# CHIEF EXECUTIVE OFFICER'S REPORT TO THE BOARD OF DIRECTORS

*Please note: Board documents are deliberative in nature and, in accordance with the GPE Transparency Policy, are considered public documents only after their appraisal by the Board. It is understood that constituencies will circulate Board documents among their members prior to Board consideration for consultation purposes.*

## 1. Overview

1.1 The Global Partnership for Education (GPE) Board meeting in Nairobi presents a unique opportunity for the Board to set the direction and level of aspiration for the Partnership in its next five-year chapter. This effort will coincide with the critical 2020 milestone marking that a vital period of ten years remains to achieve the SDGs by 2030. Over the past months since the Stockholm meeting, multiple partners have graciously offered input through questionnaires, calls, meetings, and papers. This input has been enormously valuable and instructive and demonstrates the collective will of GPE's partners towards our common goals.

1.2 Just last month, with thanks to GPE's Vice Chair, Minister Thiam, the ministers of education on the Board gathered in Dakar to discuss common challenges faced in their countries and the dimensions of GPE's next strategic plan. The ministers will share an aide memoire with the Board, but two sentences set the stage for the critical tasks ahead: "*Meeting our commitments requires unprecedented and disruptive action. More of the same simply will not do if we are to give hope and opportunity to our children.*" While in Senegal, we also had the opportunity to meet with President Sall who not only urged us all to be aspirational in setting GPE's next strategic plan, but also graciously reasserted his strong commitment to GPE.

1.3 It is both reassuring and inspiring to see that education continues to hold the spotlight on the global development stage. Gender equality and girls' education remain very prominent in the global public policy arena, as seen with the G7 at Biarritz, and I expect this to continue over the coming year as the Generation Equality Forum approaches, marking 25 years since the landmark Beijing conference. Thank you again to President Macron for inviting me to serve on the G7 Gender Equality Advisory Council, which continues to advocate for the review of national legislative frameworks to

protect and promote gender equality, including in the education sector. I also welcome the G7 leaders' powerful support for the Gender at the Center initiative. After the Board meeting, I look forward to representing GPE in the first-ever Global Refugee Forum, led by UNHCR and Switzerland. Here I will make a commitment on GPE's support as well as a joint commitment with the World Bank and Education Cannot Wait to work together more effectively in support of education for refugees and host communities.

1.4 As many of you will know, there have been several conversations recently among key actors in the education sector regarding the education architecture. GPE is pleased to be an active participant in these conversations and will do its part to help streamline efforts and arrive at a common agenda. In this regard, we welcomed the World Bank's new learning target. We look forward to working with those involved in both the Global Education Forum and the Multilateral Education Partners group. We also welcome UNESCO's launch of the Futures of Education commission and I look forward to serving on it as an advisory member.

## 2. GPE at Work

2.1 As GPE works through an intensive period of strategic planning, I have increased my visits to partner countries to continue to learn about the challenges they face and the role that GPE is playing to address them. Since our last meeting in Stockholm, I have traveled to **Bangladesh, Senegal,** and **the Democratic Republic of Congo**. Directly following the Board meeting, I will travel to **Uganda**. I also share with you, further below, updates from **Ethiopia** and **Sudan**.

2.2 In **Bangladesh**, I met with government officials and development and humanitarian partners who, together, are working hard to ensure that the Rohingya refugees and children in the host communities in Cox's Bazar get the education support they need. The sheer size of the population in Cox's Bazar makes it a humanitarian crisis we cannot ignore, and I left convinced more than ever that GPE's approach in fragile situations is critical and contributes to the sustainable development of the education sector. In late 2018, the Government of Bangladesh and its local partners decided to allocate US$8.3 million of GPE funds, with UNICEF as grant agent, for the emergency education response to the Rohingya crisis and to support the surrounding communities in Cox's Bazar.

2.3 In November, I traveled to the **Democratic Republic of Congo** with Dr. LeAnna Marr, Head of Education at USAID, to meet with the new government following their announced plans to abolish school fees. DRC's high level of poverty and inequity are reflected in access to education, especially for girls' access to primary education. GPE's previous grant aimed to promote gender

equality in the Kasai West and Equateur provinces, including by addressing factors that inhibit girls' enrollment and developing a girls' education strategy. As a result, the gender parity index in the Kasai West province increased from 0.84 in 2013 to 0.93 in 2017, exceeding the project target. Building on this success, the current GPE grant aims to increase girls' enrollment in primary schools, the number of female students taking the end of primary school national test, and female retention at the end of grade one. While in DRC, I had the opportunity to gather together development partners—including the World Bank, who is grant agent for GPE's US$100 million program, and ambassadors representing several donor countries—to discuss ways in which we can work collaboratively through the local education group to accelerate progress. While there is much work to be done, the new government has demonstrated its commitment to improving education in the country and thus, working together, we have a real opportunity to make a difference for millions of Congolese children.

2.4 The **Government of Ethiopia's** long-term commitment to improving education and effective sector planning, coupled with strong support from GPE and development partners, including the World Bank as grant agent, is demonstrating positive gains. Between 2004 and 2015 the gender parity index for primary completion increased from 71 to 96 girls for every 100 boys. In 2008, a multi-donor fund, the General Education Quality Improvement Program (GEQIP), was set up to better align donor resources with the country's education priorities. To date, GPE has contributed US$368 million through GEQIP where GPE's support focuses on interventions that are essential to improving the learning environment—training teachers, providing effective learning materials, and developing relevant curricula. GPE is also supporting Ethiopia's new strategy to train and deploy more female head teachers in primary and secondary schools. Evidence shows that girls' enrollment and retention increases in schools with female teachers and head teachers. GPE has agreed, under the GEQIP project, to pay for appointment of additional head teachers in schools. As a result, the number of newly appointed trained female primary school head teachers jumped from 4% to 11% of primary school head teachers over the last two years.

2.5 The **Government of Sudan**, with support from GPE and our grant agent, the World Bank, has taken notable steps to ensure that more children have access to a quality education. Sudan is home to approximately 2.5 million out-of-school children, more than half of which are girls. Expanding learning opportunities remains a chief priority. GPE's funding aims to strengthen Sudan's education system by improving the learning environment, increasing the availability of textbooks and learning materials, and strengthening planning and management within the education sector. So far, GPE support has helped build more than 1,600 classrooms; developed and distributed more than 22 million textbooks to children in all public schools; and reinforced the pedagogical capacities of some 60,000 teachers at the primary level, especially in math, science, and Arabic. Sudan recently

concluded its first GPE grant of US$76.5 million. I was pleased to meet with the new government on the margins of the World Bank-IMF Annual Meetings and I welcomed their ambition to strengthen the education sector, with support from a new GPE grant expected to be considered by the Board in Q1 2020.

2.6 I look forward to hearing from our **Kenyan** partners at the Board meeting who have been so successful in reforming their education sector with help from GPE.

## 3. Strengthening Delivery

3.1 Since we last met in June, GPE's **Knowledge and Innovation Exchange (KIX)**, managed by the **International Development Research Centre (IDRC)**, has launched the call for proposals for most of KIX's main components: KIX global grants, Regional Learning Partners to run the KIX Hubs, and the KIX Scaling Partner. IDRC received 190 applications for global grants and the Independent Assessment Panel rated 15 proposals (from a shortlist of 29) as fundable under this initial call for proposals. There were several other strong proposals received that did not make the final shortlist, due to the overall high quality of proposals. Current funding allocated for this global call would allow GPE to finance only six of the shortlisted proposals. Given the demand and assessment of quality from the Independent Assessment Panel, the Strategy and Impact Committee recommends to the Board that an additional US$12 million be made available to support unfunded quality global grant proposals (a further six proposals). Following a review by IDRC and input by the Secretariat, Regional Learning Partners to run the four KIX Regional Hubs were selected, subject to contract finalization. The Latin America and Caribbean hub will be run by SUMMA[1], AIR[2] and OECS[3] (led by SUMMA); the Anglophone Africa hub by UNESCO, UNICEF and the African Union (led by UNESCO); the Francophone hub by IFEF[4], CONFEMEN,[5] and AUF[6] (led by IFEF); and the Asia-Pacific, Central Asia, Eastern Europe and Middle East and North Africa hub by NORRAG[7], ACER[8], Nazarbayev University, and FHI 360 (led by NORRAG). In Q1 2020, the KIX Scaling Partner will be selected.

3.2 **Education Out Loud**, GPE's advocacy and social accountability fund, managed by Oxfam IBIS, has issued its first call for proposals inviting national education coalitions in partner countries to apply for support. Independent selection panels will meet in December and January to review the

[1] Laboratorio de Investigacion e innovatiocion en Education en para America Latina y el Caribe
[2] American Institute for Research
[3] Organization of Easter Caribbean States
[4] L'Institut de la Francophonie pour l'Éducation et la Formation
[5] La Conférence des Ministres des États et gouvernements de la Francophonie
[6] L'Agence universitaire de la Francophonie
[7] Network for international policies and cooperation in education and training
[8] Australian Council for Education Research

proposals, which aim to build on and enhance the work carried out under the Civil Society Education Fund. On December 9th, Education Out Loud will launch its second call for proposals to support transnational advocacy. Grants funded through this call will help transnational civil society alliances carry out innovative multi-country advocacy to influence global policy frameworks in support of equitable and quality education. Stay tuned for more to come—in early 2020, Education Out Loud will issue its third call for proposals to support national social accountability initiatives.

3.3 The **GPE Multiplier** continues to leverage more and better financing for education. As of November 2019, US$137 million of the US$300 million earmarked for the Multiplier has been ringfenced to 16 partner countries through the expression of interest process. These funds have leveraged US$564 million in reported co-financing. Of the US$137 million allocated, the Board has approved grant applications in six partner countries. In **Djibouti**, the Multiplier is leveraging significant additional donor financing from the World Bank, GPE's grant agent, for a new package of education support that includes integrating refugee schools into the country's mainstream education system.

3.4 Immediately following the Board's approval of the **Private Sector Engagement Strategy** last June, the Secretariat began to put in place the due diligence and approval processes highlighted in the strategy. These include contracting an external firm for screening of potential corporate partners, and working in partnership with our private sector Board representative and the Global Business Coalition for Education (GBC Ed) team to support the strengthening of the private sector constituency's engagement. We are working with the Global Business Coalition for Education to establish a "core group" of senior business leaders who will provide the Secretariat with guidance on identifying potential business partners committed to global education.

3.5 As the Board will recall, the **Education Data Solutions Roundtable (DRT)** was first convened by GPE in Dakar in February 2018 to leverage the expertise of public and private partners to help improve the availability and use of accurate and timely data at the country and global levels. The Roundtable partners convened over 15 months, including country visits to Ethiopia and The Gambia, to better understand education data in these countries. In September, the DRT issued its final report which highlighted five recommendations, including the strengthening of data integration and ID systems. The Secretariat is now in the early stages of working with development partners and a few potential business members of the DRT to develop specific engagement on the data integration challenge.

3.6 The **Private Foundations Engagement Strategy**, which recognized the great value of foundations as thought and advocacy partners at the global and national levels, as well as sources of

financial support, was approved by the Board in December 2017. However, due to lack of Secretariat capacity, its implementation was delayed for about 18 months. I am pleased to report that a new foundations officer is now on board and has begun to engage with the constituency's Board member and donor members of the constituency, the International Education Funders Group (IEFG), and a few philanthropic partners. We look forward to briefing all more fully in Nairobi regarding the development of a strategic partnership with **Rotary International**, whose Kenya affiliates are working with the Ministry of Education in Kenya and GPE. The focus of the partnership is to maximize the role of Rotarians as prominent community and business leaders in support of the implementation of national education sector plans and to bolster Rotary's work in its Basic Education & Literacy portfolio. Rotary International and its foundation, known globally for their extraordinary support for polio eradication over the last 25 years, have also long prioritized education.

3.7 GPE continues to support knowledge exchange and promote peer learning across the Partnership to strengthen education system planning, implementation, and monitoring at the country level. Working alongside UNICEF, UNESCO, and UNESCO's International Institute for Educational Planning, the Secretariat launched a five-week Massive Open Online Course on early childhood education that has attracted more than 3,600 participants. As a part of the Assessment for Learning (A4L) initiative, the Secretariat developed a new toolkit to help countries build effective and sustainable learning assessment systems and in January we will publish a Landscape Review on 21st Century Skills. The Secretariat published with UNESCO's Institute for Statistics *The Use of UIS Data and Education Management Information Systems to Monitor Inclusive Education* and collaborated in a webinar with NORAD, UNICEF, World Bank, international NGOs, and staff of partner country ministries on improving collection of data on education of children with disabilities. In partnership with the Association for the Development of Education in Africa and the World Bank, GPE organized an EMIS peer-review in Burkina Faso with delegations from Mali, Morocco, The Gambia, and Haiti. Additionally, thirteen partner countries have participated in GPE's new joint sector review cross-country exchange initiative, which allows partner country ministries of education and coordinating agencies to discuss good practices and strategies to improve joint sector review effectiveness.

## 4. Strengthening the Partnership: Effective Partnership Rollout

4.1 The **Effective Partnership Rollout**, a critical piece of work which will form a strong foundation as we look to our next strategic plan, is on track and was reviewed by the Grants and Performance Committee in October. The operational changes decided by the Board are being implemented. For the local education group-self assessment and performance feedback pilot, 16 countries have come forward so far to express an interest in piloting these tools. We would like to see

more, so please encourage your colleagues at country level to join the pilot. 18 countries expressed an interest in piloting the **Coordinating Agency financing mechanism**, and from these eight were selected by lottery. The development of the Effective Partnership Rollout Communications and Engagement strategy is well underway and aims to build broad understanding and engagement around roles, responsibilities, and accountabilities and turn the four Effective Partnership Rollout principles into reality. Grants and Performance Committee members had the opportunity to input into the strategy in a workshop in October, while partner country members of the Governance and Ethics Committee and Strategy and Impact Committee provided further inputs at a brainstorming moment in October.

## 5. Results and Impact

5.1 GPE has a robust **Monitoring and Evaluation strategy**, approved by the Board in 2017. Several streams of evidence are available through this work: the Results Report, the country-level evaluations, the education sector plan development grant evaluation (both ongoing), the Grant Performance Report, among others. A synthesis report based on all 28 country-level evaluations will be available in March 2020. We have also completed the Effective Partnership Review. These empirical studies indicate that GPE's country-level operational model needs some refinement, both in terms of GPE's requirements to better address country conditions and in terms of how the Partnership functions at the country level. The findings from these studies are being used to inform strategy development.

5.2 In addition, the **independent summative evaluation of GPE 2020** has commenced. The overall objective is to assess GPE 2020 progress, especially since the 2015 independent evaluation, and, importantly, inform the new strategy. The evaluation is being steered by an Independent Evaluation Committee and guidance from the Strategy and Impact Committee. The Independent Evaluation Committee selected MDF Training and Consultancy, a firm based in the Netherlands, which began work in September and presented an initial set of findings to the Strategy and Impact Committee in October. The initial findings will also be presented to the Board in December and the final report, based on more extensive data collection, will be available in May. I expect MDF will reach out to Board members and other partners in early 2020 for interviews for the final report.

5.3 I also encourage Board members to read GPE's **Grant Performance Report**, which analyzes the issues and trends in grant implementation across multiple years. The report, prepared by the Secretariat on behalf of the Grants and Performance Committee, replaces the Country Portfolio Review and, together with the Results Report, paints a broad picture of grant performance.

The report highlights the substantial uptick in implementation grant funding approved by the Board over the last three fiscal years and proffers solutions to remedy challenges affecting implementation.

5.4 As I mentioned in my June Board report, I have moved **oversight on gender equality** to the Executive Office. Since we last met, the Secretariat has identified areas for immediate action to move beyond the challenge of gender parity and do more to address gender equality. These activities were drawn from the *Gender Equality Policy and Strategy* but also include new opportunities, such as the G7 Gender at the Center initiative. These priority actions concentrate on oversight and capacity; mainstreaming gender equality into GPE's country operations; incorporating gender equality into the new strategy and funding model; and support through Gender-Responsive Education Sector Planning and the Gender at the Center initiative. Gender equality objectives are now included in results agreements of all Secretariat staff for FY20, who will also be required to complete professional training on gender mainstreaming. At its October meeting, the Strategy and Impact Committee recommended the establishment of a light-touch reference group, now established, to work with the Secretariat to develop recommendations on gender equality for GPE's next strategic plan.

## 6. GPE's Finances

6.1 GPE's **overall financial position** is stable and we have seen an acceleration of grant approvals over the course of the current replenishment period, with over US$900 million approved to date and an additional US$210 million in applications currently undergoing final review before submission to the Grants and Performance Committee. This progress is positive and exceeds approvals made in the 2015-2017 period (US$650 million). We do expect a record number of grant applications in 2020 but we also know that some countries will not be able to apply by the end of 2020. The impact of this will be to elevate GPE's cash balance over the remainder of 2019 and in 2020 above our target range. While GPE's overall cash balance will be higher than expected by the end of 2020, as a result of later than expected disbursements, this cash should essentially be fully reserved to make disbursements on the substantial portfolio of approved grants by then.

6.2 The Secretariat has factored the delay in grant approvals into the financial forecast by discounting the value of remaining grant approvals—thereby making resources available to fund a range of recommendations from the Committees to allocate additional funds that can be deployed in 2020. While these actions will reduce the cash balance carried over, there are longer term issues that we will need to address over the coming months. Though overall demand for GPE funding remains steady, the evidence from country level evaluations, the grant process review, and the Effective Partnership Review is that GPE's model is too complex and transaction heavy.

6.3 From the Secretariat side, we have taken action to prioritize support to country level operations, notably the redeployment of existing staff and vacant posts to the Country Support Team. We have prioritized the Effective Partnership Rollout, assigning a senior manager exclusively to lead this, and we have conducted a detailed analysis of bottlenecks and areas of inefficiency in the grant process and put in place several recommendations from this process, while others are under review or will be incorporated into the new strategy. The development of the new strategic plan provides an excellent opportunity to build on these initiatives to incentivize strategic investment and timely utilization of funds and to make our funding model less transaction heavy, more flexible, and adaptable to country context and needs.

6.4 We continue to proactively monitor the **stewardship of GPE's funds** and, when misuse does occur, our grant agents work to obtain repayment and learn lessons for the future. As previously reported, the US$35.2 million Zambia education sector budget support program (with DFID as grant agent) closed in March 2019. US$13.9 million of this was undisbursed owing to earlier project suspension following the identification of significant fiduciary weaknesses within the Ministry of Education. The Office of the Auditor General has now completed its forensic audit investigations, which have highlighted substantial fraudulent activity. In September, the Government of Zambia repaid GPE's share of approximately US$75,000; the government is also working on their action plan to respond to the audit findings. In Uganda, the grant agent (World Bank) is investigating a complaint of fraudulent practices relating to school construction, which is still ongoing. In Ethiopia, the grant agent (World Bank) is investigating a complaint of fraudulent practices relating to textbook procurement, with another similar case now closed with no action taken.

## 7. Secretariat Management and Budget

7.1 The Secretariat continues to explore ways to **gain efficiencies** through a more systematized work environment under the leadership of the Deputy CEO. One key workstream recently completed was an internal review to **streamline the grant application and approval process**. The Management Team approved the first four key recommendations for immediate adoption. A fifth recommendation, increasing delegation of authority to the Secretariat, is before the Board in December. Further recommendations are being considered for integration into our strategic plan thinking. The Secretariat has also strengthened our collaboration with the World Bank's IT Services department to improve efficiency by **increasing automation** of internal Secretariat processes and taking advantage of team collaboration applications. In addition, the Secretariat launched a **reorganization** process to consolidate grant operations, better align technical and policy support in country operations, enhance our monitoring & evaluation function, and strengthen overall Secretariat operations. The reorganization aims to improve overall efficiency and position the

Secretariat to efficiently implement the new strategic plan once approved by the Board. Most structural changes are expected to be completed by June 2020.

7.2 The Secretariat is also looking at non-structural changes, including greater empowerment of staff for decision making, development of shorter and more strategic Board and Committee papers, stronger cross-office teamwork, and streamlined approval processes. As an example, the Secretariat's Grant Application Review Committee, which oversees the review of small grants currently delegated to the Secretariat, is piloting a streamlined approval process for such grants (and grant administrative adjustments) through delegation to regional managers on the Country Support Team, with concurrence of technical and financial counterparts. If successful, this change could substantially reduce the work of the Committee, which now reviews 80 applications/adjustments per year, and speed up implementation. As noted above, in Nairobi the Board will consider options to reduce transaction costs and increase the efficiency of grant approval processes by increasing the delegation of authority to approve implementation grants to the Grants and Performance Committee and to the Secretariat. The Secretariat continues to operate tight budgetary control and FY19 operating expenses were 85% of approved budget. Despite this, operating expenses exceeded the targeted range of 5-7% of total expenditure due to lower than anticipated grant disbursements, but this is a situation that should improve over FY20 and FY21.

7.3 The Secretariat continues to operate within the overall headcount (108 staff) approved by the Board in December 2016. As discussed in the June Board meeting, I have shifted staff to the Country Support Team to assist in the implementation of the GPE Multiplier and strengthened our focus on gender equality, including through staff recruitment.

7.4 The Secretariat's satellite office in **Paris** is now up and running. Four staff are currently in place, including the Chief Financial Officer, and another two are expected before the end of the calendar year. We anticipate another six staff to start in Paris by the end of June 2020. Many of these staff have been hired into positions that have opened through attrition and been redeployed to Paris from Washington, DC. The Secretariat's efforts to move existing staff to Paris have been stymied by a weakening euro relative to the dollar, which has made Paris-based salaries less attractive for staff, and by a recent change in the World Bank's Human Resources policy environment, following decisions to significantly decentralize World Bank staff, that has removed the option of sending staff on temporary assignment.[9] The Secretariat continues to work with World Bank Human Resources

[9] By way of background, the scenario presented to the Board in Stockholm envisioned half of the staff in the Paris office in the first two years being on temporary assignment.

to explore options to meet the Board's strategic intent within the World Bank's current Human Resources policy environment.

7.5 In Nairobi, the Board will be asked to approve the Secretariat's proposed surge budget of US$3.66 million, in addition to the cost of the financing conference itself, for GPE's fourth replenishment campaign. This campaign will be linked to GPE's new strategic plan and it is anticipated that it will seek financing for a five-year period. The longer timeframe for the replenishment will save money in replenishment surge costs and create greater stability and predictability. Approval of the budget in Nairobi will allow the Secretariat to start preparing for the replenishment campaign without risk of delay. According to the timeline shared with the Board in June and based on the lessons from the independent review of the previous campaign, the identification of co-hosts will occur in the first part of 2020; the Case for Investment and establishment of targets will be prepared in parallel with the latter stages of the strategic plan development; a major event, including highlighting domestic financing progress, will be held at Dubai EXPO in March 2021; with the financing conference in mid-2021.

7.6 Please find attached additional information. Annex 1 is an update on the implementation of the World Bank-GPE Hosting MoU and Annex 2 is an update on the implementation of the Private Sector and Private Foundations Strategies.

## 8. Conclusion

8.1 I look forward to seeing everyone in Nairobi. Kenya is a prime setting for our consideration of the direction of the new strategic plan. Kenya is one of the clear success stories in education reform and one in which GPE's support has played an important role. The Government of Kenya has made remarkable system-wide improvements in curriculum development, teacher recruitment and training, data collection, school management, and numeracy that have helped the country reach gender parity and 91% primary school enrollment.

8.2 In addition to learning from Kenya's country experience, the Board will be asked to consider:

- the key shifts envisioned for the next strategic plan;
- ways to address bottlenecks to the timely disbursement of funds; and
- the timeframe and resources needed for the next replenishment campaign.

8.3 Finally, I am truly honored to have been re-appointed as CEO for an additional three-year term. It is a privilege to lead the Secretariat and I am looking forward to tackling the challenges and opportunities ahead as we head into our next chapter.

**ANNEX 1**

# Implementation of World Bank-GPE Hosting MoU
# June 30, 2019 to December 31, 2019

**BOD/2018/12-01–Institutional Arrangements**:

*The Board of Directors:*

*2. Resolves to:*

*j. Further instruct the GPE CEO to ensure as a standing item in her report to the Board information on how the World Bank hosting arrangement is working in operation.*

Generally speaking, thus far the MOU has been a valuable framework that provides guidance on how key administrative and business support matters are to be handled. To give a flavor, some of the issues discussed thus far have included IT support, talent and performance management, the arrangements necessary to establish GPE's office in Paris, an administrative obstacle to payment of rent for the Brussels office, and issues concerning how a potential partnership to be undertaken under GPE's new Private Sector Engagement Strategy could be set up within the World Bank environment. Issues have been raised, discussed, and resolved productively, collaboratively, and very much in good faith.

Based on early experience, both GPE and the Human Development Practice Group hosting GPE believe that it would be beneficial to preview issues early on so that potential problems can be identified and resolved. This would include a "heads up" and a plan when Legal, HR, or other specialist advice is needed. This early "heads up" dialogue will be handled by GPE's Deputy CEO and the Human Development Practice Group's Director of Strategy and Operations, with a view towards jointly escalating matters early as necessary. In this spirit, the DCEO and the Director of Strategy and Operations have begun discussing grant applications and implementation questions in cases where the World Bank is the grant agent.

The GPE Board adopted language that the CEO is to report at each GPE Board meeting on the operation of the Hosting MOU. The table below summaries the key provisions of the MOU and notes the status.

**Bank-GPE Hosting MOU Text and Reference**

| **Governance** | **Reference** | **Notes** |
|---|---|---|
| The World Bank is a facilitator and will not seek to interject itself in any way to the governance structures of GPE. | Art. II (6)(a) | In line with MOU. |
| Host VP ensures the provisions of MoU are executed for smooth operation of GPE Secretariat within the World Bank. | Art. II (4)(c) | In line with MOU. |
| **Strategic** | **Reference** | **Notes** |

| | | |
|---|---|---|
| The World Bank will strive to ensure strong strategic alignment on the overarching vision, mandate, objectives, and modalities of the GPE Secretariat. | Art. II (3)c | Exceptions in Private Sector Engagement Strategy in process of resolution. |
| Hosting the GPE Secretariat within the HD VPU will allow greater alignment on education sector planning, coordination on Sustainable Development Goal 4 monitoring, ensure harmonization with the education aid architecture, and permit the GPE Secretariat to benefit from the World Bank's country-level footprint. | Art. II (7)b | In line with MOU. |
| **GPE Policy Compliance** | **Reference** | **Notes** |
| HR policy and procedures - including caps on grade levels, calibration of GPE Secretariat staff with all other World Bank staff, defined compensation bands. GPE staffing levels may increase even if Bank staffing levels are constant or reduced. | Art. II (1)c; Art. II (3)b; Art. II (5)c; Art. II (11)(a)(b)(c); | Salary issue for Paris based staff in discussion. |
| CEO Performance – GEC will use World Bank's suite of performance evaluation tools to inform GPE Board review of CEO, which will make a performance rating recommendation to HD VPU that is entered into World Bank HR systems. | Art. II (12)a | In line with MOU. |
| Corporate and operational procurement policy – The GPE Secretariat will consult semiannually with World Bank Corporate Procurement on projected procurement needs for GPE over the subsequent six (6) months. | Art. II (1)c; Art. II (3)b; Art. III (2); Art. III (3)(a)(b)(c) | In line with MOU. |
| IT policy - The GPE Secretariat and the World Bank will cooperate to ensure compatibility and security of IT infrastructure. | Art. III (4)(a)(b)(c) | Dedicated IT person assigned to support Secretariat. |
| Travel policy – GPE staff will conform to World Bank travel and security policies and practices. | Art. III (5)(a)(b)(c) | In line with MOU. |
| **Management of Secretariat** | **Reference** | **Notes** |
| Host VPU review of GPE Secretariat will focus on alignment of staffing plans with available resources, and conformity with the World Bank's HR and resource management policies and procedures. | Art. II (5)b; | In line with MOU. |
| **Roles of the World Bank** | **Reference** | **Notes** |
| Host – Access to the full suite of the World Bank's administrative support services, including HR, information technology systems, legal, accounting, travel, security, facilities, and internal justice, use of support services and | Art. II 6(a); Art. II (8)a; Art. II (8)b; Art. III (6) | In line with MOU. |

| | | |
|---|---|---|
| facilities of World Bank offices globally and ability to locate staff there like all other World Bank units. | | |
| Trustee – Services include receipt of contributions, holding and investing of funds, transfer of funds to implementing agencies as well as financial and fiduciary management. | Art. II 6(b); Art. II (3)b; Art. II (9)a; Art. VI (2) | In line with MOU. |
| Grant Agent - All Grant Agent staff who serve on a GPE body are required to recuse themselves from decisions that affect the World Bank. The GPE Secretariat can reasonably hold the World Bank acting as Grant Agent accountable. | Art. II (6)c; Art. II (3)b; Art. II (9)(b)(iii) | In line with MOU. |
| Board Member - The World Bank representative will provide governance and financial oversight to ensure that the GPE is structured, governed and functioning efficiently, effectively and ethically, and will monitor and assess the overall effectiveness and risks associated with GPE's work and implementing risk mitigation measures. | Art. II (6)d | In line with MOU. |
| **Other Administrative Issues** | **Reference** | **Notes** |
| Communications - GPE Secretariat's communications staff will maintain regular and ongoing contact with World Bank External and Corporate Relations (ECR) regarding communications and outreach plans for GPE to ensure alignment and close coordination. | Art. III (1) | In line with MOU. |
| **Future Capabilities** | **Reference** | **Notes** |
| The establishment of an expanded fundraising model to facilitate receipt of contributions or in-kind support from non-traditional donors. | Art. IV (2) | Not applicable. |
| Innovative financing mechanisms. | Art. IV (3) | Not applicable. |
| Currency risk management through hedging. | Art. IV (4) | Alternative mechanism under exploration by Trustee and Treasury. |
| The provision of funds directly to national governments and other nontraditional entities in grant execution. | Art. IV (5) | Not applicable. |
| Hosting of other institutions. | Art. IV (6) | Not applicable. |
| Rapid disbursement through fast-track procedures or hosted facilities. | Art. IV (7) | Not applicable. |
| Ability to locate GPE Secretariat staff outside of Washington, DC. | Art. II (11)c; | In line with MOU. |

**ANNEX 2**

# Implementation of Private Sector and Private Foundations Strategies June – December 2019

**Private Sector:**

- Standard Operating Procedures and Due Diligence/corporate screening put in place. All potential partners screened through World Bank and GPE screening consultancy.

- Working with World Bank legal and procurement teams to understand relevant internal policies and confirm approved approaches to engagement with the business community.

- Private Sector and Foundations Team Workplan and Budget finalized.

- Working with Private Sector Constituency Board member and Global Business Coalition to support and increase the constituency's engagement on governance and on strategy implementation. Core group of constituency members to be established.

- Data Roundtable final report issued at UNGA in New York and Secretariat working with UIS, World Bank, ministries of education, business members to take forward recommendations: GPE taking the lead on data integration and School ID systems aspect; UIS taking the lead on minimum standards for EMIS functionalities and specifications; The Gambia working bilaterally with Tableau on HR capacity and data visualization challenges.

**Private Foundations:**

- New Foundations Officer recruited and brought on board. Engaged with the current philanthropic donors and technical/thematic leads. Grant management system developed to ensure visibility regarding reporting compliance and to identify issues.

- Engagement with the constituency re-booted and core group established with guidance/help from the Board representative and briefed on GPE strategy process; full constituency to be briefed end November on possible collaboration opportunities related to KIX.

- Strategic Partnership secured with Rotary International and its Foundation. Rotary leadership and program team briefed on GPE. Rotary and Kenya MoE collaborating on raising private support and advocating for a needy school district in Kenya.

- High level and technical meetings held with Gates Foundation, LEGO Foundation, Aga Khan Development Foundation, Jacobs Foundation, and others. Participation in the recent IEFG conference in Addis Ababa.