JUNE 3-4, 2026 – MEETING OF THE BOARD OF DIRECTORS

PARIS, FRANCE - BOD-2026-06-DOC 07 – DECISION

GPE PRIORITIES FOR CEO PERFORMANCE

Please note: In accordance with the GPE Transparency Policy, documents are public only after their appraisal by the relevant governance instance. Governance officials may circulate documents to their constituency for consultation purposes, except for documents of a confidential nature.

Key issues for consideration:

- At its May meeting, the Executive Committee (EXCO) considered the GPE Priorities for CEO Performance.
- Members endorsed the three priorities and requested clarification on replenishment target, ECW-GPE cooperation, and simplification of the operating model and its impact on partner countries.
- Members urged the Secretariat to assess budget cuts affecting technical expertise and to set measurable, outcome-focused KPIs. It was suggested to include performance objectives that address changes in the geopolitical and financial landscape, as well as changes in the multilateral environment and the need to contribute to reform, cooperation, and rationalization.

Objective

1. The Board is requested to consider the proposed GPE priorities for CEO Performance for the period of June 2026 to June 2027, for its decision.

Recommended decision

BOD/2026/06-XX — GPE Priorities for CEO Performance: The Board of Directors:

1. In accordance with the CEO performance assessment process (BOD/NO/2022/10-01), approves the priorities set out in Annex A of BOD/2026/06 DOC 07 for the period from June 2026 to June 2027.

Background and overview

1. As part of the CEO Performance process, the CEO identifies priorities for the upcoming fiscal year (June to June). These priorities are linked to the strategic plan, the previous year's performance evaluation, and include Key Performance Indicators.
2. At each June meeting, the Board is informed of the evaluation for the previous year and is presented with the CEO's annual priorities, for its decision. The priorities for this year (June 2026 to June 2027) are set out in Annex A. The priorities for the previous year (June 2025-June 2026) can be found in Annex B.

Annex A – GPE Priorities: June 2026-June 2027

Annex B – GPE Priorities: June 2025-June 2026

Annex A – GPE Priorities: June 2026-June 2027

GPE PRIORITIES FOR CEO FEEDBACK

(*This document is written in the context of the GPE Charter, which outlines a broad set of roles and responsibilities for the CEO of the GPE Secretariat. It is not intended to be an exhaustive list of all activities to be undertaken under the relevant provisions of the Charter, but instead to highlight key priorities from June 2026 to June 2027 for the CEO based on the Secretariat Workplan for FY27).*

1. **Deliver a successful and ambitious replenishment: Lead the 2026 Education Summit as a defining moment for sustainable education financing**
   - Navigate the evolving geopolitical and multilateral landscape: Actively contribute to reform, cooperation, and rationalization of the multilateral education architecture, including through high-level advocacy and structured engagement in relevant international forums.
     - **KPI:** Upon requests by donors and other partners, contribute to the dialogue around multilateral reforms on the architecture and financing of the education sector
   - Lead a high-visibility Summit that converts political momentum into concrete, diversified international commitments
     - **KPIs:** At least 50% of the replenishment goal secured in pledges by the 2026 Education Summit, with at least 75% of total pledges representing multi-year commitments from new and existing donors and co-financers; GPE Multiply Possibility campaign with high visibility for GPE and education
   - Expand GPE's resource mobilization and leveraging capacity; and drive the development of innovative finance models
     - **KPIs:** Diverse sources of financing attracted; GPE Foundation operational; sustainable financing models ready for piloting
   - Translate domestic finance momentum and partner country pledges into Summit commitments and country progress
     - **KPIs:** Domestic finance pledges from 40+ partner countries reflected in Summit outcomes; strengthened alignment between national resources and national education priorities; demonstrated national plans to improve volume, efficiency, equity of domestic financing

2. **Demonstrate GPE results: Deepen the quality and coherence of country-level work, with a focus on learning outcomes, domestic financing and accountability**
   - Effectively support the delivery of country-owned priority education reforms, with attention to gender equality, inclusion, and fragile contexts
     - **KPIs:** Mid-term reviews reoriented to track learning outcomes and strengthen domestic financing; accountability for gender equality and inclusion

strengthened; accountability strengthened in fragile and conflict-affected contexts; Progressive simplification of partnership compact and MTR processes operationalized, with a clear roadmap communicated to partner countries and partners, as well as the Board

- Strengthen structured coordination with ECW
    - **KPIs:** Strengthened GPE & ECW country level coordination and collaboration; At least one country-level pilot launched jointly with ECW to operationalize and inform GPE's sustainable financing pathways; and lessons learned to be shared with the Board in June 2027; Collaboration with ECW to refine the humanitarian-development finance nexus in GPE's Sustainable Finance agenda.

- Continuously improve the performance of GPE's grant portfolio and accelerate implementation
    - **KPIs:** strong grant approvals and disbursements sustained; GPE grant processes progressively simplifies; time from grant approval to program start maintained below FY26 benchmark; grant agent selection processes reviewed, with options explored for identifying specific expertise needed by country partners
- Strengthen partnership engagement and support around the delivery of reforms reflected in partnership compacts.
    - **KPIs**: financing and technical partnerships established at the country level; Knowledge and Innovation Exchange, Education Out Loud, and Technical Assistance Initiatives aligned to support reform delivery

3. **Strengthen the efficiency of the GPE Secretariat: Manage the transition to GPE 2030 without losing operational momentum**
    - Deliver a lean, regionally embedded Secretariat fit for purpose under GPE 2030, with operating costs within Board-approved parameters
        - **KPIs:** Operating expenses within 7 percent of total disbursements with continued attention to safeguarding GPE's ability to provide effective country-level support and grant management; cost savings locked in and not eroded by transition costs
    - Sustain organizational delivery capacity and culture through the strategic transition
        - **KPIs:** GPE 2030 operating model fully operational; new grant agents for EOL and KIX transitioned on schedule; staffing levels managed within approved headcount

Annex B – GPE Priorities: June 2025-June 2026

GPE PRIORITIES FOR CEO FEEDBACK

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1. **A strong narrative: Proactively revitalize the agenda for sustainable education financing - and the risks of not investing.**
    - Building upon the HLSC narrative, GPE proactively engages with decision and policy-makers to ensure education's intrinsic contribution to global economic prosperity, stability, and security is recognized and valued by world leaders
        - **KPIs**: GPE 2030 Strategy fit for purpose and context; education featured in global financing and development fora (4th International Conference on Financing for Development, Second World Summit for Social Development, EC Global Gateway, etc.)

2. **More sustainable finance: Mobilize investments to power education system transformation**
    - Lead a successful GPE's 2026 Replenishment Campaign
        - **KPIs:** Realistic and ambitious scenarios for GPE's 2026 replenishment implemented; protected against cuts in pledges; diversified contributions; campaign with high visibility for GPE and education
    - Expand GPE's resource mobilization and leveraging capacity; and drive the development of innovative finance models
        - **KPIs:** Diverse and new sources of financing attracted; GPE Foundation operational; multiplier leveraged to attract additional financing; innovative and sustainable financing models ready for piloting
    - Catalyze more and better domestic financing for education
        - **KPIs:** strengthened alignment between national resources and national education priorities; protected cuts in domestic financing to education; demonstrated national plans to improve volume, efficiency, equity of domestic financing

3. **Demonstrating GPE Results: Support the delivery of country owned priority education reforms, improve the performance of GPE's grant portfolio, and strengthen results reporting on the impact of GPE.**
    - Effectively support the delivery of country owned priority education reforms, with attention to gender equality and inclusion.

- **KPIs:** mid-term reviews implemented and tracking progress on priority reforms; improved results reporting on enabling factors, including gender; countries supported to progressively report on learning outcome data; Regional teams fully staffed and operational
- Continuous improvement of the performance of GPE's grant portfolio.
  - **KPIs:** Increased grant approvals and disbursements; improved grant performance and focus on implementation.
- Strengthen partnership engagement and support around the delivery of reforms reflected in partnership compacts.
  - **KPIs:** financing and technical partnerships established at the country level; Knowledge and Innovation Exchange, Education Out Loud, and Technical Assistance Initiatives further tailored to support reform delivery
- Learn and adapt to improve our ability and effectiveness to serve partner countries and help them deliver better learning outcomes for children.
  - **KPIs:** GPE 2030 Strategy and Results Framework informed by GPE 2025, prioritized and better fit to report on GPE's unique value-add; Value for Money framework developed.

4. Continue to strengthen the efficiency of the GPE Secretariat

- Continued progress toward a more efficient Secretariat with lower operating costs, adequate staffing, reduced cost-recovery fees, and modern IT infrastructure.
  - **KPIs:** Fully operational regional teams; negotiated cost-recovery fee with WB, additional savings on direct costs.
- Continuous improvement of the GPE culture & values across the geographical locations of GPE teams (Washington DC, Paris, Brussels, Chennai, Nairobi)
  - **KPIs:** Dedicated indicator in the Corporate Risk Report; effective internal communication tools utilized.