SECRETARIAT WORK PLAN AND BUDGET FY18: JULY 1, 2017– JUNE 30, 2018

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to seek approval from the Board of Directors (the Board) for the Global Partnership for Education (GPE) Secretariat work plan and budget for the 12-month period July 1, 2017, to June 30, 2018.

2. EXECUTIVE SUMMARY

2.1 The budget request for FY18 (July 2017 – June 2018) reflects the significant increase in workload that the Secretariat has assumed with the adoption of GPE 2020. Activities are grouped across 47 objectives in 12 functional areas for FY18 (See Annex 2). Among the key priorities include:

- Continuing to deliver on the funding model including supporting the development and quality assurance of a heavy pipeline of sector plans, and grant applications.
- Ongoing monitoring and management of the active grant and country portfolio with a particular emphasis on the use of the risk framework and results report to focus our efforts.
- Ramping up implementation of the M&E Strategy and continuing to gather data, analyse it, and report on results
- Completion of design elements of the various components of the Financing and Funding Framework over the first six months of FY18 followed by initial roll-out of implementation in the second six months.
- Delivering a successful GPE replenishment campaign

- Ensuring the Secretariat and key partnership structures are operating as efficiently and effectively as possible, including ccompletion of the review of country level capacity, roles and accountabilities, and guidance on Local Education Group, requested by the Board.

2.2 The budget does not include any additional requests for an increase in staff headcount. The Secretariat plans to submit its HR plan in December 2017 when greater clarity is available on the implications of implementation of the Financing and Funding Framework (FFF), Education Cannot Wait (ECW) hosting has been decided, prospects for replenishment should be clearer, and we can better assess the outcomes of our ongoing efforts in the Secretariat to increase internal efficiency in business processes, improve planning, prioritization, and decision making.

2.3 For FY18, the Secretariat proposes a request for a core 12-month budget of US$30,974,000. This is an increase of 21.2 percent from the previous fiscal year. Despite no request for additional staff, HR costs account for the bulk of the increase in budget (+33%). This is primarily driven by a 40% increase in the cost recovery charges imposed on non-salary related staff costs by the World Bank to commence in FY18, and the full year employment costs of the additional posts approved by the Board in December 2016 and disclosed at that time.

2.4 The core variable budget (short terms consultants, travel, contractual services) however is lower (-2.1%) in response to the impact of the increased headcount approved in December reducing need for external and short term support, but also factoring in our commitment to keep costs within the desired 5-7% range, and the pressure that the increased cost recovery charges on staff costs which are beyond our control have placed on this range.

2.5 The Secretariat will also incur expenditure in FY18 on a number of multi-year targeted financing initiatives approved in FY17, however as the funds have already been approved by the Board at the time of approval, the information provided is just an estimate of expenditure in FY18 for transparency purposes. Likewise, the Board has already approved multi-year spending for our investment in information systems and technology, and the replenishment surge activities.

2.6 An area requiring approval of additional resources is M&E, which will more than double in FY18 to US$1,916,000. The amount is consistent with the budget originally outlined in the multi-year M&E strategy approved in June 2016.

2.7 The Secretariat is also requesting a supplemental one off budget authorization for up to US$700,000 to cover the costs of the replenishment conference to be held in either Q4 2017 or Q1 2018. It is expected that this will be a partnership style event similar to prior conferences in 2014 and 2011. The amount will be a ceiling and the impact on core resources is expected to be lower through in-kind contributions (e.g. provision of a venue) and targeted financial contributions from

replenishment sponsors as has happened during previous replenishment events. Further details are outlined in Annex 1

2.8 The core budget request is US$30,974,000 and represents approximately 6.1% of total projected expenditure in FY18 which is within the 5-7% range established by the Board. Adding the M&E budget of US$1,916,000 and the Replenishment Event budget brings the incremental request to US$33,590,000 or 6.6%.

2.9 This budget request keeps resources focused on country advisory and support activities which span multiple functions and accounts for 42% of the overall funding request which is consistent with FY17 levels and significantly up on the 28% level in FY16.

2.10 The budget was prepared using a top-down, bottom-up process with several rounds of internal review, and early input from the Finance and Risk Committee on the process.

2.11 For FY17, the Secretariat anticipates an expenditure rate of 94 percent of budget (99% on core budget), with savings related to lower spending on KGPE initiatives, multi-year budgets, and some staff savings from turnover and minor delays in recruitment.

2.12 The Secretariat continues to strive for efficiency gains in all its expenditures.

3. REQUESTED DECISION

3.1 The Secretariat requests that the Board of Directors approve the following decision:

BOD/2017/06-XX – <u>Secretariat Work Plan and Budget: July 2017 – June 2018</u>: The Board of Directors:

1. Approves an incremental amount of US$33,590,000 to fund the FY18 Operating Expenses Budget as set out in BOD/2017/06 DOC 14 for the period July 1, 2017 – June 30, 2018 including US$1,916,000 for the second year budget of the Monitoring & Evaluation Strategy, and US$700,000 as a supplemental budgetary item for costs associated with the replenishment conference.
2. Authorizes the GPE Secretariat to carryover any unspent FY17 funds related to the first year budget of the Monitoring & Evaluation Strategy (M&E) into FY18.
3. Authorizes the Secretariat to seek and accept targeted and in-kind contributions that may be used to fund the budget for the replenishment conference.

4. BACKGROUND

4.1 The GPE Fund governance document requires that the budget be approved on an annual basis. Similar to FY17, the Operating Expenses budget will follow a July 1 – June 30 fiscal year, which is aligned with the World Bank Group's fiscal year and will be consistent with fiscal year accounting and reporting requirements, policies, procedures and systems.

4.2 For FY18, the Secretariat has adopted a top-down, bottom-up approach in formulation of its budget. The Leadership Team (LT) has identified and set FY18 key objectives and priorities, which are aligned with the Strategic Plan GPE 2020 (Annex 2). Based on LT guidance, the individual teams have used a bottom-up approach to project staff costs and associated variable costs for each activity, objective and function. The LT conducted multiple reviews to refine the budget, aligning it with priorities to ensure efficiency and cost-effectiveness, and to ensure that incremental costs will remain within the 5-7% range of total expenditure that has been set by the Board.

4.3 The FRC provided valuable input on the budget at its April 10-11 meeting which the Secretariat has incorporated in this document.

5. IMPLICATIONS FOR SECRETARIAT RESOURCES

5.1 The proposed FY18 12-month annual budget is shown in Table 1, along with FY17 and FY16 budgets for comparison purposes. The budget breaks down into four broad categories:

A. Core Budget – regular operating costs of the Secretariat and Board, including DCP meeting costs

B. Targeted Financing – operating costs of the Secretariat related to various initiatives that have been funded with targeted contributions. The funds have already been approved but the budget is valid for the duration of the program and is shown for transparency.

C. Multi-Year Investments – operating costs for special initiatives or investments that stretch over multiple fiscal years such as the M&E Strategy, Replenishment Surge costs, and Investments in Information systems and technology.

D. Supplementary Budget Lines – Special items that impact a single fiscal year, such as the cost of a replenishment conference.

Table 1: Comparison of FY16, FY17 and Proposed FY18 Budget (US$ 000)

Comparison of FY16, FY17 and Proposed FY18 Budget ($'000)	FY16 Original	FY17 Revised	FY18 Proposed
Core Staff	13,644	15,964	21,167
Rent/IT/Communications	1,200	1,150	1,551
Total Fixed	**14,844**	**17,114**	**22,718**
Percentage Growth		**15.3%**	**32.7%**
Short Term Consultants	1,025	2,500	2,433
Travel	2,643	3,145	3,520
Contractual Services incl. Translation/Interpretation	1,927	2,792	2,303
Total Variable (Consultants/Travel/Contractual Services)	**5,595**	**8,437**	**8,256**
Percentage Growth		**50.8%**	**-2.1%**
A. Total Core Budget	**20,439**	**25,551**	**30,974**
Percentage Growth		**25.0%**	**21.2%**
Targeted Financing			
Risk Financing		350	-
Gender - CIFF		750	582
BELDS		330	302
A4L		467	973
B. Total Targeted Financing		1,897	1,857
Multi-Year Investments			
M&E Strategy		805	1,916
Replenishment Surge		890	1,639
Investment in Information Systems and Technology		425	1,028
C. Total Multi-Year Investments		2,120	4,583
Supplementary items			
Replenishment Event Costs			700
D. Total Supplementary Items			700
Total Budget		**29,567**	**38,114**
Of which already approved			4,524
Net Budget Request			**33,590**

Note: FY17 variable budget includes carry over of $400k for Strategic Financing from FY16; FY16 reduced accordingly

Targeted Financing initiatives include staffing costs

(a) FY18 Annual Core Budget

5.2 The FY18 core budget of US$30,974,000 represents growth of US$5.4m or 21.2% compared to FY17. The largest increase is in staff costs and this is attributed to a combination of new cost recovery measures on non-salary costs (e.g. pension, insurance, relocation etc.) implemented by the World Bank for all trust funds, and the full year costs of the additional positions approved in December 2016 which required only partial year funding in FY17.

5.3 US$2.5m of the increase in staff costs relates to the imposition of higher cost recovery charges. Previously the World Bank applied a uniform charge of 50% on salary costs to cover total non-salary related costs of employment, such as staff benefits (which can differ significantly depending on an individual's family situation, nationality etc.). The World Bank has now calculated that the 50% recovery charge no longer covers the costs and therefore will increase the charge to 70% for all trust funds. In practice, if salary for a GPE staff member is US$100,000 per year, previously the cost of employment when non-salary costs were added would have been US$150,000 (100,000 X 1.5), while now, the cost will increase to US$170,000 (100,000 X 1.7)

5.4 While HR costs are increasing significantly, the Secretariat is **not requesting any additional headcount** in this budget request, and any requests for further increases will be based upon submission of a HR plan as requested by the Board.

5.5 Rent costs are also increasing in FY18 by US$400k, and this was expected and disclosed at the time of approval of the FY17 budget. A one-time saving for tenant improvement allowance upon moving into our current premises in 2016 that the Secretariat used to offset its rent bill no longer applies in FY18 and GPE will pay full rent for the fiscal year. To keep rent costs as low as possible while absorbing an increase in headcount, the Secretariat has downsized offices for managers, doubled up existing offices, and promoted more flexible working arrangements such as home based work where appropriate.

5.6 While the Secretariat has little control over issue such as cost recovery charges, and staff costs, and rent are essentially fixed costs, the Secretariat has more control over its variable budget (Travel, Consultants, and Contractual Services). The **core variable budget has been reduced by 2.1%** following a period of significant growth in prior budgets**.** DCP meeting costs continue to be budgeted at similar levels to FY17.

5.7 The impact of the additional headcount approved by the Board has helped to reduce the need for short term consultants (down 3%), although there are cost drivers that mean the reduction is not as high as may be expected, primarily related to a projected high volume of grant activity and strengthened quality assurance processes.

5.8 Contractual services such as external firm support in FY18 is also lower (down 17.5%) as intensive external firm support costs related to support of the Strategic Financing Working Group, and various assessments around ECW and Secretariat capacity have been completed. There is still significant need for short focused external firm support particularly around completing the design

of certain components of the FFF, and completion of the review of country level capacity, roles and responsibilities requested by the Board.

5.9 Travel costs are expected to increase by 12% driven by the overall increase in staffing, significant emphasis on country support for both the active grant portfolio and pipeline of upcoming applications, and higher governance costs related to travel costs for more representatives from developing country government and civil society partners.

(b) Targeted Financing

5.10 Operating expenses related to target financing initiatives approved by the Board are funded from those contributions in accordance with the budgets approved at the time of approval, so no incremental budget is requested. The estimated expenditure in FY18 is disclosed for transparency.

5.11 The budget for multi-year targeted financing for the three initiatives has already been approved in FY17 with the major thrust of work to be initiated in FY18. This will substantially strengthen GPE's strategy for knowledge and good practice exchange under BELDS, Gender, and A4L. Should additional initiatives be approved under the Knowledge and Innovation Exchange mechanism (KIX) or additional funding be secured under existing KGPE initiatives, or indeed the proposed Risk Financing pilot, any related operating costs will be considered at that time.

(c) FY18 Multi-year Budget

5.12 The Monitoring & Evaluation Strategy was approved in June 2016 for FY17-FY21 period with a budget of US$8,094,000, of which US$805,000 has been approved to date. A request of US$1,916,000 is made to support the significant increase in the evaluation work commencing in FY18 under the M&E Strategy including country-level evaluation portfolio, programmatic evaluation, thematic evaluation and results reporting. The amount requested is in line with the budget under the approved strategy. The Secretariat is also requesting that if there are any unspent funds from FY17 that they be carried over to next fiscal year given this is a multi-year initiative and a key procurement process is ongoing and may not be concluded in a manner allowing disbursement by the end of FY17 in June.

5.13 Replenishment surge budgets have been approved previously and spending will conclude in FY18, while the multi-year budget for investment in critical information systems approved in December 2016 runs through FY19. The expected expenditure is disclosed for transparency.

(d) Supplementary Budget Items

5.14 While the budget for replenishment surge activity has been approved, the costs related to the replenishment conference have not been budgeted. Further information is outlined in Annex 1 and a maximum supplementary budget of US$700,000 is requested, with the understanding that the Secretariat would make best available efforts to reduce these costs by the provision of in-kind contributions and targeted financial contributions similar to prior replenishment conferences.

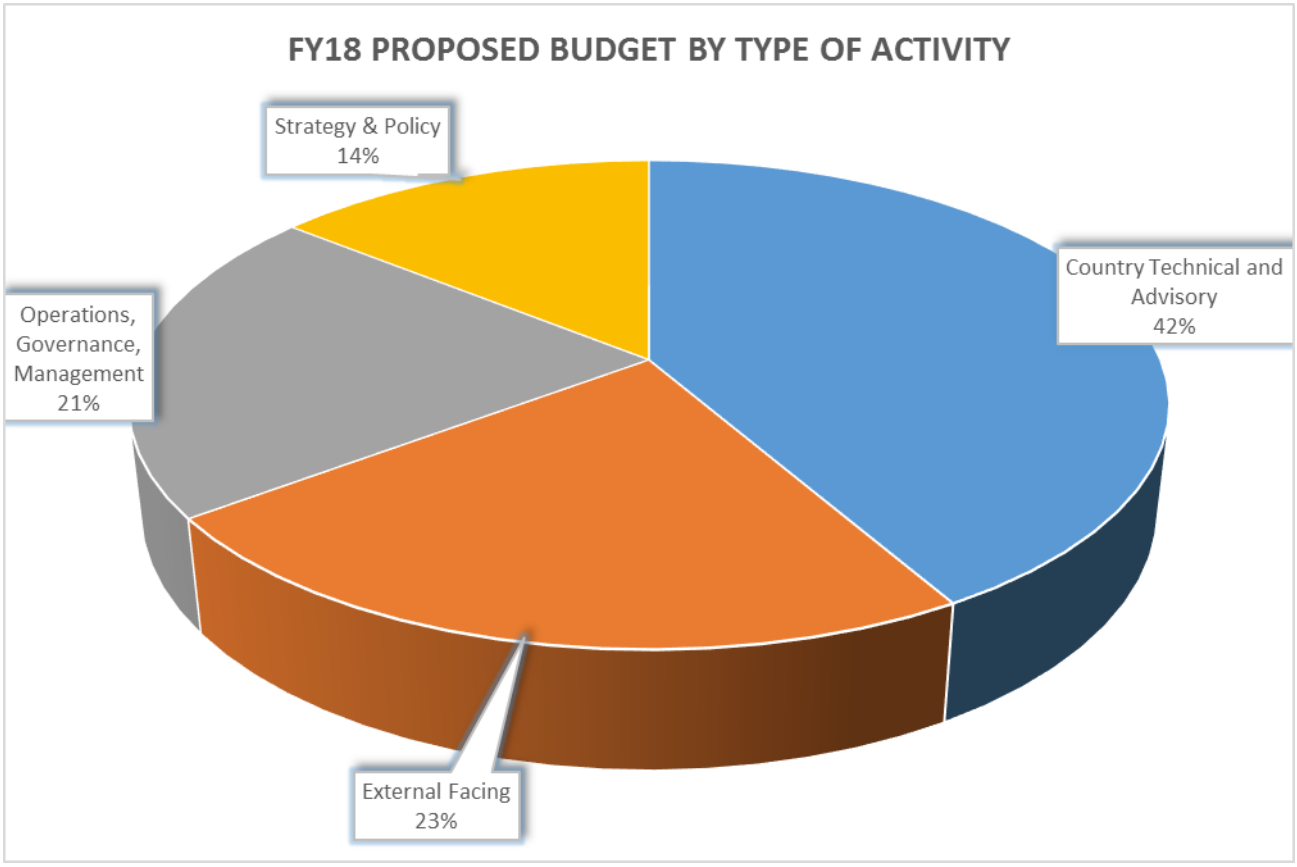
Summary

5.15 The core budget request is US$30,974,000 and represents approximately 6.1% of total projected expenditure in FY18 which is within the 5-7% range established by the Board. Adding the M&E budget of US$1,916,000 and the Replenishment Event budget brings the incremental request to US$33,590,000 or 6.6%.

5.16 Adding all projected expenditure including amounts already approved through targeting and multi-year initiatives would increase this percentage to 7.4%. The Secretariat believes this is a temporary level that will reduce back below the range in FY19 as grant expenditure should increase at a higher rate and one-time costs related to replenishment will be finished. Going forward the design of KIX will also be at a scale that helps reduce the percentage of operating expenses required to support it.

5.17 Continuing with the recommendations of the organizational review, GPE has aligned its functions and objectives with the strategic plan with the addition of a new function in FY18 for Risk Management. Annex 2 shows these 12 functions, objectives and the key activities within these areas. As country technical and advisory work spans multiple functions and objectives, the chart below represents the overall budgeted allocation by broader categories, with 42% allocated to this area. This is consistent with FY17 allocation but a significant increase from FY16 and prior years to the organizational review, when only 28 percent of funds were estimated to be allocated to this area.

Chart 1: FY18 Proposed Budget Breakdown



6. ADDITIONAL INFORMATION

Efficiency Gains

6.1 Consistent with past years, the Secretariat continues to strive for efficiency gains in all its expenditures. The travel policy remains more restrictive on class of airfare than the World Bank standard policy, and missions are combined whenever possible. Travel is planned in advance as far as possible, thus enabling staff to avail themselves of lower fare options. The increased use of WebEx technology and simultaneous interpretation for conference calls has also reduced the need for travel and face-to face meetings. GPE fared very positively on availing of World Bank cost control initiative such as use of Lowest Logical Fare for travel when compared to other units in the Bank.

6.2 The Secretariat also continues to fully implement cost-saving actions applied throughout the World Bank Group (WBG), including strengthened controls to achieve savings on the level of fees paid to consultants. These efforts have resulted in significant reductions in the Secretariat in the average daily rate for consultants compared to prior years, and the Secretariat management monitors this area closely ensuring compliance with WBG guidelines on consultant rates.

6.3 Given the staffing growth, GPE has implemented workspace densification by doubling or tripling staff in medium to large offices and encouraging the use of flex work options where appropriate. While this does not fully meet Bank recommended guidelines on office space allocation, it has allowed GPE to keep rent costs down.

6.4 The Secretariat has also intensified efforts to deploy staff efficiently through initiatives to streamline and systematize key business processes, with greater investments in information systems, development of standard operating procedures, and the use of the operational risk framework to differentiate the intensity of effort in quality assurance and monitoring. The ongoing work on efforts to improve efficiency as evidenced from the latest Dalberg report shows that much has been achieved in this area, however the Secretariat recognizes that there is significant room for improvement, and this will continue to be a focus in FY18

Staffing

6.5 In December 2016, based on the assessment of its capacity by an external firm, the Board approved 19 additional full-time fixed staff positions to fill some of the more immediate capacity gaps in particular to support country-level processes and GPE's core operating capacity. In addition, one-year term position was approved for replenishment surge capacity and a positon each for three of the targeted financing initiative. This brings the approved headcount to 108 staff.

6.6 At present, only 10% of staff have open-ended employment contracts (which is a reduction from 12% last fiscal year), with the remainder on two- to three-year fixed-term renewable contacts. These term positions allow flexibility for the Board to increase headcount when necessary over the short to medium term, and if needed to downsize in an orderly manner to limit the financial impact on GPE.

6.7 No additional headcount is requested in this budget request, and the Secretariat aims to deliver its HR plan in December 2017 when greater clarity on the implications of the FFF, ECW hosting decision, and prospects for replenishment can be factored into the plan.

7. STATUS OF FY17 BUDGET AND FORECAST

7.1 In June 2016, US$24,223,000 was approved by the Board for core activities of the Secretariat for the FY17 administrative budget. This includes US$805,000 approved for Monitoring and Evaluation Strategy, US $480,000 for Knowledge and Good Practice Exchange and US$372,000 for Gender Equality Action plan. In addition, the board approved supplemental budget ofUS$594,000

for replenishment surge which included three-limited term positions. A US$400,000 saving from FY16 was carried over in FY17 for work on the Strategic Financing Working Group.

7.2 Subsequently in September 2016, Board approved US$350,000 for targeted financing from Rockefeller Foundation to explore the feasibility of risk financing for education. This was followed by Board funding approval in October for the three targeted financing arrangements for the BELDS initiative, Gender Equality and Policy Strategy/Gender Responsive Sector Planning (GRESP) and A4L initiative. To date, US$330,000 and US$750,000 has been received by the Secretariat for BELDS and GRESP initiatives.

7.3 As an investment in Secretariat Capacity, enabling the Secretariat to take steps necessary to address most urgent capacity gaps and reinforce core functions required to successfully support implementation of GPE 2020, the Board in December 2016 approved US$ 1,232,600 to accommodate the impact of increase headcount, costs of additional governance meetings and external firm support. It also approved a supplementary budget of $2,429,000 for critical investment in information systems and technology which is to be managed over three-year period from FY17-FY19. In continuation of the supplemental budget approved for replenishment surge the Board also approved additional funding of US$2,435,000 for FY17-FY18 period.

7.4 Funding for FY17 for both core and multi-year plus targeted financing totaled US$29,567,000 and as of end February, actual expenses totaled US$17,289,000 or 58% of the total budget with 66% of the period elapsed. This translates into a utilization rate of 88% for the year to date. With a projection of US$10,426,000 to be spent in the last four months of FY17, the final utilization rate is projected to be 94% and the Secretariat anticipates savings of US$1,852,000. Of these savings, the balance under targeted financing and multi-year activities will be carried forward to FY18. For the core budget alone the utilization is 99% or savings of US$344,000. Table 2 below shows actual expenses by fixed and variable costs categories, as well as multi-year activities through February 28, 2017, and projections through the end of FY17.

Table 2: Status of Secretariat FY17 Budget as of February 28, 2017, and Projections as of End of June 2017 (US$ 000)

Activities	FY17 Budget	Actual Expenses July 1, 2016 - February 28, 2017	Projections March 1, 2017 - June 30, 2017	Actual + Projections as of June 30, 2017	Difference
Fixed					
Core Staff	15,964	9,396	5,565	14,961	1,003
Rent/IT/Communications	1,150	436	487	923	227
Total Fixed	**17,114**	**9,831**	**6,052**	**15,883**	**1,231**
Variable					
Short Term Consultants	2,500	2,271	612	2,884	(383)
Travel	3,145	1,577	1,497	3,074	71
Contractual Services incl. Translation/Interpretation	2,792	2,280	1,086	3,366	(574)
Total Variable	**8,437**	**6,128**	**3,196**	**9,323**	**(886)**
Total Core Budget	**25,551**	**15,959**	**9,248**	**25,207**	**344**
Targeted Financing					
Risk Financing	350	326	24	350	-
Gender - CIFF	750	-	235	235	515
BELDS	330	-	95	95	235
A4L	467	-	15	15	452
Total Targeted Financing	**1,897**	**326**	**369**	**695**	**1,202**
M&E	805	432	293	724	81
Replenishment Surge	890	573	317	890	-
Investment in Information Systems and Technology	425	0	200	200	225
Total Supplemental	**2,120**	**1,005**	**809**	**1,814**	**306**
Total	**29,567**	**17,289**	**10,426**	**27,715**	**1,852**
Burn Rate		**58%**		**94%**	

Note: Contractual Services includes carry over funds for Strategic Financing

Targeted Financing initiatives include staffing costs

For Targeted Financing and Multi-year initiatives the full year projections are best estimates and any unspent funds will be carried over to FY18

7.5 The primary reason for savings stems from staff costs and is due to recruitment delays, staff turnover and other efficiency gains. Some savings are anticipated under rent as a result of rent abatement by the landlord until December 2016. In addition, there is savings under all three targeted financing program as not all contributions from donors have been received though partial funding for two initiatives was received in the third quarter of the fiscal year and remaining funding is anticipated to be received by June. Investment in information systems and technology will also contribute to savings as systems development will increase significantly in FY18. As all these initiatives are multi-year, these savings will be carried over to the next fiscal year. To ensure GPE could deliver on its objectives for FY17 while encountering delays in staff hiring, the Secretariat was heavily reliant on the use of short-term consultants. Combined with an additional Board meeting in February 2017, which contributed to an increase in contractual services, the Secretariat

reprogrammed savings from staff costs to the variable budget. This accounts for the significantly higher variable expenditure compared to the original budget.

7.6 All funds that are not spent by the end of GPE's fiscal year, and for which a specific authority from the Board does not exist to carry over funds into the next fiscal year, are returned to the Trustee.

8. PLEASE CONTACT: Padraig Power (ppower@globalpartnership.org) for further information.

9. ANNEXES AND ADDITIONAL INFORMATION

Annex 1: Replenishment Event Budget

Annex 2: shows the functions, objectives and key activities for the FY18 work plan and budget

Annex 3: provides a breakdown of the proposed FY18 budget for each function and objective, by staff, rent/IT/communication fixed costs, short term consultants, travel and other contractual services.

Annex 1: Replenishment Event Budget

1. GPE has hosted two previous replenishment events. In 2011, the first GPE replenishment was hosted in Copenhagen and, in 2015, the second was hosted in Brussels. Around 400 stakeholders from among the partnership were invited to the first replenishment. This rose to around 850 attending the second event, which was linked to a UNESCO and UNICEF co-hosted consultation on the SDG for education.

2. It is proposed that the third replenishment event involves around 500 ministers and senior decision makers from across the partnership.

3. Provision for a partnership style event is outlined in the 'Charter of the Global Partnership for Education' (Last Revised: December 2016 Decision BOD/2016/12-11)

   'the Board may call for high level forum meetings in connection with replenishment'.

4. The previous replenishments have utilized the opportunity of the replenishment event to convene members of the partnership for wider discussions. It is proposed that the third replenishment takes a similar approach.

5. GPE's third replenishment offers the opportunity not only to raise the funds needed to implement GPE 2020 but to help raise momentum to meet the ambition of the Sustainable Development Goals.

6. GPE received considerable support from within the partnership in financial contributions and in kind to support the previous replenishment events. The GPE Secretariat will seek similar support for the third replenishment.

7. However, the Board is asked to underwrite the maximum costs to the GPE Fund for the replenishment event at this stage to avoid the need for an additional Board call or non-objection decision over the July/August period.

8. While the venue has not yet been determined as it will depend on final decisions around replenishment hosting, the costs for such an event are likely to be similar no matter the location and are broadly in line with full costs of previous replenishment events.

Table 1: GPE Replenishment Event Indicative Budget

Type	Proposed Amount
Production	US$ 62,000
Print & signage	US$ 8,000
Logistics	US$ 24,000
Interpretation	US$ 60,000
Technical teams	US$ 45,000
Venue hire	US$ 30,000
Catering	US$ 50,000
Staff travel & accommodation	US$ 150,000
Travel & Accommodation for DCP Ministers / DCP Board Members	US$ 270,000
Total	**US$ 699,000**

Annex 2 – FY18 Functions, Objectives and Key Activities

FUNCTION	OBJECTIVE	ACTIVITY
1. Strategy and Policy	1.1 Support roll out and updates to GPE 2020 1.2 Ensure effective participation in the rollout of SDG4 and Education 2030 1.3 Support development of ECW and IFFEd, and explore new opportunities 1.4 Implement roadmap and develop strategy for private sector and foundation engagement 1.5 Provide policy and strategy guidance to the Board, Chair, and CEO to ensure coherence and alignment with GPE activities 1.6 Implement GPE Gender Equality Strategy 1.7 Design value for money and transparency strategies	• Develop and lead research collaborations, joint publications and capacity building to strengthen mutual accountability in the education sector. • Inform corporate strategies and policy positions, including new partnerships, events, messaging and strategic approaches. • Represent GPE in the SDG architecture, including participation in the Education 2030 SC, working groups and other UN processes. • Support effective engagement in regional SDG coordination mechanisms, events and technical collaboration. • Provide ongoing support to ECW Secretariat/ECW Executive Committee • Engage with Education Commission on IFFEd and Pioneer Countries • Cement strategic relationships with key Foundation partners; Develop Foundations knowledge sharing and learning platform; and Deliver Foundation strategy. • Deliver Private Sector Strategy • Public engagement on technical areas including conferences, panels and public speaking events in support of GPE's policy priorities. • Gender, Equity, and Inclusion - Mainstreaming GPE operations and frameworks; strengthening Secretariat and Committees; Gender-responsive sector analysis, planning and implementation; Advance GE in education across all sectors; Monitoring and reporting results; Knowledge production, exchange and management of GE. • Complete VFM strategy • Establish a database of key unit costs as part of economy analysis of GPE Grants
2. Technical Leadership and Knowledge and Innovation Exchange	2.1 Provide technical leadership on areas of GPE's strategic goals and objectives 2.2 Design and Implement Knowledge and Innovation Exchange Mechanism and related diagnostic and good practice exchange activities 2.3 Generate and share knowledge to enhance GPE country processes and inclusive policy	• Develop policy and KPs on systems approaches to ECCE, including ESPs, country needs analysis, guidance on integrating ECCE into ESPs, KPs. • Regional and cross-national workshops on knowledge sharing and good practice, including regional tech support facility for country support and regional/country workshops. • Knowledge mobilization and advocacy to influence policy; • Collaboration with GF/others to address AGYW needs

FUNCTION	OBJECTIVE	ACTIVITY
	dialogue, including development of norms, guidelines and standards 2.4 Design and Implement Advocacy and Social Accountability Mechanisms.	• Policy paper on Inclusive Education and disability, Country guidance on IE and disability for ESA and ESP • Stock take and KPs on health and education • Country analysis/case studies on marginalized/ excluded groups • Disability knowledge products and dissemination • Design country analytics and metrics • Teaching and Learning - global engagement on learning, teachers, and learning materials, Support to country advisory function in the area of learning, operationalize learning tool for funding model • Implement A4L initiative • Secretariat cross team to design ASA initiative including managing external firm • Produce KGPE Webinar series as a means to communicate GPE's identity, added value, and to showcase country level experiences • Technical Work – Planning, Systems, and Finance, identify good practices in the area of education systems and finance, disseminate technical and knowledge products (participation to DCP meetings, workshops, external events, BBLs, webinars) • Lead GPE's knowledge and innovation exchange work including operationalizing KIX initiatives, develop partnerships and negotiate contractual relationships to strengthen GPE's KIX work, prepare blogs, conduct webinars, participate in DCP meetings • GRA Management and Reporting • JSR Research and exchange initiative • LEG guidelines; • EMIS portfolio review and guidelines; mapping of global efforts to support EMIS, UNESCO/GPE conference on EMIS • System strengthening policy brief; • TCT cluster coordination and effectiveness; • Implement aid-modality roadmap. • Conduct analytical work on GPE investments in teacher training

FUNCTION	OBJECTIVE	ACTIVITY
3. GPE Grant Management and Monitoring of Country Level Results	3.1 Conduct programmatic and fiduciary oversight of all GPE-funded activities. 3.2 Provide grant management for country-level support. 3.3 Monitor GPE grants and country support.	• Review of implementation status reports, • Review all audit reports, • Ensure completion of standard reporting requirements • regular meetings with Grant Agents, and participation in monitoring missions • Support and monitor implementation of CSEF
4. Measuring GPE Impact	4.1 Implement M&E Strategy 4.2 Report on GPE results	• Data collection, consolidation and quality control of the results framework, including: implementation of methodologies, maintenance and fine-tuning of results framework database; includes ESP monitoring. • Implementation of the evaluation sub-strategy, including: country-level evaluations portfolio, programmatic evaluations (3), and thematic evaluation(1) • Implementation of reporting sub-strategy, including annual Results Report and Portfolio Review
5. Country Advisory	5.1 Ensure improved sector analysis, planning, and monitoring 5.2 Ensure effective and inclusive sector policy dialogue and monitoring 5.3 Ensure quality GPE-financed programs and their effective implementation 5.4 Design and Implement the Education Sector Investment Case 5.5 Complete review and support efforts to ensure clarity, efficiency, and effectiveness of Country Level Partner roles to deliver on GPE 2020	• Support design and roll-out efforts of initial pilot ESIC countries including managing external firm support • Advisory support to countries for applications for Education Sector Plan Development Grants • Assist countries in conducting education sector analysis, in line with the requirements of the GPE Funding Model • Country missions to support ESP preparation • Participate in missions to support development of Education Sector Program Implementation Grants • Participate in Joint Sector Review missions to monitor implementation of ESP and GPE grants • Mission support for policy dialogue • Ensure effective communication and coordination of Country Leads with Civil Society including through CSEF. • Manage external firm work to review efficiency/effectiveness of Country Level Partner Roles and report to Board
6. Quality Assurance	6.1 Quality assurance of education sector analysis, planning and monitoring 6.2 Quality assurance of GPE grant processes	• QA Work stream 1: QAR ESP Process, including assessment of ESP (Training, quality checks) • Revision of ESP Preparation & Appraisal Guidelines, Complete QAR Phase 2 Assessments for up to 30 ESPIGs.

FUNCTION	OBJECTIVE	ACTIVITY
		• Finalization of GPE/IIEP Appraisal online training, annual GPE/IIEP Appraisal face-to-face peer learning activity/ training, develop and applications of QA screening tools, and participate in KGPE activities (DCP meetings /KGPE/KIX workshops etc.). • Manage QAR III process • Ensure QARs for all grants completed, including enhanced processes for high risk ESPIGs including country missions, and capacity assessments of Grant Agents as needed
7. GPE Strategic Finance	7.1 Deliver a successful 2018-2020 replenishment as initial step in ongoing financing ramp up. 7.2 Diversify GPE's funding base 7.3 Secure delivery of existing pledges 7.4 Design and Implement the Leverage Fund and pursue additional innovative finance opportunities	• Preparation for the next Replenishment and build momentum toward the main replenishment event- Hold key events, engage Champions • Prepare and deliver successful main replenishment event • Provide guidance on replenishment targets, pledging framework and advocacy positioning; • Provide technical and policy inputs to replenishment materials, events, panels and outreach. • Support efforts to mobilize donor support and provide administrative support • Build and manage relationships with advocacy partners, Champions • Data requests, research and analytical work • Organize/participate in key high level events • Support Partners with data and respond to information requests • Build relationships with non-traditional donor countries • Secure partnership with a number of private sector partners • Build and manage relationships with donor country advocacy partners and targets • Develop next phase of Disaster Risk Finance Initiative; • Roll-out the Leverage Fund concept in 5-6 initial countries
8. Advocacy and External Relations	8.1 Strengthen global and national commitment and financing for education 8.2 Ensure a public policy environment that positions education and GPE as key for achieving the Global Goals and especially SDG#4 8.3 Strengthen the partnership and enhance mutual accountability to deliver on GPE 2020	• Build and manage relationships with developing country region advocacy partners and global ambassador and high-level champions • Build and manage relationships with advocacy partners; Ensure GPE profile at key global development events • Provide resources/tools to strengthen DCPs and southern CSOs in the partnership, and facilitate continued dialogue and engagement between DCPs and southern CSOs

FUNCTION	OBJECTIVE	ACTIVITY
9. Strategic Communications	9.1 Strengthen understanding of GPE's identity and added value 9.2 Turn up the volume on the value of education to development and position GPE as the best vehicle for investment 9.3 Strengthen internal communications within the Secretariat and with its governance structures	• Carry out info graphic and multimedia production (videos, photo) • Monitor and manage media • Online marketing/social media campaigns • Prepare and produce high quality materials • Strengthen outreach with partner constituencies (Donors/DCPS) • Support to undertake key areas of communications work • Produce high quality publications and web content • Website hosting & maintenance
10. Governance	10.1 Provide effective governance support to the Board, and Committees, ensuring appropriate governance documentation, communication, and implementation of related processes. 10.2 Enhance Board and Committee coordination and planning ensuring alignment with GPE 2020 implementation plan. 10.3 Provide effective governance support to the DCP constituencies, including facilitating meetings, and on-going communications with respect to Board papers and decisions. 10.4 Ensure all governance related events are planned, and executed in an economic, efficient, and effective manner.	• Orchestrate 2 successful Board Meetings. Orchestrate 10 successful Committee meetings. Assist in drafting ancillary papers, meeting reports, and supporting the committee chairs. • Orchestrate 2 successful DCP meetings • Facilitate the work of the Coordinating Committee • Develop and maintain medium term workplan for key events and decision-making. • Support Board and Committee Chairs • Coordinate the process to renew Board and Committee membership as needed, and provide induction for new Board / Committee members • Review / update core governance and policy documents to reflect Board decisions and ensure posting to the website. • Complete review of GPE Membership considerations • Monitor and report on implementation of transparency policy • Monitor and report on conflict of interests

FUNCTION	OBJECTIVE	ACTIVITY
11. Secretariat Management and Operations	11.1 Ensure effective leadership and management of the Secretariat 11.2 Ensure robust financial planning, management, and reporting of GPE resources 11.3 Develop GPE's information systems to support knowledge management and core business processes 11.4 Ensure successful implementation of a Corporate Training program and increased focus on career development 11.5 Ensure adequate systems and processes for HR, IT, administration, and facilities management for the Secretariat 11.6 Design and implement a comprehensive HR strategy to ensure GPE is adequately resourced and operating as efficiently and effectively as possible 11.7 Ensure GPE's Institutional arrangements are fit for purpose	• Provide operational oversight, guide organizational and staff development and ensure the Secretariat is fit for purpose • Complete development of HR Plan • Ensure organizational improvements are supported with appropriate change management plan • Detailed Exploration of Feasibility and Cost Implications of establishing Special Purpose Vehicle • Develop, Monitor, analyze, and report on secretariat administrative budget to ensure effective and efficient use of resources. • Manage and oversee GPE Finances through regular contribution reports, disbursement reports, liquidity management with Treasury Department of World Bank, Liaison with Donors, Trustee, and Contributors on Contribution Agreements, and FPAs, and prepare the semi-annual financial forecasts • Continue to maintain and enhance the core GPE information system "GPE Exchange" and complete GPE Intranet Development. Results Reporting enhancements • Implement Knowledge Management Strategy • Strengthen work planning, monitoring, and prioritization • Continue documentation of all core business processes across GPE through Standard Operating Procedures • Ensure an efficient and compliant process for the recruitment of new staff. • Lead a range of "organizational development" activities to improve the workplace climate, including surveys, all-staff retreats, change management, and projects focused on specific improvement opportunities. • Strengthen internal communication through staff meetings, blogs etc. • Administer the physical workplace, including IT equipment, office space, office supplies, etc.
12. Risk Management	12.1 Embed a culture of risk management across the organization 12.2 Enhance the design and implementation of the Operational Risk Framework 12.3 Ensure the Risk Policy is fit for purpose and appropriately implemented	• Conduct a review of the current risk policy • Strengthen operational risk framework through linkage to results report • Conduct training of staff on risk management • Prepare semi-annual reports to FRC and Board ensuring coordination of feedback from other Committees

FUNCTION	OBJECTIVE	ACTIVITY
		• Complete annual assessment and update to country risk management plans for all countries • Conduct assurance review activities to test the effectiveness of select mitigation actions

Annex 3: Proposed FY18 Budget by Objective and Cost Categories

Function	Objective	Staff	Rent/IT /Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
Strategy and Policy	1.1 Support roll out and updates to GPE 2020	42,988	3,151	**46,138**		30,112		**30,112**	**76,250**
	1.2 Ensure effective participation in the rollout of SDG4 and Education 2030	107,391	7,872	**115,263**	51,000	45,000		**96,000**	**211,263**
	1.3 Support development of ECW and IFFEd, and explore new opportunities	105,150	7,707	**112,858**	25,480	24,000		**49,480**	**162,338**
	1.4 Implement roadmap and develop strategy for private sector and foundation engagement	221,832	16,260	**238,092**	25,000		35,000	**60,000**	**298,092**
	1.5 Provide policy and strategy guidance to the Board, Chair, and CEO to ensure coherence and alignment with GPE activities	402,352	29,492	**431,843**	74,000	40,000		**114,000**	**545,843**
	1.6 Implement GPE Gender Equality Strategy	129,089	9,462	**138,551**	102,000	25,000		**127,000**	**265,551**
	1.7 Design value for money and transparency strategies	181,576	13,309	**194,885**	26,160			**26,160**	**221,045**
Technical Leadership and Knowledge and Innovation Exchange	2.1 Provide technical leadership on areas of GPE's strategic goals and objectives	933,953	68,457	**1,002,410**	175,100	50,000		**225,100**	**1,227,510**
	2.2 Design and Implement Knowledge and Innovation Exchange Mechanism and related diagnostic and good practice exchange activities	645,199	47,292	**692,491**	90,300	340,000	190,000	**620,300**	**1,312,791**
	2.3 Generate and share knowledge to enhance GPE country processes and inclusive policy dialogue, including development of norms, guidelines and standards	884,336	64,820	**949,156**	241,980	78,000	200,000	**519,980**	**1,469,136**

Function	Objective	Staff	Rent/IT /Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
	2.4 Design and Implement Advocacy and Social Accountability Mechanisms.	84,504	6,194	**90,698**		40,000	80,000	**120,000**	**210,698**
GPE Grant Management and Monitoring of Country Level Results	3.1 Conduct programmatic and fiduciary oversight of all GPE-funded activities.	776,652	56,927	**833,579**		48,000		**48,000**	**881,579**
	3.2 Provide grant management for country-level support.	1,111,136	81,444	**1,192,580**	279,104		140,000	**419,104**	**1,611,684**
	3.3 Monitor GPE grants and country support.	564,231	41,357	**605,588**	5,000	124,000	4,500	**133,500**	**739,088**
Measuring GPE Impact	4.1 Implement M&E Strategy	586,600	42,997	**629,597**				**0**	**629,597**
	4.2 Report on GPE results	818,549	59,998	**878,547**	2,500		15,000	**17,500**	**896,047**
Country Advisory	5.1 Ensure improved sector analysis, planning, and monitoring	515,961	37,819	**553,780**				**0**	**553,780**
	5.2 Ensure effective and inclusive sector policy dialogue and monitoring	472,921	34,664	**507,585**				**0**	**507,585**
	5.3 Ensure quality GPE-financed programs and their effective implementation	676,138	49,560	**725,698**		780,000		**780,000**	**1,505,698**
	5.4 Design and Implement the Education Sector Investment Case	80,470	5,898	**86,368**		16,000	150,000	**166,000**	**252,368**
	5.5 Complete review and support efforts to ensure clarity, efficiency, and effectiveness of Country Level Partner roles to deliver on GPE 2020	64,479	4,726	**69,206**			80,000	**80,000**	**149,206**
Quality Assurance	6.1 Quality assurance of education sector analysis, planning and monitoring	893,838	65,517	**959,354**	168,590	23,020	74,172	**265,782**	**1,225,136**
	6.2 Quality assurance of GPE grant processes	1,331,375	97,587	**1,428,962**	115,800	103,540		**219,340**	**1,648,302**

Function	Objective	Staff	Rent/IT /Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
GPE Strategic Finance	7.1 Deliver a successful 2018-2020 replenishment as initial step in ongoing financing ramp up.	1,372,147	100,576	**1,472,723**	340,250	284,000		**624,250**	**2,096,973**
	7.2 Diversify GPE's funding base	262,140	19,214	**281,354**	40,000	10,000	5,000	**55,000**	**336,354**
	7.3 Secure delivery of existing pledges	92,993	6,816	**99,809**			125,000	**125,000**	**224,809**
	7.4 Design and Implement the Leverage Fund and pursue additional innovative finance opportunities	333,919	24,476	**358,395**	26,160	48,000		**74,160**	**432,555**
Advocacy and External Relation	8.1 Strengthen global and national commitment and financing for education	390,604	28,630	**419,234**		48,000		**48,000**	**467,234**
	8.2 Ensure a public policy environment that positions education and GPE as key for achieving the Global Goals and especially SDG#4	486,253	35,641	**521,895**	75,000	86,000	80,000	**241,000**	**762,895**
	8.3 Strengthen the partnership and enhance mutual accountability to deliver on GPE 2020	154,163	11,300	**165,463**	142,410	209,000		**351,410**	**516,873**
Strategic Communications	9.1 Strengthen understanding of GPE's identity and added value	594,970	43,610	**638,580**				**0**	**638,580**
	9.2 Turn up the volume on the value of education to development and position GPE as the best vehicle for investment	583,105	42,740	**625,845**	347,320	84,000	255,000	**686,320**	**1,312,165**
	9.3 Strengthen internal communications within the Secretariat and with its governance structures	45,439	3,331	**48,769**				**0**	**48,769**
Governance	10.1 Provide effective governance support to the Board, and Committees, ensuring appropriate governance documentation, communication, and implementation of related processes.	661,896	48,516	**710,412**		132,000	280,500	**412,500**	**1,122,912**

Function	Objective	Staff	Rent/IT /Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
	10.2 Enhance Board and Committee coordination and planning ensuring alignment with GPE 2020 implementation plan.	88,201	6,465	**94,666**		40,000	9,000	**49,000**	**143,666**
	10.3 Provide effective governance support to the DCP constituencies, including facilitating meetings, and on-going communications with respect to Board papers and decisions.	300,597	22,033	**322,631**		372,000	90,000	**462,000**	**784,631**
	10.4 Ensure all governance related events are planned, and executed in an economic, efficient, and effective manner.	275,867	20,220	**296,087**		440,000	330,000	**770,000**	**1,066,087**
Secretariat Management and Operations	11.1 Ensure effective leadership and management of the Secretariat	1,491,288	109,308	**1,600,597**	30,000			**30,000**	**1,630,597**
	11.2 Ensure robust financial planning, management, and reporting of GPE resources	896,913	65,742	**962,655**				**0**	**962,655**
	11.3 Develop GPE's information systems to support knowledge management and core business processes	386,420	28,324	**414,744**				**0**	**414,744**
	11.4 Ensure successful implementation of a Corporate Training program and increased focus on career development	34,804	2,551	**37,355**			110,000	**110,000**	**147,355**
	11.5 Ensure adequate systems and processes for HR, IT, administration, and facilities management for the Secretariat	418,887	30,704	**449,590**				**0**	**449,590**
	11.6 Design and implement a comprehensive HR strategy to ensure GPE is adequately resourced and	186,355	13,659	**200,014**			50,000	**50,000**	**250,014**

Function	Objective	Staff	Rent/IT /Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
	operating as efficiently and effectively as possible								
	11.7 Ensure GPE's Institutional arrangements are fit for purpose	77,208	5,659	**82,867**	50,000			**50,000**	**132,867**
Risk Management	12.1 Embed a culture of risk management across the organization	133,183	9,762	**142,945**				**0**	**142,945**
	12.2 Enhance the design and implementation of the Operational Risk Framework	132,869	9,739	**142,608**				**0**	**142,608**
	12.3 Ensure the Risk Policy is fit for purpose and appropriately implemented	135,833	9,956	**145,790**				**0**	**145,790**
Total		21,166,773	1,551,482	**22,718,255**	2,433,154	3,519,672	2,303,172	**8,255,998**	**30,974,253**

Proposed FY18 Targeted, Multi-year, and Supplementary Items Budget by Function, Objectives and Cost Categories

Function	Objective	Staff	Rent / IT / Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
Gender	1.6 Implement GPE Gender Equality Strategy	66,703		**66,703**					**66,703**
	2.1 Provide technical leadership on areas of GPE's strategic goals and objectives	66,703		**66,703**	30,000	50,000	300,000	**380,000**	**446,703**
	2.3 Generate and share knowledge to enhance GPE country processes and inclusive policy dialogue, including development of norms, guidelines and standards	68,724		**68,724**					**68,724**

Function	Objective	Staff	Rent/IT /Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
BELDS	2.1 Provide technical leadership on areas of GPE's strategic goals and objectives	101,065		**101,065**	50,000	50,000		**100,000**	**201,065**
	2.3 Generate and share knowledge to enhance GPE country processes and inclusive policy dialogue, including development of norms, guidelines and standards	101,065		**101,065**					**101,065**
A4L	2.1 Provide technical leadership on areas of GPE's strategic goals and objectives	134,467		**134,467**					**134,467**
	2.2 Design and Implement Knowledge and Innovation Exchange Mechanism and related diagnostic and good practice exchange activities				54,000	100,000	550,000	**704,000**	**704,000**
	2.3 Generate and share knowledge to enhance GPE country processes and inclusive policy dialogue, including development of norms, guidelines and standards	134,467		**134,467**					**134,467**
M&E	4.1 Implement M&E Strategy				158,418	30,000	1,560,000	**1,748,418**	**1,748,418**
	4.2 Report on GPE results				142,582	25,000		**167,582**	**167,582**
Replenishment Surge	7.1 Deliver a successful 2018-2020 replenishment as initial step in ongoing financing ramp up.				914,163	75,000	160,000	**1,149,163**	**1,149,163**
	8.1 Strengthen global and national commitment and financing for education				179,800	26,000		**205,800**	**205,800**
	9.2 Turn up the volume on the value of education to development and position GPE as the best vehicle for investment					33,575	250,000	**283,575**	**283,575**

Function	Objective	Staff	Rent/IT /Comms	Total Fixed	Consultants	Travel	Contractual Services	Total Variable	Total Budget
Investment in Information Systems and Technology	11.3 Develop GPE's information systems to support knowledge management and core business processes				98,100		930,000	**1,028,100**	**1,028,100**
Replenishment Event	7.1 Deliver a successful 2018-2020 replenishment as initial step in ongoing financing ramp up.					420,000	280,000	**700,000**	**700,000**
Total		673,193	0	**673,193**	1,627,063	809,575	4,030,000	**6,466,638**	**7,139,831**