REPORT OF THE MEETING OF THE BOARD OF DIRECTORS
DECEMBER 9-10, 2015
DAKAR, SENEGAL

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.

WEDNESDAY, DECEMBER 9, 2015

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

1. WELCOME, AGENDA SETTING AND APPROVAL OF CONSENT AGENDA

1.1 The Board Chair welcomed participants and extended regrets from Minister Thiam for not being present during the opening remarks to welcome everyone to Dakar. Minister Thiam had been called away to a meeting with the President. She thanked Board members and Alternate Board members for their work during the retreat and noted the need for a change in the Board agenda. The decision language arising from the Board retreat discussions related to the Strategic Plan, the Theory of Change, the Results Framework, the Independent Assessment of Education Sector Plans and the Strategic Financing would be moved to the next day to provide more deliberation time to the Board.

Meeting Objectives and Outcomes

1.2 The Chair noted the need for discussions and decisions in relation to the Implementation Roadmap for the Strategic Plan, the Report from the CEO and the corporate engagement guidelines for the Global Partnership. She also acknowledged a proposal from the Developing Country Partners (DCPs) for ongoing support for the DCPs meetings and engagement and the recommendations put forward by the Country Grants and Performance (CGPC) and the Governance, Ethics, Risk, and Finance (GERF) committees for Board decision.

Approval of Consent Agenda (BOD/2015/12 DOC 02)

1.3 The Chair introduced the Consent Agenda as a new meeting practice whereby all routine and non-controversial items that do not require deliberation and which are generally deemed to have consensus are packaged as one agenda item without discussion. Included in the consent agenda were

the Report of the Meeting of the Board of Directors held in Seoul, Korea on May 22-23, 2015 (BOD/2015/12 DOC 03), the Report of the Meeting of the Board of Directors held in Washington D.C. on October 16, 2015 (BOD/2015/12 DOC 04)) and a revision to the Policy on Education Sector Program Implementation Grants (BOD/2015/12 DOC 06). [1] Receiving no comments or objections, the items on the consent agenda were approved.

Decisions:

1.4 The following decisions were approved:

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 DOC 06).

2. REPORT FROM THE CHIEF EXECUTIVE OFFICER (BOD/2015/12 DOC 05)

2.1 Alice Albright, Chief Executive Officer (CEO), informed the Board that her presentation would focus on i) an overview of the year 2015, ii) a progress report on core work, iii) a budget overview, iv) stewardship, v) preparing the Global Partnership to deliver on Sustainable Development Goal 4 (SDG4), and vi) key priorities over the next 12 months.

Context

2.2 The CEO highlighted significant external transitions in the education sector in 2015, such as i) a change from the era and goals of the Millennium Development Goals (MDGs) to a new era driven by the sustainable development goals (SDGs), ii) a change in education aid from the traditional aid formulas of the 1990s and 2000s to a more complex development financing approach, and iii) a transition to a more volatile environment driven by the unfolding European refugee crisis, profoundly impacting the availability of the official development assistance (ODA) for the poorest countries.

2.3 In terms of internal transitions, the CEO underscored the successful transition to a more complex results-based funding model, the implementation of the recommendations of the organizational review aimed to build and improve the Secretariat capacity to deliver effective support to the developing country partners and, in collaboration with many partners, the development and refinement of a new Strategic Plan for the Global Partnership.

[1] BOD/2015/12 DOC 05 - Board Response to the Interim Independent Evaluation of the Global Partnership was removed from the consent agenda due to comments received from a constituency prior to the meeting that they had provided additional data to the Chair of the Independent Evaluation Committee. The data will be reviewed to determine whether there is any impact on one of the findings listed in the evaluation report. The decision will therefore come back to the Board at a later date.

2.4 The CEO expressed her profound appreciation to all Partners for their inputs and to the Secretariat staff for their hard work in support of the Partnership for the year 2015. She strongly reaffirmed that the potential of the education sector to drive progress across all global development is now more fully and officially recognized.

2.5 Another important transition is the increasing challenge the Global Partnership is facing to step up to SDG4. The CEO acknowledged the increasing expectation the Global Partnership is facing to become a central platform and financing mechanism through which progress toward the new ambitious SDG4 will be achieved. The CEO confirmed that the discussions over the past months during the retreats in October and December will ensure that the Global Partnership is placed to deliver on SDG4.

GPE Core Work

2.6 The CEO updated the Board on the grants portfolio, reporting that the Global Partnership manages 88 active grants totaling US$2,413 million. She noted that the majority of grants were Education Sector Program Implementation Grants (ESPIGs). Grant implementation had resulted in progress towards existing strategic goals and grant spending focused on access in education, particularly in fragile states, and on improving systems. She also mentioned that quality of data from Grant Agents had improved over the past year, further enabling the Secretariat's analysis of the portfolio.

2.7 The CEO noted that the Portfolio Review is a key monitoring tool for the Global Partnership. Key observations included that the Global Partnership provides flexibility to address challenges and optimize program results in fragile and conflict-affected states. In addition, she noted that the combined effect of the Secretariat reorganization and the gradual inflow of reports from the 15 active Global Regional Activities (GRA) program grants and the Civil Society Education Fund (CSEF) have resulted in improved information on outputs from these projects, as well as a better overview of their linkage to country level grants and processes. She also pointed to two major activities undertaken in FY15 under the gender thematic work: (1) a stocktaking study reviewing the sector plans of 42 countries and (2) the development of a guidance document for gender-responsive ESPs.

2.8 The CEO informed the Board that the total amount in grants approved in FY15 was lower than FY14: US$775.8 million in FY14 and US$502.6 million in FY15. She further noted that an estimated 12 ESPIG proposals were expected in FY16 and that the 2015 disbursements were on track.

Financial Resources and Organizational Review

2.9 The CEO reminded the Board of the continued number of risks to the Global Partnership's financial position. She added that the adverse foreign exchange rates in addition to the impact on the ongoing refugee crisis have continued to put pressure on the available resources. Since December 2014, difficult prioritization measures involving US$563 million had been taken and additional measures involving US$263 million is are being recommended by the GERF, The CEO expressed her concerns about the limited progress to increase supply and invited the Board to rethink how the Global Partnership is financed.

2.10 The CEO made reference to the Secretariat's administrative expenditures for the current fiscal year and noted that the budget, recruitment and detailed workplan were all on track as of the end of the first quarter.

Misuse of Funds

2.11 The CEO invited Matthew Smith, Deputy Head of the Country Support Team, to provide an update on the misuse of funds in Liberia, Benin and Madagascar.

2.12 A case of misuse of funds was reported in Liberia in August 2014 involving US$35,810. It was noted to the Board in November 2015 that the misuse was related to the Basic Education project and involved alleged falsification of deposit slips. The government had already taken measures against the individual involved in the misuse of funds. Investigations had been launched by the Liberian Government and the World Bank Integrity Vice Presidency (INT) unit and were expected to conclude end of December 2015.

2.13 The Secretariat had last updated the Board on the Benin case of misuse of funds in August 2015. The misuse was related to the management of the school canteens in the district of Malanville, Benin. The audit report stated that the misuse of funds involved a total amount of 29,005,050 XOF (approximately US$51,800). The government had already taken measures against individuals involved in the misuse of funds and had broadened the audit to a representative sample of schools in all 25 districts targeted by the school canteen program. The government had indicated it would return the entire amount involved.

2.14 The Board was last updated on the Madagascar case of misuse of funds at June 2015 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. Over US$8 million was investigated and US$37,623 of the reported expenses were considered ineligible. Additionally, US$1.8 million reported in expenses under went further verification by UNICEF Office of Internal Audit and Investigations ("OIAI") and US$ 61,818 reported expenses were considered to be ineligible. Once the audit department completes its work, UNICEF would provide full disclosure of the report.

Preparing the Global Partnership to deliver on SDG4

2.15 The CEO and Margarita Focas Licht, Country Support Team Manager, updated the Board on the Secretariat's intensive efforts in the last 12 months to deliver on SDG 4. Their presentation focused on seven key areas: 1) grants being placed as a key GPE lever, 2) continued efforts to strengthen the Operational Model, 3) a dedicated grant management function in place 4) building consistency and technical capacity to support progress on the Strategic Goals, 5) a Partnership-wide Results Framework, 6) leveraging the Partnership, and 7) strengthening the Secretariat.

Secretariat Key Priorities Next Twelve Months

2.16 The CEO concluded by presenting the key priorities of the Secretariat over the next twelve months and emphasizing the importance of preparing the Secretariat to deliver on SDG4. The work would focus on completing the operational model changes and enhancing grant management, continuing to refine the funding model roll-out, implementing the Strategic Plan, operationalizing the Results Framework and the development of a Monitoring & Evaluation Framework and strengthening and diversifying the financial base.

Discussion:

2.17 Board members thanked the CEO for the detailed information in the presentation. In terms of the Grant supervision, a Board member noted the absence of any reference on the role of the Local Education Group (LEG). The Secretariat noted that generally grants are discussed with the LEG in the context of the Joint Sector Reviews and monitoring missions and that it varies from country to country. Grants progress reports have not been distributed systematically to the LEG and the

Secretariat is putting in place systems to strengthen LEG involvement through the operational model.

2.18 In response to a question about institutional systems in place to better capture country ineligible expenditures and ensure value for money, the Secretariat recognized the lack of capacity at country level and noted that the Global Partnership works closely with Grant Agents to build capacity. The Secretariat mentioned that strengthening capacity was a partnership matter and highlighted the importance of the role of civil society organization in the domain.

2.19 A Board member recognized the Secretariat's progress made over the past year and highlighted that the building blocks in place should be results-oriented. Based on the current challenging environment for fundraising, the Board member questioned the Partnership's availability of the right product to sell and/or poor marketing of the product. He further stressed the importance of showing results on investments with robust processes in place as a key to attract more funding.

2.20 Further clarifications were requested on the prioritizations decisions and on the role of Chair in the International Commission on Financing Global Education Opportunity. The Secretariat explained that the prioritization decisions are on the recommendations arising from the GERF to prioritize resources and provided details of the previous prioritizations measures taken in May and December of 2015. The Chair explained that a key part of her role to date had been to advocate for new resources for GPE. She intends to continue that in 2016 with advocacy to traditional donors, non-traditional donors including emerging nations, the private sector and philanthropy. The Chair noted that she had not been appointed to the Commission as a delegate of GPE but would bring to the role her understanding of GPE, how it was changing and what it could become with more resources and in a global environment with a greater focus on education. She viewed her role in the Commission as helping to make political space and to generate momentum for greater global efforts on education.

2.21 A Board member noted that the CEO report was not aligned with the Strategic Plan, pointing out the omission of the value added of the Global Partnership in fragile states in the Strategic Plan. On the operational platform, particularly in terms of misuse funds, the Board member noted the absence of mechanisms to identify, analyze and mitigate risks. Given the time constraints, the Chair noted that the risk question would be discussed during the GERF presentation. In regard to GPE value added in fragile states, the CEO concurred that the GPE value proposition in these states needed be integrated in the final version of the Strategic Plan.

2.22 In regard to the reporting of misuse of funds, a Board member highlighted the importance of sharing with the Board examples of good practices around country grant management. The CEO welcomed the suggestions from Board members around transparency in handling cases of misuse of funds and added that a transparency policy was going to be presented to the Board for consideration during the meeting. She added that the Secretariat is committed to transparency to gain credibility globally and to build confidence in the Global Partnership.

2.23 A Board member requested clarification on the efficacy and on the role of the LEG at the country level. The Secretariat explained that a key element of the changes to the operational model included minimum standards for LEGs that the Secretariat would use to measure effectiveness at country level. She added that minimum standards would provide guidance for the LEG to work more consistently across countries. The guidance includes national ownership, inclusiveness, and systems for collaboration and mechanisms for clarity on objectives.

3. DCP CONSTITUENCY MEETING PROGRESS REPORT AND PROPOSAL (BOD/2015/12 DOC 19)

3.1 Dr. Allah Bakhsh Malik, Alternate Board Member representing the Asia & Pacific Constituency, and Michelle Mesen, Developing Country Partnerships Officer of the Secretariat, provided a progress report detailing the outcome and value added of pre-Board developing country partner constituency meetings that had been organized by the Secretariat following approval from the Board of Directors in June 2014.

Discussion:

3.2 Board members congratulated the Secretariat and the government of Uganda for convening the first pre-Board DCP constituency meetings for all six DCP constituencies. Board members expressed appreciation for the German BACK-UP Initiative for their continued DCP funding support.

3.3 Many Board members expressed their concerted views on the added value of the pre-Board DCP meetings, noting the meetings provided an opportunity for DCPs to discuss proposed Board decisions and to reach consensus on a variety of issues, share knowledge among different constituencies, improve consultation, communication and coordination within and between the DCP constituencies in order to strengthen their collaboration, and present a more inclusive DCP position at Board meetings.

3.4 A Board member requested clarification on the type of funding the Secretariat is requesting from other partners as stated in the Communication and Action plan for DCP constituencies set out in Annex 2 of BOD/2015/12 DOC 19. In terms of the requested DCP budget support, the Board member asked if the cost of various Secretariat activities enumerated in the Communication and Action plan for the DCP constituencies were included in the budget. The Secretariat responded that the requested US$350,000 incorporated the cost for DCP meetings, including the transportation costs of DCP advisors. The Secretariat further clarified that most of the listed Secretariat activities in the Communication and Action Plan had already started and that the remaining activities would be prioritized based on the country needs.

3.5 A Board member recognized the importance of the opportunity to exchange dialogue among different constituencies but noted the availability of other less costly ways to achieve this practice. He encouraged the Secretariat to conduct an analysis of other options to get the best value for money. He requested a need to demonstrate the impact of the constituency meetings on domestic financing. The Secretariat explained it is exploring webinars as a way to cut costs and that the meeting in Uganda with all six DPC constituencies in attendance was also a step forward to reduce costs.

3.6 A Board member requested a progress and impact report to be included annually in the next CEO report to the Board.

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

Decision:

BOD/2015/12-04–<u>Support to GPE Developing Country Partners (DCP) Constituencies</u>: 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.

4. REPORTS FROM THE COUNTRY GRANTS AND PERFORMANCE COMMITTEE

Republic of Congo Education Sector Program Implementation Grant Proposal (BOD/2015/12 DOC 14)

Prior to the discussion, the Board member representing the World Bank declared a conflict of interest as Grant Agent for the proposed grant.

4.1 The CGPC Chair summarized the involvement of the Committee with the grant proposal since April of 2015. On several occasions, the Committee had expressed concern about Congo's intent to allocate 34% of the education budget to primary education whereas the funding model stipulated the percentage should be 45% in cases where universal primary education had not been reached. Repeated messages had been sent to the government that the rationale provided for the deviation - including that the government emphasized secondary education over primary - was not acceptable and needed to be reinforced. The final proposal had not included a strengthened rationale, resulting in the Committee unanimously recommending the Board not approve the proposal as it did not fully meet the requirements for accessing the fixed part of the maximum country allocation. He noted the Committee had endorsed the variable part.

Discussion:

4.2 Board members generally supported the recommendation to not approve the grant proposal. There was also general support for allowing Congo to resubmit an application.

4.3 With regard to resubmission, a Board member noted more clarity was needed in the decision language in terms of whether Congo would need to strictly meet the 45% requirement or whether a deviation with a stronger rationale would be acceptable. If the latter, it was unclear what would constitute a satisfactory rationale for the deviation in order to secure Board approval and whether there would be special consideration for a fragile or conflict-affected context.

4.4 The CGPC Chair responded that the Committee had struggled with the decision language. The Committee recalled the Board's request to the Committee during the May Board meeting to be strict on the requirements and had determined the rationale was not strong enough.

4.5 Board members acknowledged that the funding model provides that a compelling explanation for a deviation from satisfying the 45% requirement is needed but that the criteria for a satisfactory deviation had not been defined. At the same time, Board members noted that not insisting on the 45% requirement would be detrimental to children's education, affect GPE credibility, and undermine the case for investment and the principle of co-financing. Further, explicitly allowing for a deviation in the decision language on the Congo proposal would set a precedent for future applicant countries.

4.6 To avoid a precedent, it was proposed to keep the decision language as recommended, with the Secretariat or CGPC pointing out to the country that in accordance with the funding model a deviation from the 45% requirement was an option if the rationale for the deviation was sufficiently

strong. It was suggested there was a shared understanding among Board members as to what rationale was acceptable, while codifying that understanding would not be prudent.

4.7 The Secretariat suggested that rather than providing the opportunity to provide for a satisfactory rationale, the Board might ask for data and a commitment to show that percentages presented by the government were sufficient to meet the targets in the program document.

4.8 The Chair concluded there was consensus on the recommended decision. She further concluded that the Board had been clear that it requested rigor from the CGPC around the funding model requirement that the government commit to allocate 45% of the education budget to primary in cases where universal primary education had not been reached. While a strong rationale for a deviation from the requirement would be acceptable should Congo resubmit, it should be made clear to the country that the standard for such a satisfactory explanation was very high.

4.9 A Board member expressed concern about rejecting grant proposals in general in that it poses a reputational risk for the Partnership and creates a difficult relationship with the government in question and others who have spent much time and effort on the proposal. He noted procedures might clarify that non-approval of a grant proposal is a rare exception and that GPE grant application processes and procedures are sound and normally lead to approval of an application. The CGPC Chair noted there had only been two rejections in the past four years.

4.10 There being no further comments, the Chair declared the recommended decision approved:

Decision:

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;
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.

2015 Portfolio Review (BOD/2015/12 Doc 15)

4.11 The Secretariat presented its annual Portfolio Review and related recommendations as set out in Annex 1 to BOD/2015/12 DOC 15. The CGPC had endorsed the report and recommendations and added a recommendation of its own.

Discussion:

4.12 Board members expressed appreciation for the report. Given the report covers core GPE business, it was suggested the Board spend more time discussing the Portfolio Review going forward in a format illustrating the risks so the Board may focus on those and have evidence drive its decision-making.

4.13 Specific recommendations for improving future reviews of the portfolio included addressing the impact of the funding model, disaggregating results in such areas as girls' education or marginalized groups, and to include more on the financial aspect in terms of value for money, efficiency, and effectiveness. It was also suggested to include more on fragile states and the GPE role and effectiveness in that regard.

4.14 Generally, more understanding was requested on the portfolio across countries and how that contributed to lessons learned for the Global Partnership. In addition to identification, Board members requested improved analysis of the findings and mitigation. More analytics was also requested upstream in the grant proposals to feed into the identification, analysis and mitigation and learning across grants.

4.15 A Board member suggested balancing the Portfolio Review with the results report and report positive outcomes in addition to bottlenecks. The Secretariat noted it would design the reporting framework for the coming year and would work on how to merge the Results Framework and the Portfolio Review. It would also contemplate how to bring additional information from mission reports and the quality assurance process to the Board.

4.16 The Secretariat noted the Portfolio Review had been produced amidst a transitional year, strategic planning process, organizational change and discussions around the operational platform. Additional challenges included the lack of a results framework and a standardized reporting format for grants, which had prevented a rigorous analysis. The strengthened operational model would ensure an enhanced report going forward.

4.17 The Chair declared consensus on the recommended decision.

Decision:

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.

Engagement with Civil Society Beyond 2018 (Bod/2015/12 Doc 16)

4.18 The CGPC Chair summarized the reasons for the proposal as set out in BOD/2015/12 DOC 16. He recalled that the Board had affirmed its strategic support for civil society on several occasions, having concentrated its support in the Civil Society Education Fund (CSEF) since 2008. The process for designing and approving the 2016-2018 phase of the CSEF had been inefficient and time consuming, resulting in a lack of clarity as to what the Global Partnership was expecting from the proposal and a near-break in funding of the CSEF. The CGPC therefore recommended the Board start the process of determining how to best support civil society beyond 2018 early to allow for ample time for a thoughtful process and any transition planning.

4.19 The Chair invited comments from Board members. Receiving none, she declared the recommended decision approved.

Decision:

BOD/2015/12-07–Engagement with Civil Society Beyond 2018: 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.

Uzbekistan Update

4.20 The CGPC Chair provided a brief update on the education sector program implementation grant to Uzbekistan since it was approved by the Board in June of 2014 amidst issues of forced and child labor in the annual cotton harvest. The CGPC and the Board at that time felt the issue had been sufficiently addressed by the Uzbek government to allocate the grant. However, the Committee recommended the issue remain systematically monitored to ensure mitigation measures were successfully implemented and had been doing so at each of its face-to-face meetings.

4.21 The CGPC Chair reported that the International Labor Organization (ILO) had monitored the 2015 cotton harvest. Findings indicated that the issue of child labor is largely eradicated and the government had made high-level commitments and had implemented measures to abolish and prevent child and forced labor. Feedback Mechanisms had been created. Nevertheless, forced labor remained a risk, especially in the context of large-scale organized recruitment to ensure swift harvest, including the recruitment of personnel from educational institutions. The CGPC noted the extent of the remaining issues is unclear as there are discrepancies in information between different sources.

4.22 The CGPC Chair concluded that the World Bank, Grant Agent for the grant, would continue a strategic engagement, including further developing the Feedback Mechanisms, further robust work to remove risks of forced labor, strengthening collaboration with civil society organizations and other partners, better monitoring of teacher absenteeism due to forced labor, and increasing citizen engagement.

4.23 A Board member representing civil society organizations noted the issue remains worrisome and that civil society organizations are hesitant to report violations for fear of government suppression.

CGPC Decisions since May Board Meeting

4.24 The CGPC Chair notified the Board of decisions made by the Committee as delegated by the Board. Specifically, during an audio call on July 16, 2015, the CGPC had approved the revised equity indicator for the Variable Part of the Rwanda education sector program implementation grant with an allocation of US$7,560,000 for the Variable Part, in accordance with BOD/2015/05-15, and a 12-month extension to the Afghanistan education sector program implementation grant in accordance with the Policy on Education Sector Program Implementation Grants. In addition, during its October 27-29, 2015 meeting, the Committee had approved the revised proposal for the Civil Society Education Fund 2016-2018 in accordance with BOD/2015/05-16.

5. REPORTS FROM THE GOVERNANCE, ETHICS, RISK AND FINANCE COMMITTEE

5.1 The Chair invited the Chair of the Governance, Ethics, Risk and Finance committee (GERF) to present the recommendations from the GERF on the Financial Forecast, Risk Management, and Governance Review, Transparency Policy and Corporate Engagement Principles and Conflict of Interest.

Financial Forecast and Approval of Maximum Country Allocations (BOD/2015/12/\ DOC 11)

5.2 Minister Thiam, the Chair of the GERF, stressed that since the last Board meeting in May 2015 the projection of available resources has continued to decline and invited Padraig Power, Chief Operating Officer (COO) ad interim, 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 1 and 2 of 2017 as set out in BOD/2015/12 DOC 11. The COO ad interim noted that the decline of projected available resources is partly due to the announcement from a donor that it would not be in a position to honor its pledge. The COO ad interim also mentioned that adverse foreign exchange rates had continued to put pressure on available resources, although not to the same extent as experienced over the July 2014 – March 2015 period. He also noted that between the impact of foreign exchange and reductions from donors, the value of pledges for the current replenishment period was down from US$2.31 billion (based on the value of pledges when initially made) to US$1.86 billion, a decline of some US$450 million in total. The COO ad interim reported that based on the existing prioritization criteria agreed by the Board, the GERF recommended that no new indicative MCAs be announced at this time for remaining eligible lower middle income countries (LMICs) (Cameroon, Kyrgyz Republic, Mauritania, Pakistan, Senegal, Sudan, and Yemen) and considering that two lower income countries (LICs) (Uganda and Niger) had existing grants that were not expected to close prior to 2018 and might in fact be extended if they encounter delays, no new allocations were provisioned for these two LICs at this stage, but that the Board should re-examine their circumstances closer to the time or as available resources improve. The COO ad interim noted that if the funding situation improves significantly, then the GERF could look at ways to reverse some of the prioritization measures that had been put in place. However, if the funding situation remained without significant improvement, the GERF would not be in a position to recommend to the Board to announce additional Maximum Country Allocations for the current replenishment.

5.3 The Chair of the GERF recalled GERF recommendations, including that the Secretariat should continue raising awareness of the financial situation with the Board. He also stressed that there may be a disconnect between the aspirations of the Board and the financial reality, and that this should be specifically considered in discussions around the Strategic Plan. The Chair of the GERF also reported that the GERF had invited the Secretariat to handle sensitively communication to countries affected by the prioritization actions, including reinforcing their importance to the Partnership. The GERF had also noted that the option for holding euro contributions and providing euro grants should continue to be examined when preparing for the next replenishment cycle and that there was a continued need to find efficiency gains in the portfolio.

5.4 The GERF Chair then emphasized the following risks identified by the GERF: the potential for a further strengthening of the US dollar in 2016, an inability to conclude lengthy negotiations between the World Bank and the European Commission on a contribution agreement to facilitate payment of EU funds, the risk that the ongoing refugee crisis in Europe would either result in delays or reductions to donor contributions to the GPE Fund, and the risk that donors that may be in a position to increase funding in 2016 wait for the outcome of the Financing Commission in the second half of 2016.

Discussion:

5.5 Comments from Board members included questions for clarification regarding the issue of finalizing the agreement between the European Commission and the World Bank. The representative of the European Commission shared information on the ongoing negotiation for the adoption of the framework agreement between the World Bank and the European Commission. She mentioned that the European Commission budgetary authority will be asked to look back again at the fiduciary

requirements for joining the GPE Fund which is a Financial Intermediary Fund (FIF) to see if this is possible. One Board Member asked how the Secretariat handled projections on country disbursement given that the variable tranche might not always be disbursed if performance is not satisfactory. The COO ad interim explained that the Secretariat assumed for forecasting purposes that 100% of what is approved would be disbursed as it is too early to know how much of the variable tranche on ESPIGs might not be disbursed. The level of disbursement of each grant is monitored during its implementation.

5.6 One Board member expressed concern about the fact that one country eligible for a Maximum Country Allocation was under misuse of funds investigations. The donor noted the reputational risk for the Global Partnership to allocate additional funds to the country before the money had been reimbursed. The COO ad interim noted that the decision before the Board was only to indicatively allocate at this point to allow a country prepare a proposal and the final decision to approve funds would be made at a later date after submission and review of a proposal, and this issue could be considered then. The Secretariat explained the need to have a case-by-case approach and that the Board could always cancel any allocation. In the case of Madagascar, investigations had taken months and an ongoing discussion was taking place with the Ministry of Finance for the reimbursement. It was also mentioned that this case was not a case of fraud but of non-eligible expenditures. Given that the Secretariat had hired two financial officers, the capacity to follow up on those cases had increased. The CEO emphasized that the policy on misuse of funds would be revised.

5.7 One Board member noted the importance to strengthen fundraising and to identify new donors. Over the past year, countries had been exposed to the strengthening of the USD dollar and the reduced amount of their allocation impacted financing of the education sector. It was also noted that each allocation or contribution announced should be respected. The CEO concluded by noting that efforts to mobilize additional resources would be strengthened.

Decision:

5.8 The Board approved the following decision:

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.

Risk Management Report (BOD/2015/12 DOC 12)

5.9 The GERF Chair briefly presented the second risk management report. He informed the Board that the GERF had reviewed the risk portfolio in detail and requested the Secretariat to add in each risk management report to the Board an analysis of the "direction of travel" for each individual risk or an analysis of risk trends over the next six months. The GERF had also reviewed the recommendation made by the CGPC and the SPC. He specifically mentioned the proposal made by the SPC to reassign to the Board the ownership of risks 1.1.2 and 1.2.3. The GERF concurred with the Secretariat analysis to increase the score for risk 3.1.1 concerning donors failing to deliver on their current funding pledges from "medium" to "critical." The GERF Chair noted the key reason for this change was due to the fact that with the ongoing refugee crisis in Europe, one donor had recently communicated that it would not be in a position to fulfill its original pledge and there was a risk that other donors might also seek to delay or backload their contributions.

5.10 The GERF Chair noted that the GERF would review the Operational Risk Framework that was to be developed at its next meeting. The tool would be essential to better tracking and mitigating risks at country level. He also stressed that the whole risk matrix would be reviewed and aligned with the Strategic Plan 2016-2020.

5.11 The COO ad interim then explained in detail the status of the eight core risks identified by the GERF and ongoing mitigation actions to address them.

Discussion:

5.12 Comments from Board members included a strong recognition that risk analysis is central to the work of the Board and that since the adoption of the risk policy last year, significant progress had been achieved. Board members concurred that Board discussion should focus on some risks rather than all. Determining whether risks had been successfully mitigated would be possible in the next 6 – 12 months once the Secretariat could provide an analysis of the results of identified risk mitigation actions. The Board would then be in a position to confirm if it is comfortable with the level of residual risks.

5.13 Some Board members also stressed that the upcoming development of the Operational risk Framework would help to identify the key programmatic risks and might also reveal other risks. One Board member asked clarification whether the Board could own a risk and whether the suggested transfer from the SPC to the Board was possible. One Board member mentioned that two areas were missing: value for money, on which the Global Partnership should have a policy, and fraud. One Board member noted a risk in the Global Partnership accepting divergence of pledges, which could be seen as a legitimization of the use of aid budget for support to migrants in Europe.

5.14 The GERF Chair recalled the terms and philosophy of the risk policy, noting that the Board already owned 11 risks. He mentioned that the question of residual risks had been discussed by the GERF and would be further analyzed by the Secretariat. The COO ad interim recognized that the current approach was limited to the global level, but that more attention would be given to risk at country level in the coming months. He specifically mentioned that the Operational Risk Framework would be useful when analyzing some risks, such as the risk of misuse of funds, at country/grant level, on a case-by-case basis. The Operational Risk Framework would allow greater attention and resources to be deployed to high risk grants compared to lower risk grants.

Decision:

5.15 The Board approved the following decision:

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;
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.

Governance Review (BOD/2015/12/DOC 13)

5.16 The Chair of the GERF gave a brief summary of the results of the "light-touch" governance review as presented in BOD/2015/12/ DOC 13. He explained that the GERF was supportive of approving minimal revisions to the Committee Operating Procedures and of requesting the Secretariat to work further on more structural changes that were beyond the scope of the initial review. The GERF Chair emphasized that Board guidance on those issues would help better define in which direction to focus upcoming work on governance. He recalled that almost all those issues, including the proposal to create an Executive Committee had already been discussed by the working

group on governance in 2013 and did not get a consensus at the Board. He then informed the Board that CGPC, SPC and GERF had jointly agreed on some minor revisions to their terms of reference as set out in revised copies distributed during the meeting. Therefore, the three Committee Chairs jointly invited the Board to approve these revised terms of reference. The GERF Chair then requested the COO ad interim to present in detail the various options to renew current Committee Terms scheduled to end in December 2015. Based on Document 13, the COO ad interim emphasized the pros and cons of each option.

Discussion:

5.17 Regarding the minimal revisions to Committee Operating Procedures, all Board members recognized the added value of clarifying Committee nomination procedures, of establishing rolling terms that would be staggered for all Standing Committees, of extending opportunities for additional expertise/observers and of clarifying Committee members' representativeness. The Secretariat clarified that each Committee Chair in consultation with the Secretariat would determine if specific expertise would be required and whether internal expertise or external consultation would be needed and in which timeframe.

5.18 Regarding the renewal of Committee terms, a majority of Board members was in favor of the extension of all current Committees member and Chair terms of one year (to December 2016). They agreed that any new members or Chairs joining the committee to fill vacant positions prior to December 2016 would serve a term to December 2017 at which point a new call for nominations would be placed for a two-year term to December 2019. Some Board members were in favor of Option 1, but noted that it would be difficult to determine who would stay or leave the Committee at this time. They agreed that option 2 was easier to implement with less disruption to Committee work. One Board member was in favor of option 3, noting the importance to respect GPE governance principles, especially the principle of two-year terms without offering the possibility of extension. Other Board members, including Committee Chairs, stressed the need for continuity in expertise and that there was already significant change within the Committee compositions. All Board members agreed that it was crucial to have experienced members at Committee level to implement recent reforms.

5.19 Due to time constraints, the Chair invited Board members to comment on structural issues identified through the governance review during the Executive Session.

Decision:

5.20 Later during the meeting, the Board approved the following decision:

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 aims 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 all current Committees members and Chairs current terms 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;

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.

6. STRATEGIC PLAN 2016-2020

6.1 The Board discussed three versions of recommended language to approve the strategic plan as circulated by the Secretariat the previous evening, based on the Board deliberations during its December 8 retreat. Version 1 and 2 centered on delegating to the Board Chair and CEO the drafting and finalizing of the narrative to the strategic plan based on the retreat deliberations, version 2 including attaching a summary of the retreat decisions. Version 3, while also delegating to the Board Chair and CEO the drafting and finalizing of the narrative, stipulated final approval of the Strategic Plan and narrative by the Board via audio conference.

Discussion:

6.2 Feedback from Board members indicated most favored version 2. The Chair noted that the attached summary of the retreat decisions would not be comprehensive of all narrative changes that would be made, but rather would include guidance about the Board's view of the types of changes that needed to be made.

6.3 Additional feedback included to reference strengthening of cooperation between humanitarian and development actors and that Youth should be listed as beneficiary of SDG4, not only second-chance learning. The Secretariat responded it would add both Youth and Adults as beneficiaries of SDG4, including but not limited to second-chance learning.

6.4 The Chair declared consensus on version 2 of the recommended decision.

Decision:

6.5 The Board approved the following decision:

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

Results Framework

6.6 The Chair briefly summarized discussions held during the retreat and stressed that all revisions agreed during the retreat had been incorporated as presented in BOD/2015/12 DOC 21 Annex 2. The Chair noted that targets were going to be a crunchier articulation of the Global Partnership level of ambition.

Discussion:

6.7 Board members strongly supported the adoption of a first version of the results framework at this time. They noted that core indicators should be finalized once targets would be defined.

6.8 The Chair confirmed that the results framework would be modified over time, with core indicators, baselines, and targets completed by September; the addition of new indicators from the SDG indicators as they become available; and the addition of indicators when/if GPE added new instruments to its business model re would be different versions of the results framework.

Decision:

6.9 The Board approved the following decision:

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 to 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).
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.

Implementation Roadmap

6.10 The CEO presented the Implementation Roadmap, highlighting the deliverables in seven core areas of operational model reforms; enhanced technical support towards strategic goals and implementation of the funding model; scope, scale & strategic financing and resource mobilization; knowledge and good practice exchange; monitoring, evaluation and results reporting; governance reforms; and organizational effectiveness. These deliverables were mapped on a one-year timeline for 2016, indicating areas of Committee and Board engagement.

Discussion:

6.11 The Board broadly welcomed the comprehensive efforts to strengthen the Global Partnership and its operations, while also advancing the work on the Strategic Plan, Results Framework, and other key areas of delivery. Board members emphasized the need to make capacity development central to GPE work, and ensure the final Strategic Plan document positions the Global Partnership to respond to the work of the Finance Commission, as well as respond to the outcomes of the external technical group on education in emergencies and protracted crises. The Secretariat responded that capacity development featured strongly in the work on knowledge and good practice exchange and global public goods that the Global Partnership would develop leading up to the June 2016 Board meeting, and would similarly inform the work on strategic financing. The Secretariat also acknowledged the necessity to finalize the Strategic Plan within the context of the work of the Finance Commission and the external technical group on education in emergencies and protracted crises.

Decision:

6.12 The Board approved the following decision:

BOD/2015/12-13—<u>Implementation Roadmap</u>: 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.

7. INDEPENDENT ASSESSMENT OF EDUCATION SECTOR PLANS (BOD/2015/12 DOC 09 Rev. 1)

7.1 The Board discussed recommended decision language for the independent assessment of education sector plans circulated by the Secretariat the previous evening, based on the deliberations during the Board retreat which had shown agreement on Option 1A as set out in BOD/2015/12 DOC 09 Rev. 1.

Discussion:

7.2 Feedback on the proposed decision language included that an independent assessment should strengthen capacity building within development country partners, in addition to strengthening ESPs and improving GPE financing decisions. A few Board members further suggested the evaluation of the impact of Option 1, proposed to be presented to the Board in December 2017, should take place sooner. The Secretariat noted an earlier evaluation would be challenging in practice given that by the time the pilot is operational, grant applicants in Round 1 and 2 of 2016 would have finalized their sector plans. In addition, training consultants and appraising sector plans would take time, further challenging the completion of an evaluation in 2016.

7.3 Board members concurred to allow more time to gain experience with the pilot before determining whether the pilot is fit for purpose. In addition, it would be prudent to reflect on the actual cost of an evaluation of the pilot before making a decision on it. Board members supported the intervention of a Board member to request the Secretariat to report to the Board on implementation of Option 1A in June 2017 with the Board discussing initial plans for the evaluation of the process and impact of the piloted approach in June 2016.

7.4 With regard to the Secretariat suggestion a panel might be established to conduct the evaluation, it was noted the provision of such a panel was included in Option 1B and against the spirit of the Board's agreement on Option 1A at present. It was noted the review should be conducted by the same group of individuals in the first and second year for consistency.

7.5 The Chair of the CGPC recommended any evaluation process be incorporated into the regular processes of the CGPC to avoid duplication of work and align the evaluation process with the terms of reference of the CGPC. He noted Option 1A provided for consultation with the CGPC.

7.6 With regard to the provision in Option 1A that consultants conducting the assessment of ESPs be procured from a preselected list, Board members representing the World Bank and UNICEF noted their internal procedures prescribed free competition. This would preclude procurement by these organizations from a list of predetermined consultants included in Option 1A. The Secretariat noted it would revise the language and noted consultants could be trained after selection, as well as before.

7.7 In addition to the assessment of education sector plans, two Board members recommended the Board consider an independent technical review panel to assess the quality of proposals for education sector program implementation plans to strengthen the approval process and quality-assure GPE investments in proposals. The Secretariat noted that in accordance with a Board decision

from the October 2015 Board meeting, the CGPC was already in the process of developing a method for reviewing grant proposals against the sector plan, to be finalized at its April 2016 meeting.

7.8 The Chair noted consensus on the decision with agreed amendments, noting the importance of alignment of the work to be completed with the GPE Charter and Strategic Plan. She further noted that, arising from the Board discussion, the work of the CGPC requested by the Board on establishing standards and processes related to assessment of grant proposals would come to the Board for discussion in June 2016.

Decision:

7.9 The Board approved the following decision:

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.

8. PROPOSAL FOR STRATEGIC FINANCING (BOD/2015/12 DOC 10)

8.1 The Board discussed revised recommended decision language on strategic financing circulated by the Secretariat, based on the deliberations during the Board retreat.

8.2 Board members agreed in general on moving forward with targeted funding while some were hesitant to approve the “new principles and safeguards.” They noted that the latter were underdeveloped and unsatisfactory, and suggested calling the proposed principles and safeguards “guidelines” until revised ones are developed and included in the forthcoming targeted financial contributions policy. A Board member also requested to change the last point in the decision language from “financial contributions strategy” back to the original “development of a Targeted Financial Contributions Policy.”

8.3 Board members requested clarification on the meaning of pre-designated activities eligible for funding. Other Board members highlighted the importance of aligning the content of the pre-designated areas of work with the GPE Strategic Plan. The Secretariat explained that the Board had not yet pre-designated any activities and there are no previously discussed activities with priorities for funding.

8.4 In terms of previous pledges from donors and developing country partners, Board members emphasized the importance of Partners in both groups fulfilling their pledges.

8.5 On the question related to the financial contribution policy, the CEO agreed to come back to the Board with a draft policy.

Decisions:

8.6 There being no further comments, the Chair declared the following decisions approved:

BOD/2015/12-15–<u>Addressing the Funding Gap in the Current Replenishment Period</u>: 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–Preparing for the Next Replenishment Period: 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.

9. EXECUTIVE SESSION

9.1 The Chair announced that two executive sessions of the Board would be held to discuss the Chair's performance and some issues related to the governance review.

9.2 Due to the recusal of the Board Chair, the first executive session was chaired by the GERF Chair and attended by Board members and Alternate Board members, and the Chairs of the technical committees.

Decision:

9.3 Prior to the conclusion of the Board meeting, the following decision was approved:

BOD/2015/12-17–Reappointment of Chair: The Board of Directors thanks Julia Gillard for her commitment and leadership over the past 2 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.

9.4 The second executive session on the governance review was chaired by the Board Chair and attended by Board members and Alternate Board members, the Chairs of the technical committees, the CEO, and the COO ad interim. Prior to the conclusion of the Board meeting, the Board approved the decision on the governance review, **BOD/2015/12-10,** as mentioned above (section 5).

9.5 The Board discussed on the Governance review that in the next phase of the review to be conducted with the support of external expertise, that the issue of creation of a vice-chair position also be examined along with an examination of the workload of the Committee members and the related implications for how Committees function. It was agreed that this would be incorporated into the terms of reference of the external consultant.

9.6 The Board also was updated by the CEO and COO ad interim on an ongoing human resources matter that had been the subject of previous communication in executive session of the GERF and through the Board's restricted email list. The Board appreciated the transparent approach from the Secretariat, noted the proposed actions were appropriate, and asked the CEO to continue to inform the Board of developments on the matter.

10. EDUCATION IN EMERGENCIES AND PROTRACTED CRISIS

10.1 The Chair invited SPC Chair Joseph O'Reilly to present an update on the work of the external technical strategy group on education in emergencies and protracted crisis. The technical strategy group would distribute its draft final report early in 2016, followed by formal consultations which would result in an options paper with recommendations being produced in March. Consultations with key stakeholders would occur between March and May focused on securing financial support, with a launch initiative scheduled to take place at the World Humanitarian summit. The Board would receive an update at the June Board meeting.

11. REPORTS FROM THE GOVERNANCE, ETHICS, RISK AND FINANCE COMMITTEE (continued)

Transparency Policy (BOD/2015/12Doc 13)

11.1 The Chair of the GERF gave a brief presentation on the transparency policy as presented in BOD/2015/12 DOC 13. He emphasized that the GERF had reviewed the policy, provided inputs and recommended its adoption. He mentioned that the policy was fully aligned with the World Bank Policy on Access to information. He recalled that the guiding principle on transparency was that information about GPE decisions and operational activities would be made available to the public in the absence of a compelling reason for restricted information. He noted that exceptions would need proper justification (e.g., deliberative information, personal information, information provided by partners or third parties in confidence, Board executive sessions and corporate administrative matters). Regarding the implementation of the policy, he explained that the oversight of the detailed implementation of this policy was the responsibility of the Secretariat's Chief, Finance and Operations. The Secretariat would disclose to the GERF on an annual basis the circumstances of any requests for information that were denied.

Discussion:

11.2 Board Members expressed strong support for the policy and requested clarification that the policy would not be applied retroactively and that it would be referenced in the Financial Procedures Agreement. The Secretariat confirmed that this would be the case.

Decision:

11.3 The Board approved the following decision:

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

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

Corporate Engagement Principles and Conflict of Interest (BOD/2015/12 DOC 18)

11.4 The Chair invited the Manager, Partnerships and External Relations to present the corporate engagement principles and conflict of interest.

11.5 The Manager, Partnerships and External Relations gave a short introduction on the core principles as presented in BOD/2015/12 DOC 18. He stressed that the document is not a strategy, but a set of rules for business engagement. He noted that the principles or guidelines and conflict of interest policy specific to corporate organizations were in agreement with best practice and governance standards of other global multilateral partnerships. He recalled that the Private Sector/Foundations constituency at a constituency meeting last year saw the need to identify a set of rules that would facilitate and govern deeper engagement with the private sector before the development of a private sector engagement strategy. The Secretariat had responded to that need and initiated the development of the guidelines earlier in the year in consultation with the Private Sector/Foundations constituency members. He explained that the guidelines were high-level principles of engagement and not meant to offer specifics on private sector entry points. Those specifics would be addressed in a private sector engagement strategy to be developed alongside the Strategic Plan, during the course of 2016. He stressed that the strategy would detail the specific avenues the Global Partnership will work in with corporate organizations and outline the value-add for the private sector to engage with the Global Partnership. He then briefly mentioned the proposed process to finalize the adoption of the strategy as described in the recommended decision.

Discussion:

11.6 Board Members expressed strong support for the development of cooperation with the private sector. They noted that the role of business relates directly to other GPE priorities such as financing. Board Members would appreciate a substantive discussion on this issue at the Board level. Some Board members shared their experience and offered to actively collaborate in the development of the strategy. One Board member noted being in the process of developing corporate guidelines on children's rights. One Board member requested clarification on the scope of the dialogue with business and whether it would address the question of business lobbying toward the education sector, noting that there are multiple conflicting interests.

11.7 The Secretariat confirmed that the process of developing the strategy would include a Partnership-wide conversation.

Decision:

11.8 The Board approved the following decision:

BOD/2015/12-19–<u>Corporate Engagement Principles and Conflict of Interest</u>: 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.
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 SPC in 2016, for further discussion by the Board.

12 Financial Procedures Agreement with the Asian Development Bank (BOD/2015/12DOC 20)

12.1 The Chair reminded the Board of the decision proposed via no-objection on October 19, 2015 to approve alternative provisions to the Financial Procedures Agreement to facilitate the Asian Development Bank (ADB) becoming a GPE Managing Entity (Grant Agent), for Education Plan Development Grants for two GPE-eligible Small Island Developing States in the North Pacific. She indicated that because of one objection received, the decision was now resubmitted for consideration. She invited Padraig Power, COO ad interim, to provide an overview of the decision. The COO ad interim informed the Board of the process to date with ABD and emphasized that while changes to the standard language had been proposed by ADB, that the alternative language provisions included materially satisfied the standards that GPE would expect from a Grant Agent.

Discussion:

12.2 A Board member who had objected to the original decision maintained this objection noting the importance of maintaining the standards agreed to in the Operational Model decisions approved by the Board in October.

12.3 Another Board member thanked the Secretariat for its efforts to provide grants to eligible Small Island Developing States given the lack of available alternatives to do so and asked if there was any flexibility on the part of ADB to further negotiate the minimum standards.

12.4 The COO ad interim explained that the negotiations had been ongoing for close to one year and that it would not expect further negotiations to lead to any changes in the short term given the size of the grants, and considering that Secretariat time was limited. He also noted that the Board decided in October to request the Secretariat to conduct a review and propose revisions to the standard Financial Procedures Agreements for the Board's consideration in June 2016, and this would hopefully address issues around the flexibility with respect to negotiations on amendments to the FPA. The CEO also highlighted the high costs of the transactions around the language changes and emphasized the low likelihood to make further amendments with the ADB at this time.

12.5 The Chair recognized the Secretariat endeavors towards the mitigation of the risks around the language and noted there was only one objection to the proposed decision.

Decision:

12.6 The Board approved the following decision:

BOD/2015/12-20–<u>Financial Procedures Agreement with the Asian Development Bank acting as Managing Entity for the Global Partnership for Education Fund</u>: 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.

13. ANY OTHER BUSINESS

13.1 A Board member thanked the Board for strengthening Youth participation through GPE activities and recognized the two Youth representatives in attendance.

13.2 The Chair concluded by thanking two departing Board members. She thanked Veronique Lorenzo for her substantial contributions to the Board for the last two years representing the European Commission. The Chair also extended her profound appreciation to Minister Thiam for his incredible leadership roles as a Board member as well as the Chair of the GERF and his valuable contributions and dedication to the work of the Global Partnership.

Next Meetings

13.3 The Chair announced the next Board meeting would take place in Oslo in June, 2016. The Secretariat would circulate detailed information in due course.

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

ANNEX 1—PARTICIPANTS LIST

Full Name (Last, First)	Job Title	Institution/ Organization	Country/ Pays	Constituency
Adlide, Geoff	Communications and Advocacy	GPE Secretariat	Switzerland	Observer
Ahmat, Youssouf Tahir	Director-General of administration and planning	Ministry of National Education	Chad	Constituent of Africa 2
Albright, Alice	Chief Executive Officer	GPE Secretariat	United States	GPE Secretariat
Ambaye, HE Tilaye	State Minister	Ministry of Education	Ethiopia	Constituent of Africa 3
Amin, Hikmatullah	GPE Coordinator	Ministry of Education	Afghanistan	Constit Eastern Europe Middle East & Central Asia
Archer, David	Head of Program Development	ActionAid	United Kingdom	Board Member Constituent of CSO 1 (International / Northern)
Atchoarena, David	Director	UNESCO	France	Technical Advisor to the BoD Member
Bah, Samba	Speaker	National Youth Parliament - The Gambia	Gambia	Youths Observers
Baker, Tony	Education for All Campaign Manager	RESULTS Educational Fund	United States	Alternate Board Member Constituent of CSO 1 (International / Northern)
Balkhi, HE Asadullah	Minister	Ministry of Education	Afghanistan	Constit Eastern Europe Middle East & Central Asia
Barry, Laure	Assistant to the COO	GPE Secretariat	United States	GPE Secretariat
Batsukh, Undarmaa	Program Officer	Education International	Belgium	Constituent of CSO 3 (Teaching Profession)
Baysah, David	Project Coordinator and Technical Advisor	Ministry of Education		Constituent of Africa 3
Ben Kattra, Maouloud	General Secretary	Syndicat National de l'Education et de la Culture UNTM	Mali	Observer

Benveniste, Luis	Practice Manager	The World Bank Group	United States	Alternate Board Member Constit Multilateral & Regional Banks (M Agency 3)
Bernard, Jean-Marc	Deputy Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat
Bogale, Solomon	Technical Advisor	Ministry of Education	Ethiopia	Constituent of Africa 3
Bouapao, HE Lytou	Deputy Minister	Ministry of Education and Sports	Lao People's Democratic Republic	Board Member Constituent of Asia & The Pacific
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
Brüning, Marie	Education program Officer	Swiss Agency for Development and Corporation - SDC	Switzerland	Constituent of Donor 1
Bwambale, Jervezious	Teacher	Uganda National Teachers' Association	Uganda	Observer
Camara, HE Kandia	Minister	Ministry of Education	Ivory Coast	Board Member Constituent of Africa 2
Choi, Jihyun	Administrative Assistant	Embassy of Korea	United States	Constituent of Donor 6
Christophe, Koffi	Technical Advisor	Ministry of National Education	Ivory Coast	Constituent of Africa 2
Colenso, Peter	Executive Director, Education	The Children's Investment Fund Foundation (CIFF)	United Kingdom	Board Member Constit Private Sector/Private Foundations
Corr-Jack, Marie Antoinette	General Secretary	Gambia Teachers' Union	Gambia	Observer
Costin, Claudia	Senior Director	World Bank	United States	Board Member Constit Multilateral & Regional Banks (M Agency 3)
Coustère, Paul	Deputy Director	UNESCO IIEP	France	Constituent of UNESCO (Multilateral Agency 1)

Crumpton, Bridget	Senior Education Adviser	Department for International Development (DFID)	United Kingdom	Observer
Dembele, Samuel	Professor	African Network Campaign on Education for All (ANCEFA)	Burkina Faso	Observer
Diaw, Maguette	Interpreter	c/o GPE	Senegal	Interpretation Coordinator
Dicum, Julia	Deputy Director, Education	Department of Foreign Affairs, Trade and Development	Canada	Constituent of Donor 3
Diop, Sabine	Advisor	German BACKUP Initiative for Education	Germany	Observer
Diouf, Djibril Ndiaye	Director of Educational Planning and Reform	Ministry of Education	Senegal	Constituent of Africa 2
Doumbia, Fode	Project Manager	Korea International Cooperation Agency	Senegal	Constituent of Donor 6
Edwards, David	Deputy General Secretary	Education International	Belgium	Alternate Board Member-Constituent of CSO 3
Empey, Patrick	Human Development - Policy Team Leader	Department of Foreign Affairs and Trade / Irish Aid	Ireland	Alternate Board Member-Constituent of Donor 4
Ewagata, Esther	Assistant Director	Department of Foreign Affairs and Trade	Australia	Constituent of Donor 6
Feinberg, Mary-Lou Nathalia	Head of Department, Ambassador	Ministry of Foreign Affairs	Denmark	Board Member-Constituent of Donor 2
Focas Licht, Margarita	Country Support Team Manager	GPE Secretariat	United States	GPE Secretariat
Gillard, Julia	Board Chair	GPE Board Chair	United States	Chair
Gnelou, Paul	General Secretary	Syndicat National de l'Enseignement Primaire Public de Côte d'Ivoire	United States	Observer
Goudiaby, Gisele	Events Coordinator	GPE Secretariat	United States	GPE Secretariat
Graff, Bent	Special Advisor	Ministry of Foreign Affairs	Denmark	Constituent of Donor 2

Graves, Sue	Director, Health and Education Funds	Department of Foreign Affairs	Australia	Alternate Board Member Constituent of Donor 6
Guétin, Christine	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Henfry, Sally-Anne	Special Assistant to the Board Chair	GPE Secretariat	United States	GPE Secretariat
Henke, Kerstin	Deputy Head, Division Education and Digital World	German Federal Ministry for economic cooperation and development	Germany	Constituent of Donor 5
Hertel, Ulrika	Program Specialist	Swedish International Development Cooperation Agency (SIDA)	Sweden	Technical Advisor to the BoD Member
Hoelzer, Ronja	Project Manager, GIZ	German BACKUP Initiative Education	Germany	Observer
Holländer, Michael	Team Leader	German BACKUP Initiative Education	Germany	Technical Advisor to the BoD Member
Horton, Claire	Special Assistant	GPE Secretariat	United States	GPE Secretariat
Ismonov, HE Fathiddin	Deputy Minister of Education of Tajikistan	Ministry of Education	Tajikistan	Constit Eastern Europe Middle East & Central Asia
Iwase, Keita	Chief for Education Aid Policy and Gender Issues	Ministry of Foreign Affairs	Japan	Constituent of Donor 6
Jo, Jaehong	Advisor	Embassy of Korea	Republic of Korea	Constituent of Donor 6
Johnson Sr., Samuel	General Secretary	National Teachers' Association of Liberia	Liberia	Constituent of Africa 2
Jonh, Biney	Coordinator	Ministry of National Education	Ivory Coast	Constituent of Africa 2
Karjalainen, Marja	Deputy Head of Unit	European Commission	Belgium	Constituent of Donor 5
Kitignavong, Khampaseuth	Deputy Director General Department of Pre-school and Primary Education	Ministry of Education and Sports	Lao People's Democratic Republic	Constituent of Asia & The Pacific

Krech, Robert	Operations Officer	GPE Secretariat	United States	GPE Secretariat
Lee, Yumi	Researcher	Embassy of Korea	Republic of Korea	Constituent of Donor 6
Liechti, Valérie	Education Policy Advisor	Swiss Agency for Development and Cooperation - SDC	Switzerland	Constituent of Donor 1
Lim, So Yeon	Consular	Embassy of Korea	Republic of Korea	Constituent of Donor 6
Lorenzo, Veronique	Head of Unit	European Commission	Belgium	Board Member Constituent of Donor 5
Loum, Coumba	Program Officer	COSYDEP	Senegal	Observer
Malik, Allah	Federal Additional Secretary	Ministry of Education	Pakistan	Alternate Board Member Constituent of Asia & The Pacific
Manigat, HE Nesmy	Minister	Ministry of National Education	Haiti	Alternate Board Member Constituent of Latin America and the Caribbean
Martin de Almagro, Maria	Education Expert	Belgium Ministry of Development Cooperation	Belgium	Technical Advisor to the BoD Member
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
Mettille, Jeff	Advisor	United States Agency for International Development (USAID)	United States	Constituent of Donor 6
Møller, Jenny Beate	Senior Adviser	Norwegian Agency for Development Cooperation (NORAD)	Norway	Technical Advisor to the BoD Member
Moussy, Hugues	Country Lead	GPE Secretariat	United States	GPE Secretariat
Mundy, Karen	Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat

Mutale, Lancelot	Chief Planning Officer	Ministry of General Education	Zambia	Constituent of Africa 1
Naidoo, Jordan	Director of the EFA and Global Agenda Coordination Team	UNESCO	France	Alternate Board Member Constituent of UNESCO (Multilateral Agency 1)
Ndiaye, Tabara	Student	Eclaireuses et Eclaireurs Du Sénégal	Senegal	Youths Observers
Nkaada, Daniel	Commissioner Basic Education	Ministry of Education	Uganda	Board Member Constituent of Africa 1
North, Charles	Senior Deputy Assistant Administrator	U.S. Agency for International Development	United States	Board Member Constituent of Donor 6
Nsumpi, Valery	General Secretary	Centre of National Education and Scientific Research	Congo, The Democratic Republic of	Observer
Ntekim, Maniza	Senior Program Officer	Open Society Foundations	United Kingdom	Observer
Paradis, Anne-Françoise	Education Advisor	Ministry Foreign Affairs - Belgium	Belgium	Alternate Board Member Constituent of Donor 1
Pessi, Jefferson	Coordinator	Education International	Belgium	Observer
Power, Padraig	Sr. Financial Officer	GPE Secretariat	United States	GPE Secretariat
Rafique, Atif	Education Specialist	UNICEF	United States	Technical Advisor to the BoD Member
Ramos, Anuvia	Coordinator of CEAAL youth HONDURAS	CEAAL youth HONDURAS	Honduras	Youths Observers
Rigaud, Chantal	Communications Specialist	GPE Secretariat	United States	GPE Secretariat
Rodriguez-Perez, Evelyn	Director, Office of Education	U.S. Agency for International Development	United States	Constituent of Donor 6
Sanchez, HE Sandra	Vice Minister of Education	Vice Minister 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	Board Member-Constituent of Donor 4
Shin, Sun Mi	Researcher	Embassy of Korea	Korea, Republic of	Constituent of Donor 6
Siebes, Ronald	Head Education and Research Division	Ministry of Foreign Affairs	Netherlands	CGP Committee Chair
Smith, Matthew	Deputy Manager, Country Support Team	GPE Secretariat	United States	GPE Secretariat
Steckhan, Uwe	Public Partnerships Specialist	UNICEF	United States	Constituent of UNICEF (Multilateral Agency 2)
Sumerfield, Douglas	Sr. Operations Officer	World Bank	United States	Technical Advisor to the BoD Member
Tanaka, Shinichiro	Senior Advisor	Japan International Cooperation Agency	Japan	Constituent of Donor 6
Tapp, Charles	Manager	GPE Secretariat	United States	GPE Secretariat
Thiam, HE El Hadji Serigne	Minister	Ministry of Education	Senegal	GERF Committee Chair
Van Dyke, Johanna	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Wane, Michaelle	Senior Board Operations Assistant	GPE Secretariat	United States	GPE Secretariat
Waterkeyn, Marie	Expert in Education	Belgian Development Agency (CTB)	Belgium	Technical Advisor to the BoD Member
Werner, HE George	Minister	Ministry of Education	Liberia	Alternate Board Member Constituent of Africa 3
Yoo, Jonghwa	Deputy Director of Country	Korean International Cooperation Agency (KOICA)	Korea, Republic of	Constituent of Donor 6
Yoshida, Kazuhiro	Professor	Hiroshima University	Japan	Constituent of Donor 6

Zubaidulloev, Mukhibullo	Principal	International Presidential School	Tajikistan	Interpretation Coordinator