



SECRETARIAT WORK PLAN AND BUDGET 1 JULY 2012-31 DECEMBER 2013

For Decision

1. PURPOSE

The purpose of this paper is to seek a decision from the Board of Directors approving a budget of US\$18,076,679 to support the Secretariat work plan for the period of 1 July 2012 to 31 December 2013 plus an allocation of US\$130,000 for a contract and related travel of the firm selected to identify candidates for the new Chief Executive Officer position. The allocation of US\$130,000 will be managed through, but will not form a part of, the Secretariat budget. The paper also reports on utilization of the Secretariat budget approved for the period 1 July 2011 to 30 June 2012.

2. RECOMMENDED DECISION

The Secretariat requests that the Board of Directors approves the following decision:

BOD/2012/09-XX—Secretariat Budget: The Board of Directors:

- a) approves an increase of US\$8,076,679 to the budget of the Secretariat approved in decision BOD/2012/06-13 to support the updated work plan of the Secretariat over the 18-month period of 1 July 2012 to 31 December 2013, as presented in Annex 3 BOD/2012/09 DOC 01;
- b) approves an additional amount of US\$130,000 for the contract and related travel of the firm selected to identify candidates for the new Chief Executive Office position; and
- c) requests the Secretariat to provide to the Board of Directors an updated work plan and budget for approval as part of the final plan for implementation of the Strategic Plan for 2012-2015.

3. EXECUTIVE SUMMARY

3.1 The Secretariat work plan was developed based on the Secretariat's understanding of its role in delivering service to the Global Partnership over the 18-month period of 1 July 2012 to 31 December 2013, as communicated through decisions of the Board of Directors. It broadly anticipates responsibilities in support of the implementation of the Global Partnership for Education Strategic Plan 2012-2015, but does not include specific deliverables that might be assigned to the Secretariat in relation to the implementation of the Strategic Plan nor does the proposed budget include incremental costs of those deliverables.

3.2 The Secretariat will present an updated work plan and budget to the Board for its approval as part of the final plan for implementation of the Strategic Plan. Once a Chief Executive Officer has been appointed and is in place, the Secretariat may amend its work plan and request a revised budget from the Board of Directors.

3.3 Four Annexes support this request as follows:

- Annex 1: Work plan including deliverables by Secretariat team and semester for the 18 month period 1 July 2012 – 31 December 2013
- Annex 2: Staffing plan by Secretariat team, including a brief description of each core position, for the 18 month period 1 July 2012 – 31 December 2013
- Annex 3: Budget request details by Secretariat team for the 18 month period 1 July 2012 – 31 December 2013
- Annex 4: Retrospective review of the Secretariat's work plan delivery and budget utilization for the period 1 July 2011 – 30 June 2012.

4. BACKGROUND

4.1 The Global Partnership for Education Fund ("GPE Fund") Governance Document requires the Board of Directors to approve a budget allocation on an annual basis to support the Secretariat work plan. Unlike previous arrangements under the Secretariat Trust Fund, allocations from the GPE Fund must be approved in advance of the period for which they are to be utilized. There is no pre-financing by the World Bank of Secretariat work plan activities pending Board of Directors approval of the Secretariat budget. The approval by the Board of Directors of a budget allocation is required in order to continue Secretariat operations each year.

4.2 A request for approval of a Secretariat budget was submitted to the Board of Directors for consideration at its June 2012 meeting. The budget was not approved at that time. The Board of Directors requested the Secretariat to resubmit its request with additional information, and a report on utilization of the previously approved Secretariat budget, which was under implementation through 30 June 2012. In order to ensure continued operation of the Secretariat, a request for an interim budget (of up to US\$10,000 for the twelve month period 1 July 2012 to 30 June 2013) was approved by the Board of Directors on 28 June 2012 through a no objection email decision. The Board of Directors decision was as follows:

BOD/2012/06-13 – Secretariat Budget: The Board of Directors approves a budget of up to US\$10,000,000 for the twelve-month period of 1 July 2012 to 30 June 2013 in order to enable the continued operations of the Secretariat. Staffing levels shall remain within this upper limit until such time as the Board of Directors approves a further decision to increase the budget for this period based on delivery by the Secretariat by mid-August 2012 (for consideration by the Board of Directors at an audio-conference to be held in early September 2012) of:

- a. A report on the expenditures of the Secretariat as against the 1 July 2011-30 June 2012 budget approved by the Board of Directors at its meeting on 18-19 May in Kigali, Rwanda (BOD/2011/05-13) (the “FY12 budget”); and
- b. A detailed proposed budget for the period of 1 July 2012 to 31 December 2013, which includes:
 - i. a justification for all increases in the budget as compared to the FY12 budget, including:
 - a detailed breakdown of costs in the following areas:
 - staffing profile – including recurrent staffing costs and additional staffing costs
 - overheads – including accommodation costs, information technology and other overhead costs
 - travel – including costs associated with developing country partner participant travel to Board and FAC meetings, and workshops
 - ‘other’ category, including non-travel costs related to workshops, staff training and web platform and content
 - by operational unit for the full 18 month period, rather than annualized costs; and
 - further information on the areas where the Secretariat is experiencing cost pressures; and
 - ii. a comprehensive set of deliverables which is aligned with the vision, mission, strategic objectives and enabling environment of the Strategic Plan as approved by the Board of Directors in Berlin.

4.3 This paper responds to the above Board decision.

5. REASONS FOR RECOMMENDATION

5.1 A detailed indicative 18 month work plan by Secretariat team is presented in **Annex 1**. The indicative work plan reflects two major changes in the organization of functions within the Secretariat, namely (i) the shift of the Board Services and Resource Mobilization functions from the (then) Finance, Administration and Board Services and External Relations and Communications teams respectively, to be managed by the Head of Secretariat (or the Chief Executive Officer, when appointed), and (ii) the creation of a Monitoring and Evaluation Team.

5.2 The staffing plan in support of the indicative work plan is presented in **Annex 2**. It anticipates an increase in staff of 11– from 43 to 54 –compared to the staffing plan associated with the budget approved by the Board of Directors for period 1 July 2011 to 30 June 2012. Included in the staffing plan total is the Chief Executive Officer and supporting positions. Staff numbers include only staff on term appointments (typically 2 years) and extended-term consultant appointments (up to a maximum of two years, not renewable under the same appointment type). Staff numbers exclude individuals on short-term consulting assignments.

5.3 The proposed budget by Secretariat team is presented in **Annex 3**. The total amount requested for the 18 month period is US\$18,076,679, of which US\$11,679,844 is requested for the 12 month period 1 July 2012 to 30 June 2013. This is equivalent to approximately 2.8% of the value of estimated disbursement of implementation grants under the GPE trust fund for calendar year 2012. The proposed budget compares to US\$10,008,459 approved for the 12-month period 1 July 2011 – 30 June 2012 – approximately a 16.7% increase on an annual basis.

5.4 Of the total 18 month allocation requested, US\$1,486,430 is projected to be made available in earmarked funding from an existing USAID trust fund designed to support monitoring and evaluation, results reporting and knowledge-sharing activities. Of the total USAID resources projected to be utilized over the 18 month period, US\$1,406,430 is projected to support activities in the period 1 July 2012 to 30 June 2013, and US\$80,000 for activities in the period 1 July 2013 to 31 December 2013. The balance is requested from the GPE Trust Fund – US\$10,273,414 for the period 1 July 2012 to 30 June 2013 and US\$6,316,835 for the period 1 July 2013 to 31 December 2013.

5.5 Budget projections take into account cost efficiency measures practiced by the Secretariat. For example, as a rule, the Secretariat staff travel economy class to Europe, and on

excursion tickets to all locations, when available. Other cost containment practices include multi-country trips when possible, especially by the Country Support Team members supporting Local Education Groups, and regional, rather than global, workshops and meetings to contain time and travel expenses for all participants. The budget is subject to revision based on finalization of the plan for implementation of the GPE Strategic Plan and appointment of a Chief Executive Officer.

5.6 The budget reflects the significantly increased workload and responsibilities for the Secretariat as requested by the Board of Directors, especially within the previous year. The primary drivers for the sharp increase in budget from the level approved for 1 July 2011 – 30 June 2012 are:

- **Planned conversion of eleven “extended-term consultant” appointments to “term staff” appointments.** The extended-term consultant appointment type was used in the previous 12 months to expedite multiple recruitments, some of which were for core Secretariat positions. The use of this appointment type allowed for quicker on-boarding because of a somewhat less rigorous recruitment process. This was appropriate at a time when the Secretariat was required to staff up quickly in order to respond to demands of the Board, but where many of the functions of core positions were not yet fully defined. This appointment type is a less expensive option for the GPE because it offers a less attractive benefits package to the incumbent. However, an individual may remain on the appointment type for a maximum of two years, while core positions are considered to be needed for the longer-term. Extended-term consultant appointments were used to recruit staff to what are now considered core positions in the Country Support Team (Country Leads, in particular supporting work in fragile states and conflict affected countries), in the Resource Mobilization Team (all positions), in the Board Services Team (for governance support), and in the Global Good Practices Team (Sr/Education Specialist positions for Reading, Mathematics, and Marginalized Children).

Pending approval of this budget request, selected extended-term consultant positions are planned to be converted to two-year renewable term staff positions which will serve to minimize work plan disruption for the Secretariat and the Partnership, and offer the incumbent somewhat more employment stability. The estimated incremental cost of the

conversion of these positions is US\$67,000 for the period 1 July 2012 to 30 June 2013 and US\$136,000 for 1 July 2013 to 31 December 2013.

- **Secretariat Management: Appointment of a new Chief Executive Officer** and related support positions. Budget estimates reflect a start date for the CEO of 1 February 2013. The estimated incremental cost of the new appointment is US\$100,000 over the 18 months (exclusive of additional related positions). In addition, a budget of US\$130,000 was approved by the Chair to cover the cost of a search firm contract and related travel, an amount which is requested separately from the Secretariat budget.
- **Resource Mobilization Team: Formal positioning of a Resource Mobilization function in the Secretariat.** Previously considered as primarily falling under the Chair's terms of reference, the resource mobilization function was initially staffed with a team on short-term consultant contracts, and later one extended-term consultant appointment. The positions now are planned to be converted to term staff positions. Functions of this team will include dedicated support to the CSO community, regular monitoring of policy and non-GPE Fund financial pledges made at the 2010 Replenishment Conference, and efforts to secure the US\$2 billion replenishment target including through outreach to non-traditional donors. The Resource Mobilization team also will coordinate the GPE Strategic Plan Implementation Strategy finalization.
- **Board Support Team: Strengthened support to the Developing Country Partners Board Constituencies** through support for constituency meetings of Board members and their technical staff to develop positions on Board papers and policies in advance of Board meetings, and development of constituency-based knowledge sharing platforms. Three face-to-face Board meetings are budgeted over the 18 month period of which one will be in Paris, France, one in Maputo, Mozambique, and one in a location to be determined. Interpretation expenses are estimated for all Board meetings, and translation expenses are estimated for all Board documents. One extended term consultant position in the Board Services team is planned for conversion to a term staff position.

- **Country Support Team: Increase in numbers of Country Leads** in line with the focus on strengthening support to developing country partners and Local Education Groups. The total team complement is projected to reach 13 which will include the conversion of four of the current extended-term consultant positions to term staff positions. Also planned are much more ambitious travel and workshop schedules – aimed at effective implementation of the new Quality Assurance Review program, and enhanced engagement with Local Education Groups, in particular in fragile and conflict-affected states. Three regional workshops on monitoring the implementation of education sector plans are planned between September 2012 and June 2013.
- **Global Good Practices Team: Advancing work on the Reading Agenda commitment, scaling up to support Partnership objectives on girls' education and marginalized children:** Two new positions are planned for targeted and sustained support for work and knowledge sharing on girls' education, especially with respect to completion rates and transition to secondary education, and on "reaching every child". Both positions will work closely with Partner agencies. Planned work will leverage, not substitute for, work of others. Four reading/math implementation workshops are planned for the 18 month period.
- **External Relations and Communications: Expansion of the team and upgrading of the web platform** – both aimed at elevating the education agenda globally by increasing the visibility and relevance of the GPE brand, and the accessibility of the work of the Partnership. Although the Communications Strategy was not yet approved at the time of preparation of this paper, the proposed budget reflects the full complement of staff as previously approved by the Board in 2011 in Copenhagen. In addition, it reflects a one-time investment of approximately US\$500,000, for a new web platform (Drupal) which would allow much greater functionality of the GPE website including: accessibility by mobile devices even in remote areas of our partner countries; fully multilingual capability; dynamic and interactive visualizations to explain complicated data-rich topics and track education trends (e.g., information from the Results Report) to help prioritize partnership work and better measure and describe its impact; and user-friendly web-based editing to facilitate internal workflow and external communications. Drupal is an open-source platform that addresses the GPE website's

objective of serving a large, diverse community and encouraging online participation and collaboration. Also planned are knowledge-sharing platforms designed to leverage and more widely disseminate contributions of all partners, and to facilitate Board and FAC constituency engagement.

- **Establishment of the new Monitoring and Evaluation unit** to support delivery of results reporting as discussed at the Board of Directors meeting in November 2010. This unit will report directly to the CEO/Head. Its findings will create within the Partnership the capacity to evaluate directly the impact of the GPE model and GPE financing on progress toward agreed objectives – consistent with the Strategic Plan. It will also underpin Joint Sector Review processes at the country level. Originally planned to be staffed with six positions, current staffing and budget plans call for 3 new term positions –a Senior Monitoring and Evaluation Specialist, a Statistics Officer and an Operations Officer for monitoring aid effectiveness of GPE interventions, with support from short-term consultants. The total incremental cost of this unit is US\$905,206 over the 18 month period.
- **Upgrading of the GPE Fund finance, portfolio and resource management functions.** Although positions were approved by the Board under the previous budget, incumbents recruited as the new Senior Financial Officer to support the Financial Advisory Committee, and the Resource Management Officer, to provide dedicated guidance to the Secretariat on utilization of resources, cost efficiency measures, etc., came on board only in July and August 2012 respectively. The terms of reference for Portfolio Officer are being finalized with a start date expected by end-October 2012. The full budget impact of those previously approved positions will only now be felt.
- **Increase in Overhead Costs** (including office space and information technology equipment and services) associated with the projected increase in staffing. These costs are detailed in Annex 3.

Figure 1 below shows the distribution of proposed Secretariat 18 month budget by team.

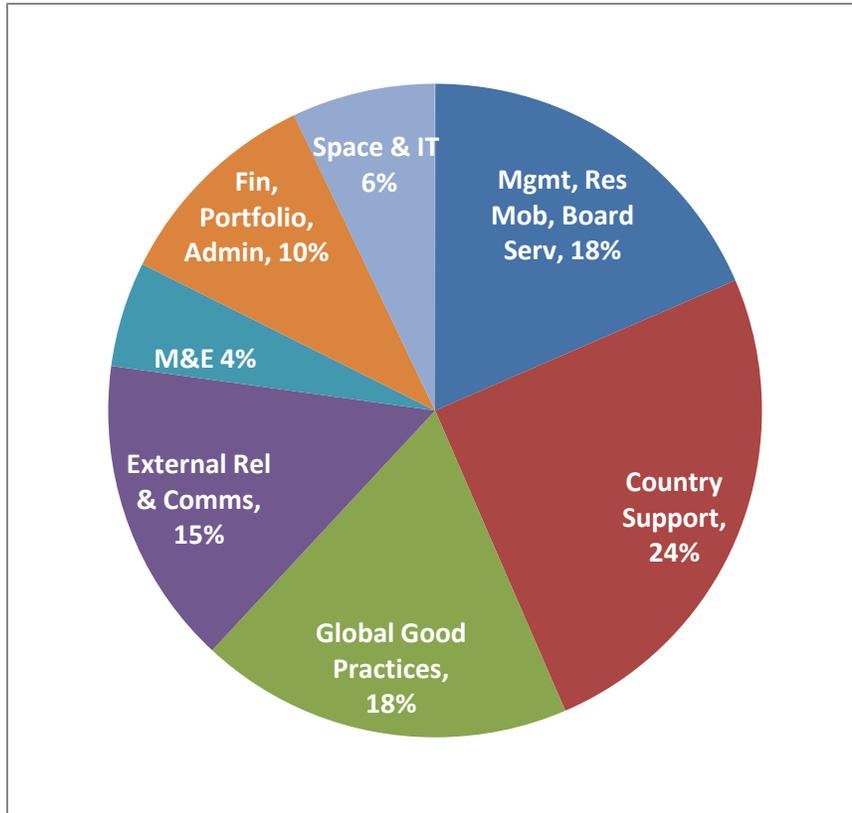


Figure 1

6. NEXT STEPS

The approval of the budget request will allow the Secretariat to move forward with key recruitments/position conversions and advance work on activities requested by the Board of Directors, including work on developing the implementation plan of the Strategic Plan 2012-2015. As part of the implementation plan for approval by the Board of Directors, the Secretariat will present a revised budget based on a revised work plan.

ANNEX 1

SECRETARIAT WORK PLAN OBJECTIVES AND DELIVERABLES BY TEAM

1. Secretariat Management, Resource Mobilization and Board Services

Overarching Objective: Effective Secretariat plays a strong leadership role in supporting the Partnership's Strategic Plan, in facilitating and monitoring pledges for increased financing for basic education and enabling an informed, well-functioning Board of Directors

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
#1 Lead effective Secretariat	1. Ensure availability of core management information, and effective functioning of core systems, and correspondence monitoring	X	X	X
	2. Strengthen internal communication and accountability systems within Secretariat teams to improve efficiency	X	X	X
	3. Enable CEO transition	X	X	
#2 Provide Strategic Leadership to the Partnership	1. Engage with the UN Secretary-General's Education Initiative	X		
	2. Prepare implementation plan and budget for Strategic Plan	X		
	3. Lead Partnership-wide implementation of GPE Strategic Plan and follow-up of the hosting review	X	X	X
	4. Participate/lead international discussions regarding MDGs post 2015	X	X	X
	5. Develop criteria for GPE partnership expansion, including the role of new partners in supporting progress towards GPE's overarching objectives	X	X	X

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
#3 Facilitate Partnership Outreach & Fund Raising	1. Outreach to potential new donors and MIC partners	X	X	X
	2. Engagement with donors regarding financing for fragile states, supervision of funds in fragile states, and support for CSO engagement in fragile states	X	X	X
	3. Facilitate additional bilateral funding aligned with sector plans and GPE activities – Target \$300m.	X	X	X
	4. Secure additional funding for the GPE Fund by end of 2013; target \$500m for a total of \$2 billion	X	X	
	5. Outreach and support to civil society constituencies around fund-raising, including engagement in CSO campaigns and events, domestic lobbying opportunities and information sharing.	X	X	X
	6. Facilitate outreach to CSOs by CST during country missions	X	X	X
	7. Maintain strong contact management systems across the Secretariat, including regular updating of key client database and integration with Board Services database	X	X	X
	8. By end of 2013 secure a time/date venue of the next replenishment pledging conference	X	X	X
	9. With OSF and others assess viability of an education bond issue and progress to maturity if applicable	X	X	X
#4 Monitor Replenishment Conference Pledges	1. Develop partnerships for monitoring of donor financing, domestic financing, and policy implementation	X		X
	2. Deliver written report on the pledges at the second face-to face meetings of the Board of Directors in 2012 and 2013	X		X
	3. Provide regular updates on donor and domestic financing	X	X	X
	4. Produce annual report on the status of financial support to basic education in developing country partners	X		X

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
#5 Facilitate well-functioning Board	1. Ensure Board meeting is structured around the strategic priorities of the Partnership	X	X	X
	2. Facilitate Board constituency communication	X	X	X
	3. Support Board of Directors decision-making (including governance support to the FAC and the Ethics Committee and Monitoring and Evaluation Committee (if established))	X	X	X
	4. Support the work of the Chair	X	X	X
	5. Deliver high quality technical and logistical support for Board of Directors and its committees, including providing quality assurance/reviews of Board and committee documents	X	X	X
	6. Knowledge-sharing between the Board, Chair and Secretariat	X	X	X

2. Country Support Team

Overarching Objective: Developing country partners develop and implement high quality education sector plans focused on results.

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
# 1: Provide support to all developing country partners – with particular focus on Fragile States -- to facilitate education plan development and requests for financial and technical support	1. Provide proactive technical support to developing country partners and Local Education Groups	X	X	X
	2. Deliver quality assurance of endorsed education plans and agree on key sector results to be monitored in each developing country partner	X	X	X
	3. Monitor education plan implementation and address barriers to positive results	X	X	X
	4. Continue roll-out communications campaign to inform country-level stakeholders on new country-level processes	X	X	X
	5. Develop and seek approval for new tools for results-based financing		X	
	With respect to Fragile States:			
	6. Step up and customize technical support	X	X	X
	7. Develop and disseminate technical guidance on preparing Transitional Education Plans	X		
	8. Undertake analysis of composition and capacity of Local Education Groups working in fragile states	X	X	
9. Develop new mechanisms and guidelines to allow more effective financing to fragile states (e.g. through upfront financing) developed; seek approval from Board of new mechanisms	X			

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
#2 Provide support for advancing GPE priority of Girls' Education	1. Revise GPE tools and processes to ensure adequate focus on girls' education, including transition from primary to secondary, informed by other partners	X		
	2. Undertake analysis of all endorsed education plans to assess extent and effectiveness of focus on girls' transition from primary to secondary; develop good practice note, informed by analysis and work of other partners	X		
	3. Develop proposal to implement results-based financing in a small number of countries to leverage improved access for girls to primary education and/or transition to secondary		X	
	4. Work with UNICEF to establish high-level girls' education advocacy group of developing country partner Board members	X		
# 3:Provide support for advancing GPE priority of learning	1. Together with Global Good Practices team, ensure provision of technical support to countries with lowest learning outcomes	X	X	X
	2. Deliver reports for monitoring implementation of Reading Action Plans for 20 GPE developing country partners		X	
	3. Together with Global Good Practices team and Monitoring and Evaluation unit, deliver Regional workshops on monitoring and evaluation with a strong focus on monitoring learning outcomes		X	
	4. Together with Global Good Practices team, undertake analysis of endorsed education plans to assess extent and effectiveness of strategies to ensure early grade reading	X	X	X
# 4:Providemore effective aid through strengthened capacity of LEGs and increased use of more aligned aid modalities	1. Increase engagement with LEGS on monitoring of plan and grant performance: <ul style="list-style-type: none"> ➤ Target 90% of developing country partners reporting on domestic financing ➤ Target 10% increase across the GPE grant portfolio in use of aligned modalities for implementation grants ➤ Target 15% increase in Civil Society representation in Local Education Groups ➤ Target 15% increase in grant completions within approved grant duration 	X	X	X
	2. Develop and implement strategy for strengthening Local Education Groups and Joint Sector Reviews		X	
	3. Deliver workshops on lesson learning among LEGS on effective sector coordination, improved monitoring and evaluation on education sector results		X	
	4. Undertake cross country analysis of good practice in LEGs		X	

3. Global Good Practices Team

Overarching Objective: Strategic Objectives and goals as set out in the Global Partnership's Strategic Plan, and drive for measurable results, are facilitated through knowledge-sharing, and coordinate with other partners.

Objectives	Deliverables	2012	2013	
		S ²	S ¹	S ²
# 1: Support improved implementation in fragile states	1. Package and disseminate state-of-the-art knowledge on accelerated instruction for older children in basic literacy and mathematics to support sector plan execution in fragile states	X		
	2. Produce package of fast set-up or reconstruction methods for key administrative systems: information, teacher appointment and payment, procurement of books and materials, and mechanisms for making more classrooms available fast	X		
	3. Make available expertise on direct school grants useful for rapid disbursement and reconstruction	X	X	X
# 2: Support girls' completion and transition	1. Support specific, results-oriented financing for improving girls' completion and transition in countries with gender inequities	X	X	X
	2. Disseminate teaching and classroom-management approaches that speed up learning (with focus on reading and mathematics) and hence completion for girls.	X	X	
# 3: Support dramatic increase in the number of children learning and demonstrating mastery of basic literacy and numeracy skills	1. Country/partner/CSO coordination tracker, to coordinate the assistance of partners, countries' own efforts, numerical target-setting and measurement	X		
	2. Develop community of practice amongst CSOs to deliver assistance in reading and then mathematics	X		
	3. Knowledge sharing on improved assessment of early skills and ECD skills, including how to finance ECD on targeted basis, ensuring content-full ECD			X
	4. Create a knowledge management shared resource on reading and mathematics techniques that work, including techniques for rapid scale-up.	X		
	5. Coordinate workshops to kick-start in-country efforts especially in reading, similar to African workshops, ensuring provision of technical support in countries otherwise without donor or NGO support	X	X	
	6. Develop better standards for assessment and fund assessments	X		

	in countries lacking baselines; work with partners including UIS to track data			
		2012	2013	
Objectives	Deliverables	S²	S¹	S²
# 4: Support improved teacher effectiveness	<ol style="list-style-type: none"> 1. Work with partners including EI to develop LEG capacity to include teacher considerations in sector plan and monitoring, improve teacher organization skills to collaborate in education sector plan and monitoring, policy issues 2. Work with partners including EI to develop and apply improved standards of practice and professional skills in teachers, including professional leadership in schools 			X X
# 5: Reaching every child	<ol style="list-style-type: none"> 1. Work with partners including UNICEF and UIS to develop tools for measuring and managing inclusion of marginalized and vulnerable populations, including management of attendance (not just enrollment), with focus on special groups such as girls, the disabled, the poor, ethnic minorities, nomadic children, laboring children, etc. Particular focus on disabled. 			X

4. External Affairs and Communications Team

Overarching Objectives: A reformed and improved Global Partnership presented as an effective, global mechanism to coordinate aid efforts for basic education and to leverage new funds and political support in order to achieve quality basic education in developing country partners.

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
#1: Measurable increase in GPE Visibility/Positive Image	1. Strategic Planning for GPE Visibility Campaign	X		
	2. Results Report roll out	X		X
	3. Annual Report rollout	X		X
	4. Website revamp rollout, new design, functionality, streamlined content	X	X	
	5. Mobile-first revamp of all web-based platforms		X	
	6. EFA FTI 10 year celebration (multiple events/hits)		X	
	7. Social Media metrics baseline established, goals set	X		X
	8. Proprietary Video Content Created/Edited for various platforms	X		
	9. Professional Print/Web Stories/Photos Produced	X		
	10. Revised Print Promotional materials, infographics	X	X	X
	11. Social Media Platforms Created for various audiences	X	X	X

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
	12. GPE Africa/Europe/ Asia/ Youth/Parents/teachers/CSO/ policy/research/tech, etc.)	X	X	X
	13. Ongoing Social Media delivery leveraging existing and new content, events, webstreaming, video blogging, new focus on global media markets, partner country milestones/events	X	X	X
	14. Social media competitions (photo/video/apps/private sector/tech/innovation/teachers)	X	X	X
	15. NYC Events: UNGA, CGI, Concert September	X		
	16. GPE-sponsored World Literacy Day Event September	X		
	17. GPE Commnet meeting October	X		
	18. Ongoing engagement with key influencers in press, social media, global institutions, governments	X	X	X
	19. Transparency rollout-IATA certification/data site/data visualizations and mapping	X	X	X
	20. G8/G20/WEF/Davos/TED event placements		X	
	21. MDG 2 post-2015 agenda developed and delivered to key opinion makers and all platforms, events		X	X
	22. Celebrity advocates recruited when useful and practicable		X	X
	23. Profile support for the Head/CEO position	X	X	X
# 2: Support GPE Service Delivery in Partner Countries	1. Creation and rollout of LEG toolkit (GPE awareness, in-country mobilization, video/social media support, media templates/guides/training, for general info on partnership, as well as endorsement decisions, allocation decisions, grant signing, publications, host-country-to-host country sharing	X	X	X
	2. Entertainment education support (e.g., literacy campaigns, girls' education)		X	X
	3. SMS survey template for attitude and data surveys for baseline for LEG campaigns	X	X	
	4. SMS for LEG campaign support		X	X
	5. Crowd-sourced, country partner-owned social media platform for local campaigns		X	X

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
# 3: Internal Knowledge Sharing and Information (Secretariat and Partnership)	1. Cloud-based SharePoint solution launched for Secretariat, Board, FAC, partner organizations, external consultants for basic information sharing and collaborative work	X		
	2. Online E-learning course for country-level processes		X	
	3. Board Monthly Newsletter	X	X	X
	4. Partnership Communications/GPE Commnet Alerts-Newsletter	X	X	X
	5. Open-source/Open-space platform for knowledge sharing at country level for education advocates/practitioners/Researchers	X	X	
	6. Train staff on cloud-based internal comms process to capture docs now in email in single, searchable database BTOR, SMOs, photos, video	X	X	X

5. Monitoring and Evaluation

Overarching Objective: Improved transparency and strengthen accountability for results within the Global Partnership.

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
# 1: Improve transparency and accountability on commitments and achievements in the Global Partnership	1. Deliver a Results report in June 2013 (collaboration with all Secretariat teams and other partners)		X	
	2. Develop a methodology to implement the Accountability matrix)	X	X	
	3. Update the Results Forms (collaboration with CST)	X	X	X
	4. Update web page on Results (collaboration with COM team)	X	X	X
	5. Answer information requests from partners and the Secretariat	X	X	X
	6. Participate in workshops on JSR	X	X	X
	7. Strengthen collaboration with critical organizations providing information in education	X	X	X
# 2: Provide evidence on Global Partnership value added.	1. Set up the independent committee on impact evaluation	X	X	
	2. Implement a first study on impact evaluation of GPE		X	X
# 3: Track engagement of partners	1. Maintain work on aid effectiveness, including follow up on global agenda post-Busan, maintain sectoral information up to date, follow up on distribution of country profiles, e.g., on CSO involvement in country planning	X	X	X

6. Finance, Portfolio and Administration

Overarching Objectives: Effective and well-functioning Financial Advisory Committee; transparent, efficient and cost-effective operation of the Secretariat

		2012	2013	
Objectives	Deliverables	S ²	S ¹	S ²
#1 Facilitate: effective functioning of the FAC including reporting on operation of the Global Partnership for Education Fund	Support the work of the Finance Advisory Committee (FAC), including:			
	1. Continue development of Global Partnership for Education Fund decision-making protocols, for approval by the Board	X	X	
	2. Review of Supervising Entity and Managing Entity policies and procedures		X	X
	3. Support process for recommendations to the Board of Directors on portfolio reporting templates and exception reporting	X	X	X
	4. Facilitate FAC constituency communications	X	X	X
	5. Continue development of fund operational guidelines	X	X	X
#2 Support expansion of Supervising Entity and Managing Entity pool	6. Support delivery of FAC meetings -- in person and virtual	X	X	X
	1. Proactively support dialogue on, and work to conclude, transfer agreements with at least 3 multilaterals and 7 bilaterals	X	X	X
	2. Monitor grant implementation, per policy standards	X	X	X
	3. Prepare financial and portfolio funds and implementation reports on the Fund	X	X	X
# 3: Sound and effective functioning of the Secretariat	4. Undertake and disseminate comprehensive review of EPDF and CF activities since inception		X	X
	1. Develop, communicate, implement and support Secretariat internal processes	X	X	X
	2. Serve as liaison with host agency regarding human resources, resource management, controls, corporate reporting etc	X	X	X

**ANNEX 2
STAFFING PLAN BY SECRETARIAT TEAM**

SUMMARY OF POSITIONS BY TEAM		
<i>New Positions are shown in italics</i> <u>Current Extended Term Positions planned for conversion to term are underlined</u>	Total Projected Positions July 2012 – December 2013	Of which new since previously approved budget
Secretariat Management, Resource Mobilization & Board Services	9.5	1.5
Secretariat Management 1. Chief Executive Officer/Head 2. Special Assistant to CEO/Head 3. Sr/Executive Assistant Resource Mobilization 4. <u>Resource Mobilization Advisor</u> 5. <u>Operations Officer (Donor Partner Outreach)</u> 6. <u>Operations Officer (CSO Outreach)</u> 7. Operations Analyst (ETC) Board Services 8. <u>Sr Board Operations Specialist</u> 9. Board Liaison 10. <i>Program Assistant (shared with another team)</i>		
Country Support Team	13	2
1. Team Coordinator 2. 8 Country Leads, <i>of which 1 is a new position</i> <u>(3 positions to be converted to term)</u> 3. 2 Country Leads -- Secondees 4. <u>Operations Analyst</u> 5. <i>Program Assistant</i>		
Global Good Practices Team	11	3
1. Team Coordinator 2. Sr Education Specialist -- Reading 3. <u>Sr Education Specialist – Marginalized Children</u> 4. <u>Sr Education Specialist -- ECD</u> 5. <i>Sr Education Specialist – Girls Ed</i> 6. Sr Operations Officer –Secondee (previously shown in Finance, Portfolio & Admin team) 7. <u>Education Specialist – Math</u> 8. Education Specialist – Education Policy 9. Statistics Officer 10. Operations Analyst – Reading (ETC) 11. <i>Program Assistant</i>		
External Relations & Communications Team	9	2
1. Team Coordinator 2. Sr Communications Officer 3. Communications Officers -- On-line 4. Communications Officer – Social Media 5. Web/Social Media Developer (ETC) 6. 2 Web Associates, <i>of which 1 new</i> 7. Communications Associate Knowledge Sharing & Tech Support (ETC)		

SUMMARY OF POSITIONS BY TEAM		
8. <i>Program Assistant</i>		
Monitoring & Evaluation	3.5	3.5
1. <i>Team Coordinator/M&E Specialist</i>		
2. <i>Operations Officer – Aid Effectiveness</i>		
3. <i>Statistics Officer</i>		
4. <i>Program Assistant (to be shared)</i>		
Finance, Portfolio & Administration	8	
1. Team Coordinator		
2. Senior Financial Officer		
3. Resource Management Officer		
4. Portfolio Officer (ETC)		
5. Program Administrator		
6. Resource Management Assistant		
7. Events/Finance Assistant		
8. Transaction Specialist		
Total All Teams	54	11

**ANNEX 2
STAFFING PLAN BY SECRETARIAT TEAM**

Position Descriptions by Team

Secretariat Management

CEO/Head: responsible for managing the GPE Secretariat, including overall responsibility for managing personnel and work plan deliverables, communications with the Board as authorizing entity and the World Bank as hosting agency, operational dialogue with developing country partners, and representation and advocacy on behalf of the Partnership.

Special Assistant to CEO/Head: supports the CEO/Head; drafts documents, speeches, ensures preparation of background information in support of CEO/Head meetings.

Sr. Executive Assistant to CEO/Head: supports the CEO/Head, including monitoring email account, scheduling, travel arrangements, organizing, and coordinating the effective follow-up on Secretariat correspondence.

Resource Mobilization Team

Resource Mobilization Advisor: coordinates overall work of the team. Leads resource mobilization efforts including expanding the donor pool to GPE Fund and helping facilitate increased external financing for education. Serves as a member of the Secretariat Management Team.

Operations Officer: Responsible for donor partner outreach, with focus on “traditional” GPE donors; supports maintenance of relations with donor partners, researching, analysing, and compiling information on traditional donors for background/briefing materials for GPE Secretariat and Chair; manages GPE Key Client Database.

Operations Officer: Responsible for supporting the participation of civil society in GPE global and national activities (e.g., events, resource mobilization, policy dialogue, monitoring and advocacy); engages political decision-makers from traditional and new donor partner countries (e.g., materials, outreach, dialogue, lobbying, at UN meetings and in other global initiatives etc.); monitors delivery of non-GPE fund finance and policy commitments (and conducting related research).

Operations Analyst: supports Resource Mobilization team in areas of innovative finance, and private sector; acts as focal point for emerging donors, including research, correspondence,

meetings, etc.; assists with donor database management and conducts additional research as needed.

Board Services Team

Sr. Board Operations Specialist: Supports Board and Chair on issues of Board governance; supports Board Ethics Committee; coordinates preparation of Board policies, drafts decision language, facilitates constituency management.

Board Liaison: supports strengthening of communications and knowledge-sharing within and among the Board of Directors. Responds to routine and non-routine inquiries from Board constituencies; facilitates strategic Board and committee meetings ensuring that relevant meeting documents, reports and proposals are distributed to the Board in a timely fashion.

Program Assistant (shared with the Monitoring and Evaluation team): Provides administrative support to the Resource Mobilization, Board Services and Monitoring and Evaluation Teams.

Country Support Team

Team Coordinator: coordinates overall team program; ensures appropriate distribution of responsibilities among Country Leads; serves as a member of the Secretariat Management Team.

10 Country Leads (including 2 Secondees): each Country Lead serves as primary contact for 5-8 member country Local Education Groups (LEG). Country Leads support LEGs as they (i) prepare to join GPE; (ii) prepare/update Education Sector Plans; (iii) prepare applications for funding from the GPE Fund; (iv) implement education sector plans and GPE-funded programs; and (v) monitor and evaluate plan and program performance. The Country Lead also provides technical advice to the LEG on key issues related to the GPE Strategic Directions, Monitoring & Evaluation, Aid Effectiveness and other GPE thematic areas. Each Country Lead is assigned a policy lead role in areas such as out-of-school children, girls' education, fragile states, school health, innovative financing and other areas.

Operations Analyst: supports the work of the Country Leads and the Team Coordinator through monitoring and analysis of the pipeline, organization of the Quality Assurance Review process, monitoring of Country Support Team work plan implementation, updating data bases as well as specific tasks to improve the efficiency of the team's performance.

Program Assistant: provides overall administrative support to the Country Support Team including taking the lead on scheduling, documentation of key events, assists in maintaining databases, ensures quality in all external communications.

Global Good Practices Team

Team Coordinator: coordinates work of team members particularly around higher-visibility deliverables such as those oriented at learning outcomes, Global and Regional Activities Program (GRA). Serves as a member of the Secretariat Management Team.

6 Education Specialists:

1 Reading: coordinates with other partners (donors, CSOs, countries) to ensure that countries with an interest in reading objective are well-assisted by a good combination of donors, multilaterals and CSOs.

1 Mathematics: coordinates with other partners to ensure existence and dissemination of assessment tools suitable for mathematics in the early grades; fosters awareness of means to assess and improve, build relationships among donors, multilaterals, CSOs, and countries to create a stock of relevant experiences; facilitates exchange of knowledge among key actors.

1 Marginalized Children: coordinates improved measurement of special needs, the targeting of resources and implementation strategy for children with special needs. With other partners, develop practical experiences that can spread to other countries, continuously improve and disseminate data tools, and foster a community of practice.

1 Early Childhood Development (ECD): coordinates with other partners to ensure commonality of knowledge of promising practices in improving both cognitive and non-cognitive content of ECD; disseminates approaches to assessing ECD quality, networks with donors, multilaterals, CSOs, and countries on assessment and intervention practices.

1 Education Policy: provides centralized knowledge management and dissemination services in literacy and ECD; coordinates with numeracy specialist to ensure similarity of approach. Coordinates with literacy and ECD specialists to develop particular lines of work in these two areas; take role in key aspects of management of GRA activities that pertain to ECD.

1 Girls' Education: coordinates with other partners to ensure commonality of knowledge of promising practices in improving girls' completion and transition to secondary education.

1 Sr. Operations Officer (Secondee): supports GRA overall coordination in collaboration with Team Coordinator and other colleagues.

Statistics Officer: supports improved monitoring of education statistics; analyzes trends in access and learning outcomes, disaggregates by various categories of interest in the GPE; forecasts enrolment trends as a back-up to country goal-setting and forecast financing needs, analyses of trends in ODA, supports calculation of the GPE Needs and Performance Framework allocations.

1 Operations Analyst: supports implementation of GPE Reading Initiative.

Program Assistant: provides general support to the GGP Team, including, among other things: providing logistical support in preparing for events/workshops (e.g., venue selection/travel processing of participants/per diem distribution); assisting the Team Coordinator in coordinating the team's activities.

External Relations and Communications

Team Coordinator: coordinates work of team members particularly around implementation of new web platform and other higher-visibility deliverables. Serves as a member of the Secretariat Management Team.

Sr. Communications Officer: coordinates content creation for website and blog, serves as initial press contact, oversees knowledge-sharing services.

Communications Officer – On Line: general web design coordination, French language website lead, liaison to design consultants, and management of content consistency.

Communications Officer, Social Media: coordinates all social media sites and objectives, working with GPE partners.

Web/Social Media Developer: provides customized web development services for website, social media, mobile apps, and collaboration/knowledge-sharing sites.

2 Web Associates: supports Communications Officer Web Design.

Communications Associate, Knowledge Sharing, and Tech Support: works with vendors and tech support team to customize knowledge-sharing sites for GPE purposes and provides general tech support.

Program Assistant: provides general administrative support to the team.

Monitoring and Evaluation

Team Coordinator: coordinates activities across the Secretariat required to implement the M&E Strategy; facilitates work of the M&E Committee.

Statistics Officer: responds to ongoing information requests, supports the preparation of the results report and the country results forms.

Operations Officer (Aid Effectiveness): tracks aid effectiveness issues and data.

Program Assistant (shared with Resource Mobilization and Board Services teams): provides general administrative support to the team.

Finance, Portfolio and Administration

Team Coordinator: coordinates overall work of the team; responsible in particular for interface with Trustee and potential Supervising and Managing Entities with respect to Transfer Agreements and portfolio reporting requirements. Serves as a member of the Secretariat Management Team.

Program Administrator: coordinates overall Secretariat Human Resources actions (e.g., recruitments); leads on identifying and implementing internal Secretariat work systems.

Senior Financial Officer: liaison to the Financial Advisory Committee (FAC); develops tools for reporting on GPE trust funds use and availability including scenario building. Undertakes analysis to provide the funding basis for the annual NPF review. Works closely with the Country Support Team on review of country grant applications. Leads work on Supervising and Managing Entity fiduciary standards.

Portfolio Officer: supports work on reporting on implementation of the portfolio of GPE trust funded grants.

Events/Finance Assistant: leads on preparing and delivering Board and FAC meetings; supports Team Coordinator and Sr. Financial Officer on maintenance of financial databases.

Resource Management Officer: leads on the overall Secretariat work plan and budget preparation for Board review and decision; responsible for work plan and budget monitoring and controls as well as introducing cost efficiency measures.

Resource Management Assistant: supports the Resource Management Officer and the overall Secretariat Team, with particular focus on controls.

Transactions Specialist: supports the overall Secretariat by preparing and entering consultant and other types of commitments against the Secretariat's approved budget; ensures appropriate filing of documents.

ANNEX 3

1 JULY 2012 TO 31 DECEMBER 2013 BUDGET REQUEST DETAILS

Table 1 on the following page presents the Secretariat's budget request by Secretariat team and major category of expense for the 18 month period 1 July 2012 to 31 December 2013, disaggregated to show the individual periods 1 July 2012 to 30 June 2013 and 1 July 2013 to 31 December 2013. It also shows aggregate actual expenditure by major category of expense for the period 1 July 2011 to 30 June 2012. Given the significant shifts of functions among Secretariat teams in the course of the 1 July 2011 to 30 June 2012, it was not practical to show actual expenditures for the period 1 July 2011 to 30 June 2012 by Secretariat team.

A total of US\$18,076,679 is requested to support the Secretariat's program over the 18 month period, of which US\$11,679,844 is requested for the period 1 July 2012 to 30 June 2013, and US\$6,396,835 is requested for 1 July 2013 to 31 December 2013. Supporting the Secretariat's program over the 18 month period are two funding sources, namely the GPE Trust Fund, for which a total of US\$16,590,249 is requested over the 18 month period and an earmarked trust fund from USAID which will provide US\$1,486,430 over the same period – largely to support monitoring and evaluation activities, results monitoring and knowledge sharing activities, especially All Children Reading workshops. The breakdown of the funding request by source and period is as follows:

Fund	1 July 2012 to 30 June 2013	1 July 2013 to 31 Dec 2013	Total 18- month Request
GPE Trust Fund -- Secretariat Allocation	10,273,414	6,316,835	16,590,249
USAID TF	1,406,430	80,000	1,486,430
Total All Funds	11,679,844	6,396,835	18,076,679

Table 1
Budget Request by Secretariat Team & Expense Category
July 2012 - June 2013, July 2013 - December 2013 and 18 month total

	Core Staff & Extended-Term Consultants	Short-Term Consultant Contracts	Travel (includes Staff, Consultant, Board, FAC, Workshop participants)	Other	Staff Training	Total	% Total Sec Budget
Secretariat Management, Resource Mobilization, Board Services							
July 2012 - June 2013	1,493,502	100,000	375,000	60,000	5,750	2,034,252	
July 2013 - Dec 2013	918,689	40,000	187,500	30,000	2,875	1,179,064	
Total 18 Month Request	2,412,191	140,000	562,500	90,000	8,625	3,213,316	18%
Country Support							
July 2012 - June 2013	1,674,885	350,000	600,000	60,000	6,500	2,691,385	
July 2013 - Dec 2013	1,114,800	175,000	300,000	60,000	3,250	1,653,050	
Total 18 Month Request	2,789,685	525,000	900,000	120,000	9,750	4,344,435	24%
Global Good Practices							
July 2012 - June 2013	1,531,233	250,000	200,000	150,000	5,500	2,136,733	
July 2013 - Dec 2013	805,706	100,000	100,000	60,000	2,750	1,068,456	
Total 18 Month Request	2,336,939	350,000	300,000	210,000	8,250	3,205,189	18%
External Rel & Comms							
July 2012 - June 2013	1,144,358	100,000	100,000	500,000	4,500	1,848,858	
July 2013 - Dec 2013	681,861	50,000	50,000	20,000	2,250	804,111	
Total 18 Month Request	1,826,219	150,000	150,000	520,000	6,750	2,652,969	15%
Monitoring & Evaluation							
July 2012 - June 2013	279,019	200,000	50,000		1,750	530,769	
July 2013 - Dec 2013	288,563	60,000	25,000		875	374,438	
Total 18 Month Request	567,581	260,000	75,000	-	2,625	905,206	5%
Finance, Portfolio, Admin							
July 2012 - June 2013	1,027,847	70,000	75,000	10,000	4,000	1,186,847	
July 2013 - Dec 2013	562,718	40,000	37,500		2,000	642,218	
Total 18 Month Request	1,590,564	110,000	112,500	10,000	6,000	1,829,064	10%
Office Space and IT							
July 2012 - June 2013				816,000		816,000	
July 2013 - Dec 2013				415,500		415,500	
Total 18 Month Request				1,231,500		1,231,500	7%
Other							
July 2012 - June 2013				435,000		435,000	
July 2013 - Dec 2013				260,000		260,000	
Total 18 Month Request				695,000		695,000	4%
Total							
Actual July 2011 - June 2012	4,668,500	1,818,773	1,753,181	1,719,781		9,960,234	
July 2012 - June 2013	7,150,844	1,070,000	1,400,000	2,031,000	28,000	11,679,844	
July 2013 - Dec 2013	4,372,335	465,000	700,000	845,500	14,000	6,396,835	
Total 18 Month Request	11,523,179	1,535,000	2,100,000	2,876,500	42,000	18,076,679	100%
Expense Category Share of Total 18 Month Request	64%	8%	12%	16%	0%	100%	
			Total Requested for Sec Budget for 18 months			18,076,679	
			<i>of which USAID funding</i>			<i>1,486,430</i>	
			<i>net of USAID funding</i>			<i>16,590,249</i>	
			Plus Total for CEO Search Firm Contract incl. travel			130,000	

On an annual basis, the proposed budget represents an increase of approximately 16.7% over the budget approved for the 12 month period 1 July 2011 to 30 June 2012 (US\$10,008,459). It reflects significantly increased workload and responsibilities assigned to the Secretariat by the Board of Directors, especially in the previous year, and includes the establishment of a Monitoring and Evaluation unit. Factors driving the budget request are described in the following paragraphs:

Salaries and benefits of new term staff and extended term consultant appointments; conversion of extended term consultant appointments. US\$11,523,179 is projected for the 18 month period for salaries and benefits of what are considered “core” Secretariat positions. Of the total, US\$7,150,844 is projected for 1 July 2012 to 30 June 2012 (this compares with US\$4,668,500 for the period 1 July 2011 to 30 June 2012). The proposed budget reflects plans to increase “core” positions – those on term staff and extended term consultant appointment numbers – from 43 (approved previously) to 54, and conversion of eleven current extended term consultant positions to term staff positions.¹ The estimated total incremental cost of the new term staff appointments is US\$1,623,000 over the 18 month period. The estimated total cost of conversion of current extended term consultant appointments to term staff appointments is US\$67,000 for the period 1 July 2012 to 30 June 2013 and US\$136,000 for 1 July 2013 to 31 December 2013.

Proposed new term staff positions are:

- Resource Mobilization Team: Resource Mobilization Advisor
- Country Support Team: 1 Additional Country Lead
- Global Good Practices Team: Senior Education Specialist – Marginalized Children; Senior Education Specialist – Girls’ Education
- External Relations and Communications Team: Web Associate
- Monitoring and Evaluation Team: Monitoring and Evaluation Specialist (Team Coordinator), Operations Officer/Aid Effectiveness, Statistics Officer
- Across Teams: 3 Program Assistants

¹The extended-term consultant appointment type was used in the previous 12 months to expedite multiple recruitments, some of which were for core Secretariat positions. The use of this appointment type allowed for quicker on-boarding because of a somewhat less rigorous recruitment process. This was appropriate at a time when the Secretariat was required to staff up quickly in order to respond to demands of the Board, but where many of the functions of core positions were not yet fully defined. This appointment type is a less expensive option for the GPE because it offers a less attractive benefits package to the incumbent. However, an individual may remain on the appointment type for a maximum of two years, while core positions are considered to be needed in the longer-term.

Current extended term consultant appointments proposed for conversion to term staff positions are:

- Resource Mobilization Team: Resource Mobilization Advisor (not included in previously approved budget, but appointed), Operations Officer (Donor Partner Outreach), Operations Officer (CSO Outreach)
- Board Services: Senior Operations Specialist
- Country Support Team: 3 Country Leads, Operations Analyst
- Global Good Practices Team: Senior Education Specialist – Marginalized Children (not included in previously approved budget, but appointed); Senior Education Specialist – ECD; Education Specialist – Mathematics

The proposed budget for the period 1 July 2012 to 30 June 2013 reflects within-year recruitments of term staff or extended term consultants and therefore does not reflect the full year effect of these positions. The proposed budget for the six month period 1 July 2012 to 31 December 2012 assumes all positions are filled for the entire period. A good proxy for a full 12 month budget for salaries and benefits for these positions would be two times the six month amount of US\$4,372,335, or US\$8,744,670 – assuming that any increment resulting from potential salary increases would be offset by normal attrition (i.e., taking into account that it is unlikely that all positions will be filled for the whole period).

Short-term Consultant Contracts: The overall use of short-term consultant appointments by Secretariat teams is expected to decrease by almost one half when compared on an annualized basis to the previous 12 months. Short-term consultant contract expenses totalled US\$1,818,773 for the period 1 July 2011 to 30 June 2012. Plans for 1 July 2012 to 30 June 2013 total US\$970,000. The planned decrease in part reflects the shift in some functions to “core.” Where work had been carried out previously by short-term consultants, it is now planned to be carried out by term staff or extended term consultants (largely in the Resource Mobilization and Global Good Practices teams). The decrease also reflects the use of short-term consultants in the previous 12 months for large, discrete pieces of work now complete (i.e., the Monitoring and Evaluation Strategy design of parts of the country level applications processes, work associated with rebranding). Demand for short-term consultant services will remain strong especially in the Country Support Team as the new Quality Assurance Review process is taken up fully – current plans call for approximately 20 Quality Assurance Reviews at US\$8,400 per review over the 18 month period. The new Monitoring and Evaluation team will rely heavily on short-term consultants, especially in the first 12 months, to define and deliver core work in advance of full recruitment, and the External Relations and Communications team will continue to rely on short-term consultants to secure web services and content.

Travel: As with short-term consultant services, the current budget plans for a decrease in overall travel as compared on an annual basis with the period 1 July 2011 to 30 June 2013 – although to a much lesser degree. The proposed travel budget for 1 July 2012 to 30 June 2013 is US\$1,400,000 against a previous 12 month actual expenditure of US\$1,753,181. This covers all travel costs (airfare, hotel, per diem, transfers, etc.) for staff, consultants, eligible Board and FAC members to their respective meetings, and eligible participants in partnership sponsored workshops. Trip costs average approximately US\$6,000 - \$12,000 depending on the destination and the number of countries visited in the course of the trip. Travel plans by team for the period 1 July 2012 to 30 June 2013 are:

- **Secretariat Management, Resource Mobilization, Board Services:** US\$375,000, of which US\$160,000 is for travel of Board members to two Board meetings (US\$70,000 for the Paris meeting and US\$90,000 for the Maputo meeting – estimates informed by analysis of previous meetings' expenses). The balance will fund staff and consultant trips on fund raising visits, institutional CSO engagement, Board constituency support meetings, Board meetings and other partnership and key international meetings.
- **Country Support Team:** US\$600,000. This will cover, among other things, Country Lead trips (plans for visits to all countries at least once over the 18 month period, with most trips covering more than one country), trips of Country Support team members to Board and FAC meetings as required, trips related to consultant engagement in the Quality Assurance Review Process, trips for Country Support team members and eligible participants to workshops aimed at knowledge exchange for Local Education Groups, and participation in key international meetings.
- **Global Good Practices Team:** US\$200,000. This will cover GGP staff, consultant and participant costs associated with, among other things, planned Partnership workshops (at least 2 on reading, others on marginalized children, mathematics), participation in key international meetings and some targeted technical support to partner countries.
- **External Relations and Communications Team:** US\$100,000 for targeted team staff participation in all key partnership events (Board meetings, high level events requiring external relations and communications coverage).
- **Monitoring and Evaluation Team:** US\$50,000. This estimate is based largely on expected participation of Monitoring and Evaluation team members in Board meetings and key international fora.
- **Finance, Portfolio and Administration:** US\$75,000, which covers travel of eligible FAC members to two FAC meetings (US\$30,000 total reflecting the first meeting in Washington, DC, and the location of the second unknown but assumed for budget purposes to be in Europe), team member participation in Board and FAC meetings, and other travel to

partnership meetings or meetings with potential Supervising or Managing Entities as necessary.

Other Expenses: US\$2,031,000 is planned for 1 July 2012 to 30 June 2013 against US\$1,719,781 for the previous 12 months. This category comprises the following main components:

- **Costs of Board and FAC meetings and other Secretariat sponsored workshops** *excluding costs of travel and interpretation/translations (which are covered in other categories of expense)* US\$260,000. Assumptions include two Board meetings (US\$15,000 for Paris, US\$25,000 for Maputo), two FAC meetings (US\$5,000 each), three reading or other Global Good Practices sponsored workshops (US\$50,000 each), three Country Support team LEG workshops (US\$20,000 each).
- **A one-time investment of approximately US\$500,000**, for a new web platform (Drupal) which would allow much greater functionality of the GPE website including: accessibility by mobile devices even in remote areas of our partner countries; fully multilingual-capability; dynamic and interactive visualizations to explain complicated data-rich topics and track education trends (e.g., information from the Results Report) to help prioritize partnership work and better measure and describe its impact; and user-friendly web-based editing to facilitate internal workflow and external communications. Drupal is an open-source platform that addresses the GPE website's objective of serving a large, diverse community and encouraging online participation and collaboration.
- **Translation of documents/Interpretation at meetings:** US\$385,000. Projections are based on translations and interpretation costs for the previous twelve months (US\$250,937) and are increased to reflect the recent change in translation practices with respect to implementation grant applications going to the FAC, and the projected increase in volume of applications. This estimate does not address the outstanding request for an expansion in the number of languages available at Board meetings.
- **Supplies:** US\$60,000 – for routine office supplies for the entire Secretariat team as well as for GPE promotional materials (pens, notepads, flash drives, etc).
- **Office space:** US\$596,000. It reflects an increase of 1,478 rentable square feet of office space due to be occupied by Secretariat staff starting October 2012. This will bring the total space to 10,380 rentable square feet. The projected expense covers the monthly rent, operating costs and real estate taxes which are recovered on an actual basis, plus an estimate of US\$40,000 for construction related to preparing the additional space for occupation.
- **Information technology and communications services:** US\$260,000. This includes the costs associated with the standard package of IT services. The package is charged on a per capita basis and comprises common IT infrastructure, network services, and support (Local Area Network infrastructure, enterprise suite of software applications, internet and intranet

platforms, basic telephone services and end-user support). Also included in this estimate are costs associated with video-conferencing and non-standard telephone services. In addition, the Secretariat has secured dedicated IT services through a contract with the World Bank's General Services Department to provide day-to-day desktop hardware and software support as well as inventory management.

- **Staff training:** US\$42,000 based on an indicative allocation of US\$780 per term staff or extended term consultant. Use of this allocation would be decided between the team coordinator and the staff member based on development needs and could be used for registration expenses, travel to professional development events, etc.

ANNEX 4

RETROSPECTIVE REVIEW SECRETARIAT WORK PLAN DELIVERY AND BUDGET UTILIZATION FOR THE PERIOD 1 JULY 2011 TO 20 JUNE 2012

The period 1 July 2011 to 30 June 2012 was both challenging and productive for the Secretariat. Most activities identified in the Secretariat's deliverables presentation as part of the budget request were completed, as were a number of additional items identified by the Board of Directors subsequent to approval of the budget request. Selected deliverable highlights by Secretariat team are provided below. Details of the status of deliverables as set out in the Board approved budget request are shown in Attachment 1 to this Annex.

Selected Highlights by Secretariat Team

Secretariat Management, Resource Mobilization, Board Services:

- Launch of the new GPE Brand
- Planning and delivery of the first GPE Replenishment Conference (held on 8 November 2011 in Copenhagen); follow-up work on pledge tracking. Attachment 2 to this Annex and the link to the GPE website below both provide additional information on the results and costs of the conference): <http://www.globalpartnership.org/finance-and-funding/replenishment/pledging-conference/>
- Coordination of the GPE Strategic Plan and the Strategic Plan Working Group
- Delivery of two Board meetings – one in Copenhagen 9-10 November 2011, one in Berlin 7-8 June 2012

Country Support Team:

- 24 field missions supporting: Local Education Group (LEG) effectiveness, quality of implementation grant applications, participation in Joint Sector Reviews. Field missions also were undertaken to countries considering/planning to join the GPE in order to address their concerns
- Development and finalization of Country Level process guidance, and tools for applying for the various country grants; preparation of draft terms of reference for Supervising and Managing Entities (completed in August 2012)
- Review of Joint Sector Reviews for the purpose of identifying challenges and good practices as part of an effort to find ways to support the strengthening of LEGs

Global Good Practices Team:

- Finalization and implementation of the Monitoring and Evaluation Strategy (which preceded the new Strategic Plan and related indicators)
- Delivery of a draft of the first GPE Results Report
- Preparation and analysis of an extensive survey on Aid Effectiveness
- Supervision of the Civil Society Education Fund grant
- Delivery of three All Children Reading workshops (two in Kigali in March 2012, one in Athens in June 2012). Details provided in this link: <http://www.globalpartnership.org/support-we-offer/early-grade-reading/all-children-reading-workshops/>

External Relations and Communications Team:

- GPE social media site redesigned after rebranding and integrated into GPE operations and outreach
- Innovative, web based Annual Report for 2011 All Children Learning delivered: <http://allchildrenlearningreport.globalpartnership.org/English2011/?#/2>
- Development of strong collaborative linkages with other GPE Partners' External Relations and Communications Teams
- Website improvements delivered to improve completeness, ease of navigation, and general accessibility of website content
- French version of GPE website and blog operational and updated regularly
- Knowledge exchange platforms developed for Board and FAC, and for country level exchanges

Finance, Portfolio and Administration Team

- Finalization of new Global Partnership for Education Fund and parallel EC Fund; Contribution Agreements signed with 12 donors
- Transfer Agreement template drafted
- Two FAC meetings supported

Budget Utilization

Against a budget allocation of US\$10,008,459 approved for the 12-month period 1 July 2011 – 30 June 2012, actual expenditures totaled US\$9,960,234 or 99.5%. Table 1 below shows actual expenditures by major category of expense for the previous three 12 month periods (1 July 2009 to 30 June 2010, 1 July 2010 to 30 June 2011, 1 July 2011 to 30 June 2012). Table 2 below shows the actual source of funding for the Secretariat program for the same periods. Table 3 provides details of actual expenditures for six major meetings/workshops organized by the Secretariat during the period 1 July 2011 – 30 June 2012 – Board meetings in Copenhagen and Berlin, FAC meetings in Copenhagen and Oslo, and All Children Reading

workshops in Kigali. Details of the costs of the Replenishment Conference are shown in Attachment 2 to this Annex.

TABLE 1
ACTUAL EXPENDITURE BY MAJOR CATEGORY OF EXPENSE (JULY 2009 – JUNE 2012)

		Actual Expenditure		
		July 2009 - June 2010	July 2010 - June 2011	July 2011 - June 2012
1	Labor Costs (Salaries & Benefits)			
	Term Staff	1,975,044	2,699,595	3,228,420
	Extended-Term Consultants	188,500	626,826	1,440,079
	Short-Term Consultants	2,964,011	1,413,473	1,818,773
	<i>of which:</i>			
	<i>Independent Evaluation</i>	2,156,419	156,477	-
	<i>M&E Strategy Development (PROMAN)</i>		222,642	333,964
	<i>Operational Support/Quality Reviews</i>	164,358	144,215	272,504
	<i>Results Reporting/Aid Effectiveness Review</i>			185,587
	<i>Fund Raising/Rebranding</i>	202,824	312,175	553,144
	<i>ST support in advance of core recruitments</i>	311,385	308,818	201,750
	<i>Other (policy notes, technical analysis, web, Annual Report)</i>	129,025	269,146	271,825
	Labor Total	5,127,555	4,739,894	6,487,273
2	Travel			
	<i>Term Staff & Extended-Term Consultants Travel of which</i>			
	<i>Support to LEGs/Other in-country technical support</i>	52,115	172,530	468,312
	<i>Board/FAC/Replenishment Conference/Strategic Working Group Meetings</i>	113,456	225,691	215,490
	<i>Meetings/Conferences with Partners</i>	100,272	126,148	300,588
	<i>Sec Sponsored Workshops</i>			112,261
	<i>Professional Dev</i>	12,936	10,098	16,372
	<i>Other</i>	371		1,835
	Term Staff & ETC Travel Total	279,151	534,466	1,114,857
	Non-Staff/ETC Travel			
	<i>of which:</i>			
	<i>Support to LEGs/Other in-country technical support</i>			13,864
	<i>Board/FAC/Replenishment Conf/Strategic Working Group Meetings/Chair Fund Raising Meetings</i>	246,263	163,740	317,735
	<i>Meetings/Conferences with Partners</i>		29,872	13,683
	<i>Participation in Secretariat Sponsored Workshops</i>		4,907	293,041
	Non-Staff/ETC Travel Total	246,263	198,519	638,324
	Travel Total	525,414	732,985	1,753,181
3	Other Contracts	102,794		
4	Event Costs (non-travel)			
	Board related events (Food, Venue, Event Planner)	101,889	88,073	322,564
	Sec Sponsored Workshops (Food, Venue)			188,241
	Translation/Interpretation	104,638	107,139	250,938
	Event Costs (non-travel) Total	206,527	195,213	761,743
5	Other Expenses			
	Office Occupancy	369,038	267,444	508,669
	IT and Communications	97,198	141,846	243,958
	Retreats, Representation, Hospitality	4,820	4,758	11,616
	Supplies/Printing/Branding	54,228	55,100	170,814
	Other	24,978	18,392	22,981
	Other Expenses Total	550,262	487,539	958,038
	Total Expenditure	6,512,552	6,155,631	9,960,234

TABLE 2
SECRETARIAT BUDGET UTILIZATION BY FUNDING SOURCES JULY 2009 – JUNE 2012

Fund	ACTUAL		
	July 2009 - June 2010	July 2010 - June 2011	July 2011 - June 2012
GPE Trust Fund -- Secretariat Allocation	-	-	3,187,001
Secretariat Trust Fund	3,763,350	5,476,804	5,355,154
Donor Contributions to the Replenishment Conference			380,868
World Bank Contribution	592,782	522,350	623,642
USAID TF	-	-	413,570
Trust Funds Earmarked to Fund Independent Evaluation	2,156,419		
Total All Funds	6,512,552	5,999,154	9,960,234

Table 3
Actual Costs of Major Meetings/Workshops held 1 July 2011 – 30 June 2012

BoD-Copenhagen-Nov.2011	
Airfare	\$36,032.00
Airport transfers	\$2,200.00
Hotel VIPs	\$12,000.00
Per Diem VIPs	\$3,150.00
Venue/Food	\$200,000.00
Ground Transportation	\$7,500.00
Interp.Sec/Equipmt	\$18,000.00
Miscellaneous	\$1,500.00
	\$280,382.00

Based on **11 Guests**

BoDBerlin-June2012	
Airfare	\$43,329.00
Airport transfers	\$3,055.00
Hotel VIPs	\$15,000.00
Per Diem VIPs	\$2,100.00
Interpretation Sce	\$6,200.00
Miscellaneous	\$3,000.00
	\$72,684.00

Based on **13Guests**

Workshop-1 Kigali-Feb.2012	
Airfare	\$85,227.00
Hotel VIPs	\$60,300.00
Per Diem VIPs	\$13,000.00
Venue/Food	\$21,650.00
Interp. Sce/ Equipmt	\$38,500.00
Miscellaneous	\$2,500.00
	\$221,177.00

Based on **70 participants**

FAC-Copenhagen-Nov.2011	
Airfare	\$8,700.00
Airport transfers	\$850.00
Hotel VIPs	\$5,550.00
Per Diem VIPs	\$1,260.00
Venue/Food	\$14,500.00
Interp.Sec/Equipment	\$6,500.00
Miscellaneous	\$500.00
	\$37,860.00

Based on **4 Guests**

FACOslo-June2012	
Airfare	\$15,987.00
Airport transfers	\$1,800.00
Hotel VIPs	\$4,900.00
Per Diem VIPs	\$900.00
Hotel Interpreters	\$980.00
Interpretation Sce	\$4,900.00
Miscellaneous	\$1,500.00
	\$30,967.00

Based on **6Guests**

Workshop-2 Kigali-March 2012	
Airfare	\$69,339.00
Hotel VIPs	\$64,050.00
Per Diem VIPs	\$11,175.00
Venue/Food	\$23,300.00
Interp. Sce/ Equipmt	\$23,400.00
Miscellaneous	\$2,000.00
	\$193,264.00

Based on **61 Participants**

**ANNEX 4
ATTACHMENT 1**

STATUS OF 1 JULY 2011 TO 30 JUNE 2012 WORK PLAN DELIVERABLES

1. Country Support Team

Overarching Objective: Support Global Partnership developing country partners to develop and implement high quality education sector plans focused on results.

Objectives	Deliverables	Status of deliverables
# 1: Provide high quality support to developing country partners to facilitate education plan development and requests for financial and technical support	1. Secretariat ensures consistent quality of endorsed education plans and agrees key sector results to be monitored over time in each developing country partner	Secretariat supported countries as follow: <u>Countries with Endorsed Plans:</u> Nicaragua, Mauritania, Sudan, DRC, Nicaragua (re-endorsement of plan), Uganda. <u>Countries/States Preparing for Endorsement:</u> South Sudan, Somaliland, Puntland, Zimbabwe, Madagascar, Chad, Burundi, Uzbekistan, Comoros, Congo (Rep.), Pakistan.
	2. New Country Level Process Guide and revised education plan Development and Appraisal Guidelines agreed and operational	Drafted, to be delivered in Q ³ CY-2012
	3. Global Partnership for Education Fund grants to support the development and revision of ESPs/IEPs and Global Partnership programs	Completed
	4. Current EQR process evaluated and a revised process agreed and operational for countries seeking financing in 2012	Completed
# 2: Effective financial and technical support to implementation of education sector plans	1. Fund grants for education plan implementation operational	Completed
	2. Fund grants for capacity development in IDA iii countries operational	Cancelled
	3. Communications campaign launched to inform country-level stakeholders regarding new country-level processes	Ongoing
	4. Engagement strategy for federal states agreed	Completed
	5. New system for results-based financing agreed	Pending Board input
	6. New Gender Strategy fully developed – core countries agreed and results-based top-ups designed	Strategy paper – delivered Results – based Top-ups – Pending Board input
	7. New Fragile States Strategy fully developed – increased financing model agreed; longer-term financing approach designed	Fragile States paper presented to the Board
Objectives	Deliverables	Status of deliverables

# 3:Effectively monitor education plan implementation, communicate results, and promote dialogue around challenges to achieving results	1. Increased monitoring of grant performance	Completed
	2. Analysis of 2011 Joint Sector Review reports to identify key results, barriers to progress, and good practice in overcoming these	Completed
	3. Technical and financial support available to developing country partners seeking to strengthen Joint Sector Review	<u>Participated in JSRs in 2011-2012:</u> Togo, CAR, Malawi, Sierra Leone
# 4:Promote more effective aid through strengthened capacity of LEGs and increased use of more aligned aid modalities	1. Cross-country analysis of good practice in Local Education Groups (LEGs) to facilitate country-level lesson learning	Completed
	2. 3 Regional workshops to facilitate lesson learning among LEGs around effective sector coordination	Rescheduled for Q ⁴ CY-2012 and Q ¹ CY-2013
	3. Technical support available to developing country partners seeking to strengthen the LEG capacity to effectively coordinate sector activities	<u>Countries monitored through field visits in 2011-2012:</u> Mauritania (QAR), Zimbabwe, (LEG support / orientation missions), Chad, South Sudan, Somalia, CAR, DRC, Cambodia, Yemen, Benin, Mali, Rwanda, Uganda, Timor Leste, Papua New Guinea, Kyrgyzstan, Tajikistan, Cameroon

2. Global Good Practices Team

Overarching Objective: Support the Global Partnership for Education's drive for measurable results by: a) defining and tracking results indicators; b) enhancing mutual accountability for the indicators and their financing; and c) sharing knowledge on how to achieve the indicators.

Objectives	Deliverables	Status of deliverables
<p># 1: Provide the information required for effective management of the Partnership and assessment of its value added</p>	<p>1. Finalize and implement monitoring and evaluation (M&E) strategy for the Partnership</p>	<p>Supervision and delivery of outside consultancy on M&E concluded, extensive consultation via committee of institutions in the Board carried out, approach presented and vetted by Board November 2011. Approach presented in complete form in August 2012. Some uncertainties as to "governance" of the process remain</p>
	<p>2. Annual reporting of global and country-level progress</p>	<p>Work on the Results Report 90% concluded within the fiscal year including projections of indicators, past trends in indicators, quality and learning analysis, trends in education ODA, results specific to each country (creating the first database of its kind), and other issues. Draft report prepared by June 2012. Full report by September 2012. Work will move to M&E team after Autumn 2012 (assuming Board approves staffing and funding).</p>

<p># 2: Raise the profile of aid effectiveness in education and support the development of innovative financing and results-based financing mechanisms</p>	<p>1. Support development of innovative financing and results-based mechanisms in education</p>	<p>Innovative finance: moved to the Resource Mobilization team. Results-based finance: concept note prepared, delivered to FAC May 2012, ongoing work.</p>
	<p>2. Prepare for the Fourth High Level Forum on Aid Effectiveness, Busan, 29 Nov. – 1 Dec. 2011</p>	<p>GPE participation in the 4th High-Level Forum (HLF) prepared and organized. GPE spoke on three occasions. Together with AusAID and UNICEF, prepared Statement of Principles for Effective Aid to Education.</p> <p>Survey on aid effectiveness in 39 countries completed, various reports prepared through OECD and GPE itself. Up to 30 French and English country profiles were prepared based on the data from participating Ministry of Education and donor partners. Final report due August 2012.</p>
	<p>3. Support increased engagement of civil society education partners/partnerships through audio-conferences and workshops, supervision of the Civil Society Education Fund (CSEF) project, and collaboration with civil society partners</p>	<p>Ongoing supervision of CSEF, documents discussed and delivered, 3-day visit of the CSEF Management to Secretariat October 2011. Preparation bridge fund to AusAID for US\$5million. Regular updates were provided to Board. October 2011 GPE organized with GEF, PEPFAR, Cities Alliance and GAVI a panel discussion on civil society engagement in global programs and global funds during the Civil Society Policy Forum</p>

# 3: Improve advocacy, knowledge-sharing, and policy dialogue on good practice for better education results	1. Operationalize and implement the Global and Regional Activities (GRA) program	Consultative process developed and finished, with some 20 stakeholders (mostly Board institutions) submitting extensive comments, ideas, proposals; stakeholders meeting held January 2012; operational manual drafted and consulted with Board and other stakeholders; bilateral meetings with Board held; Board consulted in Nov 2011 and June 2012. However, due to various complexities GRA not yet finalized. Plans are to finalize by December 2012
	2. Organize the 2012 Partnership meeting(s)	Cancelled (Chair decision).
	3. Internal and external knowledge-sharing strategy in place and being implemented	Actual strategy not in place yet. However, much knowledge-creation and sharing has actually taken place. See in particular deliverables above.

<p># 4: Reach children left behind and make quality a priority</p>	<ol style="list-style-type: none"> 1. Develop and launch evidence-based policy suggestions in selected developing country partners for provision of service for out-of-school children including children with disabilities 2. Support countries' achievement of learning outcome indicators by sharing knowledge, supporting plans, and generating experiential evidence on how to boost learning outcomes quickly, with a focus on early reading and mathematics 	<p>In-depth pilot experience in Cambodia carried out. Operational manual for carrying out quantitative surveys on out of school children and those with disabilities produced based on the two phase procedure implemented in Cambodia. Data analysis reports (students with disabilities) with links to service provision/planning. A report based on a pilot project to support students with low vision (implemented in Cambodia). Contribution to better measurement of attendance and out of school data via empirical piloting of HH questionnaires.</p> <p>Specific countries supported included The Gambia, Cambodia. Located and started packaging state of the art research knowledge on reading and mathematics. Networked and supported key donors such as AUSAID, Dfid, USAID, UNICEF, and UNESCO. Blogged and wrote papers to disseminate knowledge. Held or presented in multiple workshops such as Kigali (multi-country [26], multi-donor [5]), Bangladesh (Dfid, AUSAID), Addis-Ababa (Dfid), and Washington (USAID) and at international conferences (CIES). Supported precursors of reading and mathematics via collaboration with UNICEF, AKF, OSI, and others, in multi-country (19, EE and CA) ECE workshop in Athens.</p>
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3. Resource Mobilization

Overarching Objectives: Increased financing for basic education in developing country partners and increased funding for the Global Partnership; a reformed and improved Global Partnership presented as an effective, global mechanism to coordinate aid efforts for basic education and to leverage new funds and political support in order to achieve quality basic education in developing country partners.

Objectives	Deliverables	Status of deliverables
# 1: Planning and delivering successful replenishment event	1. Finalize venue and sponsors	Done
	2. Event at Annual Meetings of IMF/World Bank	Cancelled – Focus on UNGA
	3. Event at UN General Assembly	Three events in partnership with others
	4. Finalize all policy papers and replenishment documents	Done
	5. Implement the rebranding strategy preparatory to launch new brand at November replenishment event	Done. New brand approved by Board in August, introduced at UNGA and big roll-out at Replenishment in November
	6. Minimum of US \$1.75billion pledged to the Global Partnership for Education Fund over three years	In progress
	7. At least 5 new donors contributing to the Fund	Not successful in bringing new donors to table, except for the USA
	8. Emerging donors and private sector/foundations start engagement with the Global Partnership at least as observers to replenishment	Big private sector and foundation engagement in replenishment. Some emerging donor interest
	9. Bilateral and other commitments to education financing for developing country partners indicate a net increase in external financing	Unclear whether net external financing increased. 5 donors pledged bilateral increases. Certainly better story than we had expected. Domestic financing and policy pledges impressive
	10. Results-based top-up funding mechanisms agreed and funding committed	As of end of FY still unclear whether Board will support top-up funding. While results a focus of replenishment, this mechanism was not included
	11. New Global Partnership for Education brand successfully launched	Done

Objectives	Deliverables	Status of deliverables
# 2: Following the replenishment event, securing additional funding from emerging donors, foundations and the private sector	1. At least two further non OECD DAC countries commit to funding the Global Partnership by 30 June 2012 following further engagement with the replenishment team after November 2011	Switzerland and EU ACP
	2. Establishment of an education bond, or private equity fund or similar type of innovative funding mechanism to mobilize private sector resources	Work ongoing with OSF/Soros and Qatar. Will take another 18 months to deliver
	3. At least two foundations contributing to Global Partnership over the year	Qatari foundation providing \$45m in aligned funding. Ongoing discussions with other foundations.
# 3: Servicing the donors to the replenishment so they are adequately informed of how their money is being spent and what is being achieved	1. Working closely with the other Secretariat teams to provide donors with quarterly replenishment updates on: <ul style="list-style-type: none"> i) Donor adherence to pledges ii) Key achievements and results iii) Lessons learned 	Monitoring ongoing. Report provided to Board to provide annual pledge report. Lessons learned report prepared by replenishment team for co-sponsors and secretariat

4. External Affairs and Communications Team

Overarching Objectives: Presenting a reformed and improved EFA FTI as an effective, global mechanism to coordinate aid efforts for basic education and to leverage new funds and political support in order to achieve quality basic education in developing country partners.

Objectives	Deliverables	Status of deliverables
# 1: Elevating the profile of EFA FTI publicly and politically, and strengthening the outreach to key constituencies	<p>1. Events to elevate the profile of education and EFA FTI:</p> <p>Supporting advocacy for EFA in general:</p> <ul style="list-style-type: none"> - G8/G20 –related event or roundtable - WEF/Davos - EFA FTI replenishment event - EFA FTI 10 year celebration (multiple events, and publication) <p>Other outreach dates of relevance</p> <ul style="list-style-type: none"> - International Day of people with disability - World Day against Child Labor - International Day on Mother Language - World Teachers Day 	<p>Davos/G8/G20 considered not feasible in light of planning for Replenishment event. Secretariat provided support to events around World Teachers Day, World Day against Child Labor, and events linked to disability and language of instruction.</p>
	<p>2. Outreach materials focusing on central messages: 1) a reformed EFA FTI as an effective partnership and the only global fund for achieving quality basic education for all children; 2) showing results on the ground: children in school and learning; and 3) replenishment materials/kit</p> <ul style="list-style-type: none"> - New basic brochure - New Results Stories - Press releases - New Video/DVD(s) on EFA FTI 	<p>New materials prepared, with heavy focus on rebranding and replenishment</p> <p>One video prepared</p>
	<p>3. Strengthening relations with civil society organizations:</p> <ul style="list-style-type: none"> - Increased and continuous dialogue for both advocacy purposes as well as policy dialogue enlisting CSOs in support of the replenishment strategy 	<p>Done successfully. Managed by resource mobilization team</p>
	<p>4. Preparing for high-level support at many levels:</p> <ul style="list-style-type: none"> - Approach and engage high-level advocates as “ambassadors” for EFA-FTI - Local events used for more public support by EFA FTI Board members 	<p>Not done except for support of rebranding exercise</p>
	<p>5. Support rebranding exercise</p>	<p>Supported throughout (see #1, item2 above, #2 below)</p>

Objectives	Deliverables	Status of deliverables
# 2: A web and social media strategy that reinforces the outreach to core constituencies – as a tool for communications, social networking and knowledge-sharing	1. Website and social media outreach as a fundamental element in external relations: i) supporting events, publications, releases, and videos ii) bi-monthly web-based newsletter iii) monthly feature stories iv) photo essays v) Improved photo bank vi) children’s “corner” on website; feedback from children	Successfully achieved. Social media platforms are fully operational and integrated into our outreach and operations. Children’s outreach will be integrated into activities in the current fiscal year
	2. Website as the most up-to-date source of information, easy to navigate around 4 main areas: 1) partners; 2) results, 3) resources; and 4) media center	Achieved. Website navigation is improved, more easily searchable and with constant updates
	3. Up-to-date mirror site in French	Largely achieved. Mirror French site and blog operational, updated regularly
	4. A continuously updated landing page on the website for replenishment	Achieved, see above
	5. A dedicated place on the website for donors	Partially achieved. Donor landing page is operational, donor profiles will be integrated in current fiscal year
# 3: Creating an effective media strategy, including social media	1. Through a targeted media approach: generate more interest for the EFA Goals, the fast-approaching MDG 2 as the foundation for other developments, and the FTI through high-level events; supported by interactive press releases, social media, and active media pitching (use of an international calendar of events)	Successfully integrated into operations and continues in current fiscal year in collaboration with GPE partners
	2. Local news releases in collaboration with LEGs around endorsement decisions, allocation decisions, grant signing, publications	Achieved
	3. Build-up and maintenance of selected key media, but also major outreach on social media, especially Facebook, Twitter, YouTube	Achieved , social media site redesign complete after rebranding, steady growth in social media audience
	4. Major blogging outreach both internal and external, sustained two-way communication between bloggers and audiences	Achieved and continues in current fiscal year in close collaboration with GPE partners
	5. Use of high-level advocates to generate media interest; proposing media roundtables or one-on-ones in lead up to events or publications (connected with no. 4)	Partially achieved, in support of branding exercise and Kigali early reading workshop
# 4: Support for fundraising campaign	1. To be defined and presented in new replenishment strategy paper at May 2011 Board meeting →Producing materials, increased media and CSO outreach around pledging event (TBC)	Done

5. Finance, Administration, and Board Services Team

Overarching Objectives: Facilitate: i) effective, informed decision making by the Board of Directors; ii) effective functioning of the Financial Advisory Committee; iii) transparent operation of the Global Partnership for Education Fund; and iv) sound and cost-effective operation of the Secretariat.

Objectives	Deliverables	Status of deliverables
<p>#1 Facilitate: i) effective, informed decision making by the Board of Directors; ii) effective functioning of the FAC; iii) transparent operation of the Global Partnership for Education Fund</p>	<p>1. Support the work of the Finance Advisory Committee (FAC), including:</p> <ul style="list-style-type: none"> - Development of Global Partnership for Education Fund decision-making protocols, for approval by the Board - Establishment of FAC guidelines for conducting FAC business - Analysis/comparison of Supervising Entity and Implementer policies and procedures - Supporting process for recommendations to the Board of Directors on portfolio reporting templates and exception reporting - Facilitating FAC constituency communications 	<p>Ongoing; implementation grant decision-making completed; work underway on prioritizing decisions against constrained funds availability.</p> <p>FAC ToRs drafted and approved.</p> <p>Deferred to Q3 & Q4 CY2012 in context of fiduciary standards work</p> <p>Portfolio Report prepared</p> <p>Sharepoint site developed for exchange of documents</p>
	<p>2. Support the work of the Board of Directors including:</p> <ul style="list-style-type: none"> - Delivering high quality logistical support for Board of Directors and other Global Partnership meetings - Providing quality assurance/reviews of Board documents - Supporting Board of Directors decision-making - Facilitating Board constituency communication 	<p>Two Board meetings supported in addition to Replenishment Conference</p> <p>Documents reviewed in advance of all Board meetings</p> <p>Draft decisions prepared as part of Board document preparation (where appropriate); ad hoc support provided in the course of meetings.</p> <p>Sharepoint site developed; constituency meeting delivered for AFR 2 Board constituency in advance of June 2012 Board meeting</p>
	<p>3. Continue work on operational design of the Fund, including integration of FAC processes and schedules:</p> <ul style="list-style-type: none"> - Continue development of operational guidelines 	<p>Country level process guidelines developed and posted; GRA operational manual under preparation.</p>

	- Prepare transfer agreements	Transfer Agreement drafts prepared and circulated to agencies expressing interest. Audio-conference held in April with participants from about 10 agencies.
	- Agree on, and monitor grant implementation, per service standards	Grant implementation standards agreed, monitored continuously
	4. Roll out of application processes and operational guidelines for the Fund to all partners, with focus on LEGs	Operational Guidelines posted to web. Rollout ongoing.
	5. Prepare financial and implementation reports on existing trust funds and implementation reports on the Fund	Done: Quarterly financial reports prepared for CF and EPDF; annual implementation report prepared for CF.
# 2: Sound and effective functioning of the Secretariat	1. Develop, communicate, implement and support Secretariat internal processes	Processes to support rapidly growing Secretariat under preparation, including those targeting cost effectiveness of Secretariat expense decisions.
	2. Deliver on host-agency corporate requirements (human resources, resource management, etc.)	Ongoing

**The Global Partnership for Education Replenishment
Conference
Externally Financed Output Completion Report
11 March 2012**

The first Replenishment Conference of the Global Partnership for Education took place on 8 November 2011. It was hosted by Denmark and co-sponsored by Australia, Ireland, Norway, Sweden, Rwanda and Guyana.

Originally planned for 150 participants, more than 300 attended. The conference featured a total of 60 pledges by donor and developing country governments, multilaterals, and civil society and private sector organizations – all aimed at advancing progress in low income countries on Education for All between 2011 and 2014. A ministerial segment was held in the middle of the day – in a yurt secured specifically for this purpose – and was attended by all participating ministers and heads of agencies. The discussion focused on girls' education.

In the course of the conference:

Developing country partners pledged to increase domestic funding for basic education by more than US\$2 billion and committed to improve education access and quality. All government partners committed to the policy goals of improving progress in girls' education, fragile states, learning outcomes and education access.

Donor partners pledged approximately US\$1.5 billion for the Global Partnership for Education trust funds for the period 2011-2014, and made a commitment to increase bilateral aid for education and improve its effectiveness over the next three years. Fifteen donors – Australia, Belgium, Canada, Denmark, the European Commission, Ireland, Germany, France, Japan, the Netherlands, Norway, Spain, Sweden, the United States and the United Kingdom – pledged new resources to the Global Partnership for Education trust funds.

Civil Society Organizations pledged to monitor the donor partner pledges, provide teacher training and school construction, fight for girls' education and the elimination of child marriage, among other important commitments. The ***Private Sector and Private Foundations*** pledged to commit to improve learning outcomes and literacy outcomes as well as access to education for children in fragile states and to decrease the overall number of out-of-school children through education programs valued at US\$687 million. The value of pledges made by these constituencies totalled nearly US\$2 billion in organizational investments in education programming for the period 2011 to 2014.

International organizations, namely UNICEF, UNESCO and the World Bank, pledged their organizational leadership and financial resources to support the goals of the Global Partnership.

The Replenishment Conference signalled the launch of the Global Partnership for Education replenishment campaign which will last through 2014. Anticipated future annual funding commitments from existing and new donors in 2012, 2013 and 2014, are expected to help bring the Global Partnership for Education trust funds resources to the ultimate target of US\$2.5 billion. New donors, both 'traditional' and 'emerging,' are expected to join the Global Partnership within the next year.

The agenda for the Replenishment Conference is shown in **Attachment 1**. **Attachment 2** is a narrative report prepared by the GPE Secretariat Replenishment Team. It describes efforts undertaken in the lead-up to the Replenishment Conference along with lessons learned in that process. A Replenishment Conference Summary Report, which provides information on pledges by developing country partners, donors, CSOs and international organizations, is under preparation and will be forwarded shortly by the Replenishment Team. Pledge details are available on the Global Partnership for Education website at <http://www.globalpartnership.org/conference-pledges>.

GPE REPLENISHMENT CONFERENCE OVERALL ACTUAL COSTS

The overall cost of the Replenishment Conference totalled US\$607,949.36. While substantial work was undertaken in advance of the conference, this total reflects only those expenditures directly related to its delivery. Table provides a summary of costs by major category of expenditure.

The main categories of expenditure were:

Replenishment Team and Consultants: The Replenishment Team comprised ten staff and consultants, all working on the Replenishment Conference on a part-time basis, and two graduate student interns who were hired for the month of November to assist the team. The team was responsible for preparation of materials and coordination of all activities in the run-up to the conference. With respect to the costs of Replenishment Team members attributed to the Replenishment Conference, for all but two members of the team attributed costs reflect only work undertaken in October, November and December 2011 – the direct lead-up and immediate aftermath of the conference, including preparation of the outcomes report. July through December expenses for two consultant members of the Replenishment Team – the Replenishment Coordinator and the Replenishment Policy Specialist are fully attributed to the Replenishment Conference. Also included are travel, hotel and subsistence expenses of the Replenishment Team travelling to Copenhagen to work on the Replenishment Conference. Although many other GPE Secretariat staff participated in the preparation and delivery of the conference, their costs are not reflected in the total.

Event Logistics: A conference organizer was hired to provide organizational and logistical support for the Replenishment Conference as well as for the GPE Board of Directors meeting. The costs shown in Table 1 reflect only the Replenishment Conference share of the overall conference organizer contract. The conference organizer was responsible for all logistical tasks including among other things, securing and setting-up of the venue (including the yurt), refreshments and meals, reception and registration, boat transportation between the hotel and the event venue, sound and screen systems, conference materials (graphic design, name tags, bags, umbrellas) and for engaging the participation of local school children in the event.

GPE Materials: Stationery, pens, t-shirts, with the new GPE logo.

Airfare, Hotel, Per Diem for Developing Country VIPs: Twenty ministers and other official representatives from developing country partner governments, who were not GPE Board members, participated in the Replenishment Conference. Costs shown on Table 1 reflect their attendance at the Replenishment Conference. All developing country partner GPE Board member costs are excluded (even in instances where the Board member attended the Replenishment Conference in addition to the GPE Board meeting) as are the costs related to the participation of these 20 non-Board member ministers and other developing country partner government representatives in the GPE Board meeting.

Transportation: Bus transportation between hotels and the event venue for Replenishment Conference attendees and transportation to and from the airport for the 20 ministers and other official representatives noted above.

**Table 1
GPE Replenishment Conference Actual Costs**

Expenditure Category	Salaries/Fees	Travel	Other	Total
Replenishment Team & Consultants	219,725.82	77,947.00		297,672.82
Event Logistics			146,806.77	146,806.77
Document Translation			6,807.57	6,807.57
GPE Logo'ed Materials			39,162.20	39,162.20
Airfare, Hotel, Per Diem for Developing Country VIPs		108,000.00		108,000.00
Transportation			9,500.00	9,500.00
Total	219,725.82	185,947.00	202,276.54	607,949.36

GPE REPLENISHMENT CONFERENCE FINANCIAL SUPPORT

Four donor partners – Australia, Denmark, Ireland, and Sweden – pledged a total of approximately US\$ 338,082 in financial support, of which US\$228,512.20 was received at the time of preparation of this report. Pledge information by donor shown in Table 2 below.

Table 2
Summary of Donor Pledges in Support of GPE Replenishment Conference

Donor Pledges	Pledges in Contribution Currency	Pledges in USD equivalent	Funds Received in USD *	USD equivalent of Pledges Outstanding **
Australia	AUD 150,000	159,570.00	0.00	159,570.00
Denmark	DKK 347,000	60,989.00	60,989.00	0.00
Ireland	EUR 50,000	65,362.50	65,362.50	0.00
Sweden	SEK 700,000	102,160.70	102,160.70	0.00
Total		388,082.20	228,512.20	159,570.00

* Currency conversion based on exchange rate on date of funds receipt.

** US\$ equivalent based on exchange rate of 22 Feb 2012

In addition to the above, in its role as host of the Replenishment Conference, the Danish Foreign Ministry provided significant financial and other support for the event. That included the time and effort of the Foreign Ministry staff providing leadership and support leading up to the event, provision of a large and fully-equipped office for the replenishment team during the week prior to the replenishment event and printing of the event agenda, the initial pledging outcomes document, the pledging zone order and other important materials. Denmark also hosted a reception for the attendees of the Replenishment Conference on 7 November 2011.

The difference between the overall cost of the Replenishment Conference and the funding received from the four donor partners was covered by the GPE Secretariat Trust Fund (US\$258,281.43) and World Bank resources allocated to the GPE Secretariat (US\$100,000).