tracking progress and verifying payment on variable part indicators

Investing and Overseeing Funds: *Results-based funding model*

- Grant **guidelines**, planning & appraisal guidelines and **quality assurance** process updated.

- Initial lessons learned:
  - Longer program preparation **lead time** required
  - **Clarifications on requirements** needed, particularly on sector financing and transitional plans
  - Clearer **guidance on indicators** needed, balancing flexibility with clarity
  - Need to **build common understanding** of the catalytic value of the GPE Funding Model
  - Requirements have 'teeth' but **size of grant** affects ability to leverage
  - Choice of variable indicators leveraged **results-oriented policy dialogue**

- In 2016, applications from 6 countries are expected in round 1; up to 18 in round 2

Investing and Overseeing Funds: *Strategic Plan and Results Framework*

- The effective delivery and efficient use of GPE grants is central to GPE's Theory of Change
- The Strategic Plan includes a new Strategic Objective # 3 to highlight the impact of GPE grants
- The Results Framework includes new indicators for grant level outputs linked to the strategic goals and objectives
- As part of the Strategic Plan, we will monitor and report on contributions by GPE grants to equity and learning
- In 2016, the Secretariat will adopt a Grant Monitoring Framework and Standard Reporting Template aligned with OECD – DAC

Building Capacity:
Technical, analytical and review capabilities

- Improved **organizational effectiveness**
  - Strategy and Policy
  - Evaluation and Results
  - Quality Assurance
  - Technical Anchor

- Methodologies, guides and tools **establish** and **monitor** program **quality**
  - ESP minimum standards
  - Joint Sector Review minimum standards
  - Domestic financing monitoring
  - Country learning assessment systems and countries' data strategies

- Increased **capacity** and **consistency** in GPE support to DCPs and cluster thematic experience

Building Capacity:
Reporting Results

- December 2015
  - Interim results report
  - Partnership-wide Results Framework approved
- June 2016
  - Report on implementation roadmap
  - Fully costed M&E strategy – FY 17 budget
- December 2016
  - First results report based on new RF
  - Update on implementation plan

Building Capacity:
Leveraging the Partnership

- DCP engagement is **strong**
  - Strategic Plan consultations
  - Pre-Board DCP meetings
  - Funding proposal before the Board

- CSO engagement is growing
  - Local engagement in **policy dialogue**
  - Global engagement in advocacy
  - CSEF approved by CGPC in October.

- Global advocacy
  - Increased **profile** through Oslo, Addis, UNGA, Financing Commission.
  - Expectation that GPE will **step up** and has a **critical role** to play.

- Media and Communications
  - **Award winning website** with country pages and results.
  - Significantly **greater reach** in mainstream and digital media.

Building Capacity:
Strengthening staff engagement

- Staff training and advancement
  - FY15 invested $50,221 in staff training. 1 staff promoted.
  - FY16 budget includes $70,000 for staff training and development. 2 staff promoted

- Staff Survey and Follow-up
  - Semi-annual “pulse survey” to gauge staff sentiment and solicit feedback
  - Survey results are presented to staff as a whole as well as team-level results
  - Career development cited as an area for improvement

- Internal team called IMPROV provides a voice of the staff
  - Work-life balance (implemented last month)
  - Empowerment, authority, and delegation (recommendations forthcoming)

- Staff Retreat
  - Two-day staff retreat held annually: Jan 12-13, 2016
  - Reflect on past accomplishments, align around upcoming objectives, and build our organization

Ongoing Core Work:
GPE manages 88 grants totaling $2,413m

56 ESPIGs 54 active, 2 pending	• Allocation value $2,358m • 51 countries
12 ESPDGs	• Approved amount $3.53m • 11 countries plus OECS (4 countries)
3 PDGs	• Approved amount $0.96m • 2 countries plus OECS (4 countries)
2 CSEF grants	• $19.5m • 1 grant agent (UNESCO)
15 GRAs	• $31.1m • 4 grant agents (AFD, UNESCO, UNICEF, World Bank)

Ongoing Core Work:
Portfolio Review 2015 highlights

- Progress towards existing SG's
  - Investment remains oriented towards access, particularly in fragile states
  - Recent ESPIGS invest in systems

- Grant performance (53 active ESPIGs end FY15)
  - 22.6% delayed in either disbursement or implementation due to procurement issues, capacity gaps, conflict or crisis
  - Six ESPIG revisions and one extension

- In FY15 GPE support contributed to financing
  - 5713 classrooms
  - 12.8 million textbooks and learning materials
  - 146,819 training teachers

Ongoing Core Work:
Portfolio Review 2015 highlights

- GPE provides flexibility to address challenges and optimize program results in fragile and conflict affected states

  - Yemen (UNICEF)
    - 3 million children affected by the conflict. 1.8 million children lost access to education.
    - GPE grant restructured
      - Curriculum development and psychosocial support for children.

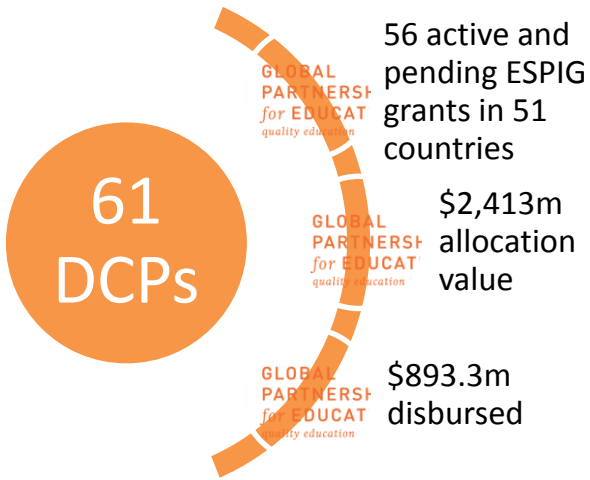
  - CAR (UNICEF)
    - 65% schools functioning. 33% attacked, looted or damaged.
    - GPE accelerated funding to support restart of educational activities.
      - Rehabilitation, materials, school feeding and catch-up courses

Ongoing Core Work:
Portfolio Review 2015 highlights

- GRAs and CSEF
  - Civil Society Education Fund (CSEF)
    - 54 national coalitions engaged as of December 2014. Grants disbursed to 48 coalitions
  - Global and Regional Activities (GRA)
    - Total expenditures have reached US$11,390,596
  - **Improved information** on outputs and better **linkages** to country level grants and processes

- Gender Thematic work
  - **Stocktaking study** reviewed sector plans of 42 countries
  - Development of **guidance document** for gender responsive ESPs

Ongoing Core Work:
Approvals and Disbursements



- FY15 approvals lower than FY14 ($775.8m vs. $502.6m)
- 12 ESPIGs expected for FY16. On track.
- 2015 disbursements on track

Disbursement Status

2015 Annual Target	US$500m
Year to Date Target (October 2015)	US$417m (US$500m)
Actual Disbursements as of October 2015	US$389m
% of Total Annual Target Achieved	78% *(US$ 389m/ US$500m)*
Disbursement Rate Year To Date	93% *(US$389/US$417)*
Disbursement Status as of October 2015	On Track

Ongoing Core Work:
ESP analysis, planning, monitoring

Analyze

- **Education Sector Analysis (ESA)**
- **FY15 Actuals:**
  - Support to **6 ESAs***
- **FY16 Targets:**
  - Support to **22 ESAs**
- **FY16 Q1 Actuals:**
  - Support to **15 ESAs**

* January -end June 2015

Plan

- **Education Sector Plans (ESP)**
- **Education Sector Plan Development Grant (ESPDG)**
- **FY15 Actuals:**
  - **26 ESPs*** under preparation with GPE support
  - **10 ESPDGs** approved.
- **FY16 Targets:**
  - Support preparation of **39 ESPs**
  - Deliver **23 ESPDGs**
  - **10 ESPs** finalized and endorsed
- **FY16 Q1 Actuals:**
  - Support preparation of **31 ESPs**
  - Approved **2 ESPDGs**
  - **2 ESPs** finalized and endorsed

Finance

- **Education Sector Plan Implementation Grant (ESPIG)**
- **Program Development Grant (PDG)**
- **FY15 Actuals:**
  - **10 ESPIGs** approved
  - **6 PDG** approved
- **FY16 Targets:**
  - Deliver **12 ESPIGs**
  - Deliver **16 PDGs**
- **FY16 Q1 Actual:**
  - Approved **0 ESPIGs**
  - Approved **0 PDGs**

Monitor

- **Joint Sector Review (JSR)**
- **FY15 Actuals:**
  - Secretariat participated in **19 JSRs***
- **FY16 Goal:** Secretariat participates in **47 JSRs** *(90% of JSRs in 52 countries organizing reviews)*
- **FY16 Q1 Actuals:** Secretariat participated in **6 JSRs**

Finances and Budget:
Matching supply with demand

- Prudent Financial Management requires matching supply with demand
- Since replenishment, tough decisions required to reduce demand to match supply
  - Adverse foreign exchange movements
  - Challenging environment for raising funds
- $563m in prioritization decisions
  - Further $263m proposed
- Limited progress to increase supply
- Risks have not decreased
  - Further adverse FX movements; no viable hedging approaches
  - Impact of the ongoing refugee crisis on the timing and amounts of donor contributions

Finances and Budget:
Secretariat budget and headcount

- FY16 budget $20.9m
  - 22% expenditures rate (end Q1)

- 78 full time positions; 73 filled
  - All functional areas now staffed
  - 4 cross-team technical teams established
    - Education in conflict and crisis
    - Equity and inclusion (including gender equity)
    - Teaching and learning
    - Planning, system and finance

- Work plan reviewed monthly by Secretariat management and largely on track

Looking Ahead:
Priorities over the next 6 -12 months

- Complete Operating Model changes and enhanced grant management
- Continue to refine GPE Funding Model roll-out
- Implement the Strategic Plan (i.e. the implementation roadmap)
- Operationalize Results Framework and M&E
  - *December 2015*: Finalize GPE's Strategic Plan, Theory of Change, and Results Framework 2016-2020
  - *June 2016:* Develop comprehensive and costed M&E strategy
  - *December 2016:* Report on the GPE Results Framework 2016-2020
- Strengthen and diversify finance base
  - Need to revise and update resource mobilization model
  - Explore **opportunities** to secure support from emerging donors, foundations and private sector.

Stewardship:
Misuse of Funds

Liberia

- Reported case of misuse of funds of $34,810 involving alleged falsification of deposit slips.
- Investigations launched by Liberian Government and World Bank INT.

Benin

- Reported fraudulent activities associated with the school feeding program.
- Amount in question, $51,800, returned to Government.

Madagascar

- Investigation related to UNICEF audit findings on 2012 payment of teachers' salaries.
- $8 million investigated, $37,623 considered ineligible, $1,832,698 passed for further investigation by UNICEF OIAI, $61,818 found to be ineligible.





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