

Approved Decisions and Secretariat Actions Based on Recommendations set out in BOD/2015/10 DOC 06 - Proposal for a More Effective Operational Platform

1. Strengthening education sector dialogue mechanisms and processes, promoting government ownership and inclusiveness, while setting clear expectations and accountabilities in a contextually appropriate manner.

| Decision (1) | Additional Secretariat Actions Planned/Underway |
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| <p>The Board of Directors requests the Secretariat to develop the following for recommendation to the Board:</p> <ul style="list-style-type: none"> • Minimum standards for functions and composition of LEGs and a process for dealing with exceptions to the minimum standards based on country context • Monitoring arrangements for LEG and Sector Dialogue performance through the GPE Results Framework • Mutual Accountabilities of roles and responsibilities to be defined and incorporated into the GPE Charter • Conflict Resolution Process | <p>Improved communication of GPE Charter, including clearer guidelines for their application, and more consistent support to LEGs – Actions in this area to be reported as part of 2016 Annual Portfolio Review</p> <p>The Board may also decide to request the Secretariat to prepare Options and recommendations on potential funding to LEGs and/or Coordinating Agencies.</p> |

2. Ensuring an efficient planning process in order to produce a credible education sector plan.

| Decision (2) | Additional Secretariat Actions Planned/ Underway |
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| <p>Please refer to BOD/2015/10-03 – <u>Strengthening Education Sector Plans</u></p> | <p>Review and make adjustments to guidelines to ensure they are clear and consistent, in particular requiring documentation of a transparent process as part of the evidence of a credible ESP – By December 31, 2015</p> <p>New quality assurance standards and mechanism for ESPs is under development and seeks to ensure clarification on roles, responsibilities, sequencing, and quality assurance milestones. Provides a common methodology for GPE stakeholder engagement, formalizes process and mechanisms to support quality enhancement practices - (for CGPC consideration in October 2015)</p> |

3. Ensuring that the initial ESPIG program design will best support implementation of the ESP.

| Decision (3) | Additional Secretariat Actions Planned/ Underway |
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| <p>The Board of Directors requests the Secretariat to develop a standard process to guide the LEG in facilitating a dialogue to support the government's decision to appoint an SE/ME by December 31, 2015, for approval by the CGPC by no-objection in January 2016; this should be applied to all countries that have not by February 2016 appointed an SE/ME for any upcoming grants.</p> <p>The financing of PFM analysis for the sector where no recent analysis is available should be incorporated into the Education Sector Plan Development Grant Guidelines by December 31, 2015 to enable countries to perform this work and fund it through the Education Sector Plan Development Grant as part of the sector analysis component if needed. (This recommendation does not suggest an increase in the maximum grant amount).</p> | <p>Streamline support to the application of funding model requirements in ESP development and ESPIG application processes: support partners to develop TORs and a roadmap for ESP development (<i>already recommended through new ESPDG template</i>); annual planning and reporting frameworks linked to the national budget and external funding (<i>recommended in ESP development guidance</i>); and based on this, ESPIG applications that address critical issues around modality, choice of SE/ME, and linkage between ESP and ESPIG - Actions in this area to be reported as part of 2016 Annual Portfolio Review</p> |

4. Ensuring GPE terminology around roles related to grant management properly reflect GPE principles, and that financial mechanisms supporting administrative costs are fair and needs-based.

| Decision (4) | Additional Secretariat Actions Planned/ Underway |
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| <p>The Board of Directors replaces the designation of Supervising and Managing Entity with the term “Grant Agent” and requests the Secretariat to revise all relevant governance documents, Financial Procedures Agreements, guidelines, and TORs to reflect the change as soon as practicable.</p> <p>With effect from the second round of applications in 2016, the costs of the Grant Agent to perform the role must be disclosed within the proposal budget and financed from within the overall country allocation.</p> <p>Any requests for revisions to the costs of the Grant Agent after approval by the Board will be subject to the reprogramming provisions outlined in the GPE Policy on Education Sector Program Implementation Grants.</p> <p>Agency fees of the Grant Agent will continue to be additional to the country allocation.</p> | <p>It is not expected that a streamlined approach to administrative costs will increase the overall costs at the global level.</p> |

5. Providing assurance that the organizations selected to be SE or ME have the capacity to perform the role as intended.

| Decision (5) | Additional Secretariat Actions Planned/ Underway |
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| <p>The Board of Directors adopts the provisions of Annex 10 of BOD/2013/11/DOC 6A as minimum standards for all GPE Grant Agents</p> <p>Requests existing Grant Agents of an Education Sector Program Implementation Grant to facilitate the Secretariat’s desk review of their respective organization’s policies and procedures against these standards.</p> <p>Requests the Secretariat to report on the findings of their review to the first meeting of the GEF in 2016 including the responses from Grant Agents as to how they will address any deficiencies identified in minimum standards if applicable.</p> <p>Requests the GEF to make recommendations to the CGPC and/or Board as applicable if it believes any identified deficiency is so significant that it would pose a material risk to grant implementation and/or the use of GPE funds.</p> | <p>(See section below)</p> |

6. Ensuring that the grant application is technically sound, that it can be implemented within the timeframe proposed, that risks are identified and will be managed, and that the budget is as economical as possible.

| Decision (6) | Additional Secretariat Actions Planned/Underway |
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| <p>The Board of Directors notes the agreement within the CGPC to develop a consistent methodology for the review of grant applications, and requests the Secretariat to work with the CGPC to finalize a methodology for CGPC review of applications based on agreed minimum standards, as well as a methodology and process to ensure the Secretariat’s Quality Assurance Review is aligned to these. The Secretariat and CGPC are asked to provide a status update to the Board at its next meeting in December 2015.</p> | <p>Pending Completion of the Updated QAR process, Fiduciary Assurance will be strengthened by increasing the focus on the adequacy of fiduciary arrangements / risk management proposed by the SE/ME, and through a review of the program budget arranged by the Secretariat’s finance team. – The new Quality Assurance Framework will be implemented for all grants from Round 1 2016</p> <p><i>(For information about what is currently covered in the quality assurance review’s phase 2, see BOD/2015/10 DOC 06 annex 3)</i></p> |

7. Ensuring that implementation is on-track, that issues arising during implementation are detected early and resolved, and that results from both grants and the partnership at country level more broadly can be demonstrated across member countries to demonstrate progress towards achievement of GPE strategic objectives.

| Decision (7) | Additional Secretariat Actions Planned/Underway |
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| <p>The Board of Directors requests to Secretariat to develop for Board approval a comprehensive and costed Monitoring and Evaluation Framework for December 2015 followed by the comprehensive monitoring strategy for consideration by the Board at its June 2016 meeting.</p> <p>The Secretariat in consultation with its Grant Agents to finalize minimum reporting standards and adopt a set of core input level measurements for GPE grants (based on the GPE Results Framework) to take effect from the second round of applications for Education Sector Program Implementation Grants in 2016.</p> | <p>Through the Organizational Change process, contact with SE/MEs has increased, allowing issues to be addressed earlier or raised to the management and/or HQ level as needed. The Secretariat at Country Support Management level is establishing quarterly meetings with Management of SE/MEs with multiple grants; and will establish meetings every six months with those managing two grants or less - Implementation as of October 2015</p> <p>Clear process to be developed between the Secretariat and each SE/ME (1) for how to engage when issues arise during implementation to ensure communication is made in a timely manner and agreement is made on necessary actions and responsibilities; and (2) for what the necessary escalation procedures are for issues that cannot be resolved between the Country Lead and program manager. – Status update to Board by December 31. 2015</p> <p>The Secretariat will ensure that there is a clear and transparent schedule of reporting deliverables for all ESPIGs by December 31, 2015 and report these on the country pages of the GPE website.</p> <p>The Secretariat has developed a standard internal operating procedure for review of and preparation of feedback on audit and progress reports, involving the Country Lead, the CST monitoring unit, and the finance team. This introduces a systematic and consistent approach for review and feedback on reports for the first time, with monitoring by Management. – Implementation as of September 2015; Status Update Quarterly from CEO to Board as of October 2015</p> <p>The Secretariat is to ensure it is clear that annual joint sector reviews are mandatory for countries receiving grants based on the new funding model and to monitor and report through the Portfolio Review on an annual basis. - Underway with JSR methodology (see Annex 3)</p> |

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| | <p>Requirement for countries to produce an annual sector progress report is part of the GPE [New] Funding Model and delivery on this requirement will be monitored by the Country Support team and included in the Annual Portfolio Review. Progress in delivery of Annual Reports will be reported to the Board via the 2016 Portfolio Review. The Secretariat has improved support services, including quality assurance of ESP development processes and monitoring of reporting requirements - Progress reported to Board via 2015 Portfolio Review</p> <p>Improved support and guidelines from the Secretariat will help country partners develop comprehensive annual planning and reporting frameworks that include the national budget and external funding. This framework needs to be included in the ESP (as part of the annexed medium term operation plan) and adjusted on the basis of implementation experience. - Progress on implementation to be reported to the Board via the 2016 Portfolio Review</p> |
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8. Cross Cutting Issues and Additional Grant Issues

| Decision (8) | Additional Secretariat Actions Planned/Underway |
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| <p>The Secretariat to develop a costed proposal as to how the Global Partnership can better learn from country-level investments for decision by the Board of Directors at its June 2016 meeting.</p> <p>The Secretariat in consultation with the CGPC and GERF will develop an Operational Risk Platform to support a differentiated risk based approach to its quality assurance and monitoring processes and report on progress to the Board in June 2016.</p> <p>The Secretariat in consultation with the Trustee and relevant Partner agencies will review the current Financial Procedures Agreement and report to the Board of Directors in June 2016 with any recommended changes requiring Board approval to align the FPA with the changes in the Operational Model.</p> | <p>N/A</p> |

9. Additional Recommendation Approved at the May 22-23, 2015 Board Meeting on Defining Circumstances in which an SE/ME is not required for Grant Management

Decision (9)

BOD/2015/05-13–Strengthening the GPE Country-Level Operational Platform (“Workstream 1”): The Board of Directors agrees to the following priorities, in order, in the development of Work Stream 1 of the Strategic Plan 2016-2020:

1. emphasizing the need for improvements in the mechanisms used to administer and manage GPE grants at the country level, the Board requests the Secretariat to work with a representative Board reference group of no more than five Board or Alternate Board Members to:
 - f. by Q2 2016, conduct an initial review of current constraints/opportunities for operating without an SE/ME, including the potential need for establishing a legal entity for the Global Partnership