

REPORT OF THE MEETING OF THE BOARD OF DIRECTORS DECEMBER 5–7, 2017 PARIS, FRANCE



INTRODUCTION

The agenda and documents for the Board meeting can be found on the Global Partnership for Education's (GPE) website. A list of participants can be found in Annex 1.

This report presents a high-level summary of key outcomes and decisions made.

TUESDAY, DECEMBER 5, 2017

The Board Chair, Julia Gillard, called the meeting to order at 9:00 am.

1. WELCOME, AGENDA SETTING AND APPROVAL OF CONSENT AGENDA

1.1 The Board Chair welcomed meeting participants and extended a special welcome to Mr. Jean-Marie Blanquer, Minister of National Education, Government of France.

1.2 The Board Chair further expressed gratitude to the Government of France for its unwavering support to GPE, and for hosting the Board meeting as well co-hosting the upcoming GPE Financing Conference to be held in Dakar, Senegal on February 2nd, 2018.

1.3 The Board Chair noted that the upcoming replenishment is unique. It is the first time that a donor and a developing country will co-host a GPE financing conference, symbolizing the spirit of true partnership, which is the essence of GPE. This replenishment will set the tone for the future. GPE is seeking a significant increase in donor contributions totaling US\$3.1 billion over three years from 2018 to 2020 to fully implement the financing and funding framework and achieve the goals set out in GPE 2020. In practice, the increase would significantly boost GPE's reach and enable the partnership to support up to 870 million children in the world's poorest countries, marking an important change to investments in education. The replenishment targets are ambitious and provide a concrete opportunity for the world to catalyze change and momentum around global education.

1.4 In his opening remarks, Minister Blanquer noted that it is with great pleasure and enthusiasm that President Macron accepted the invitation to host the GPE financing conference, he considers education to be the main building block of development and social growth efforts. Mr. Blanquer further noted that while we should revel in the recent progress made in mobilizing funding for education, more action is required to ensure that tangible goals (such as building additional schools and enabling access for all) and intangible goals related to education (such as transmission of knowledge and values) are met. He noted, therefore, that the stakes for the Dakar financing conference are very high and we must continue to build on this momentum to secure firm commitments with a focus on provision of quality education for all. Minister Blanquer mentioned that several developments are impacting the education sector and shaping education policy today. These include

innovation in cognitive science research related to acquisition of knowledge and transmission of values, as well digital technology that affect curriculum delivery and challenge us to build a humane world amid swift technological advancements. Finally, Minister Blanquer stressed how important it is that each country be the master of their education program and the critical role that countries play in safeguarding this right.

1.5 The Board Chair welcomed meeting participants, including three new Board and Alternate Board members for whom this was their first face-to-face Board meeting:

- Ms. Valerie Carlier, Education Policy Advisor, Federal Public Service, Foreign Affairs, Foreign Trade and Development Cooperation, Belgium, Alternate Board member (Donor 1)
- Ms. Marjeta Jager, Deputy Director General, Directorate-General for International Cooperation and Development, European Commission, Board member (Donor 5)
- Honorable Muhammad Balig Ur Rehman, Minister of State for Federal Education and Professional Training, Pakistan, Board member (Asia and the Pacific).

1.6 The Board Chair also presented Mr. David Boucher, a member of the Executive Board of GBC Ed, and incoming Board member for the private sector and foundations constituency starting January 2018. She noted that for this meeting he is an observer.

1.7 The Board Chair announced that this will be the last Board meeting for Mr. Olav Seim, Board member for Donor 4, and thanked him for his invaluable contribution. Later in the meeting the Board Chair noted it was also the last Board meeting for Mr. Qian Tang, Board member for Multilateral Agency 1, UNESCO, thanking him for his service over the many years to GPE and more broadly the global education community he has helped shape.

1.8 Finally, the Board Chair welcomed Mr. Tareq Al Shehhi as an observer from the Government of the United Arab Emirates, noting that this is the first time that a UAE Government representative has participated in a GPE Board meeting.

Meeting Objectives and Outcomes

1.9 The Board Chair reviewed the agenda and asked for comments, none were received. She reminded the Board that many of the decisions under consideration were the result of the Committee framework which is intended to lighten the workload of the Board and enable more strategic discussions to take place during meetings.

Approval of Consent Agenda (BOD/2017/06 DOC 02)

1.10 The Board Chair reviewed the items on the consent agenda as set out in DOC 03 Rev.2 and asked for any final objections. No objections were made, and the consent agenda was approved.

1.11 The following decisions were approved:

BOD/2017/12-01—June 6-7, 2017 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Ottawa, Canada on June 6-7, 2017 as set out in BOD/2017/12 DOC 03 Annex 1.

BOD/2017/12-02—Vice-Chair Terms of Reference: The Board of Directors:

1. Endorses the proposed Vice-Chair Terms of Reference and the selection process, as presented in BOD/2017/12 DOC 03 Annex 2.
2. Requests the Board to establish a Vice-Chair Nominations Group, with the mandate to oversee the Vice-Chair selection process and provide a recommendation for Board approval no later than April 2018. The Coordinating Committee would be tasked with identifying the members of the Vice-Chair Nominations Group, with appropriate representation including from each constituency category, the Governance and Ethics Committee and the Coordinating Committee, as well as due consideration to gender and North/South balance.

BOD/2017/12-03—GPE Priorities for CEO Performance Feedback: The Board of Directors endorses the proposed GPE Priorities as attached in BOD/2017/12 DOC 03 Annex 3 as the basis for the CEO feedback in 2017-18.

BOD/2017/12-04—Adjustments to the Affirmative Vote Procedure: The Board of Directors:

1. Welcomes progress made with the shift to the Affirmative Vote from the previous non-objection procedure.
2. Noting that the Affirmative Vote procedure is still in its early stage, approves the proposed improvements as set out in BOD/2017/12DOC 03 Annex 4 and requests the Governance and Ethics Committee to report back to the Board in December 2018 on the effectiveness of the procedure, including progress made in the implementation of the adjustments, and recommend further adjustments where necessary.
3. Requests the Governance and Ethics Committee to review the decision rules across the various voting procedures for alignment by end of 2019.

BOD/2017/12-05--Accelerated Funding and the Size of the Variable Part of the ESPIG: The Board of Directors in reference to BOD/2012/11-12-*Guidelines for Accelerated Support in Emergency and Early Recovery Situations (Accelerated Funding)* and BOD/2014/06-02--*Operational Framework for Requirements and Incentives in the Global Partnership for Education Funding Model for the 2015–2018 Replenishment Period*:

1. Notes that when a country receives funding under the Accelerated Funding mechanism, the Maximum Country Allocation (MCA) for an Education Sector Program Implementation Grant (ESPIG) is reduced by the amount of the accelerated funding, up to 20 percent of the MCA.
2. Agrees that in this scenario, the size of the fixed part (70%) and the variable part (30%) of the ESPIG will be based on the remaining MCA.

2. REPORT FROM THE CHIEF EXECUTIVE OFFICER (BOD/2017/12 DOC 02)

2.1 The Chief Executive Officer (CEO), Alice Albright, presented her bi-annual report to the Board as set out in DOC 02.

Discussion:

2.2 During the ensuing discussion, the following key points were raised:

- **Congratulations on the quality of the report:** Appreciation was expressed for the emphasis placed on gender equality and risk management, as well as for progress made

on rolling-out country evaluations.

- **Results achieved:** Congratulations were given on the level of results achieved so far. It was recommended, however, that for those results not met, the Secretariat examine both internal and external capacity to deliver.
- **Efficient and Effective Partnerships:** Several Board members reiterated the centrality of this review given its clear implications on quality assurance, grants, human resources and institutional arrangements. They encouraged the Secretariat to continue to progress on this front with as few delays as possible.
- **Developing Country Partners:** It was noted that at the Developing Country Partners Pre-Board Meeting several DCPs had indicated their interest in replenishment, specifically how it will affect technical financing. The Secretariat was encouraged to continue its outreach and proactive provision of information to DCPs.

The Donor 5 representative, on behalf of the European Commissioner for International Cooperation and Development, announced an additional contribution of €100 million (123 million US dollars) to replenish the Global Partnership for Education on top of the €375 million already committed in 2014. The Commissioner stressed that it is a critical moment for all partners to work together, to reverse the current trend of declining investment in education. This announcement comes two months ahead of GPE's Financing Conference in Dakar, Senegal. The increased funding will help ensure the achievement of the Sustainable Development Goals and the objective of leaving no child behind. EU support to GPE has helped 64 million more children get enrolled in primary school since 2014.

3. REPORT FROM THE STRATEGY AND IMPACT COMMITTEE (BOD/2017/12 DOC 12)

3.1 The Chair of the Strategy and Impact Committee (SIC) and the Secretariat presented the recommendations from the SIC on the Results Report and Costed Management Actions as set out in DOC 12, and provided an update on the Monitoring and Evaluation Strategy.

Update on Results Report and Costed Management Actions

3.2 The Secretariat presented an update on the Results Report and Costed Management Actions. Details are available in the PowerPoint presentation posted on the GPE website.

Discussion:

3.3 The following key points were raised:

- **Results Report:** The completion of the report is a milestone in itself. The Secretariat should be congratulated for placing emphasis on data for learning.
- **Alignment:** Board members noted the importance of carrying out further work on alignment, raised concerns around the framing and measures for indicator 29, and requested clarification on whether it would be possible to revisit this indicator. The Secretariat noted that while it is possible to revisit framing and measures, they recommended waiting until 2020 and, in the interim, ensuring that there is clear messaging and disaggregated data is used to focus the work of GPE in this area.
- **Domestic financing indicator 10:** Several concerns were raised around the

methodology used to calculate domestic financing targets, that the indicator is calculated before inclusion of debt servicing. UIS, it was noted, uses a global indicator on domestic resource mobilization that shows the percentage after debt servicing. Questions on the sustainability of financing at the national level, favorable terms of debt servicing and repayment, tax systems, etc. were also raised. It was further noted that revisiting the 20% indicator might be warranted.

3.4 Later in the meeting, the Board recommended a new decision based on deliberations around Indicator 10 on domestic financing.

Decision:

The Board Chair declared consensus on the following decisions:

BOD/2017/12-14 – GPE Management Proposed Actions in Response to Milestones Missed For 2016: The Board of Directors:

1. Endorses management actions for FY18 in response to the areas for improvement identified in the 2016 Results Report, as well as those that are recommended for the broader partnership.
2. Endorses the proposed approach to the presentation of management actions on a routine basis, beginning with the 2017 Results Report. Proposed management actions to address the areas identified for improvement will be presented alongside the Results Report presentation to the Board, and will be included in the Secretariat’s annual workplan and budget.

BOD/2017/12-21 – Indicator 10 Decision: The Board of Directors requests the Strategy and Impact Committee to review the formula underlying indicator 10 and come back to the Board in 2018 with the results of their review.

4. REPORT FROM THE FINANCE AND RISK COMMITTEE (BOD/2017/12 DOC 04, 05, 06, 07)

4.1 The Chair of the Finance and Risk Committee (FRC) and the Secretariat presented the recommendations from the FRC on the financial forecast, risk reduction and risk finance, risk report and Operational Risk Framework, and the GPE Multiplier. An update on misuse of funds was also presented. Details are available in the PowerPoint presentation posted on the GPE website.

Financial Forecast

4.2 The Chair of the Finance and Risk Committee (FRC) introduced the financial forecast and the Secretariat presented the forecast as set out in DOC 04. Several issues that contribute to the financial forecast were presented including: an overview of the current financial position of GPE; progress on currency hedging and a Euro Fund; prioritizing allocation of resources for 2018-2020; the cap on ESPIGs, and treatment of pledges subject to uncertainty. Details are available in the PowerPoint presentation posted on the GPE website.

Discussion:

4.3 The following key points were raised:

- **Maximum Country Allocations (MCA):** would an increase in the cap impact absorption capacity. It was clarified that the MCA is only an invitation to apply, as

countries still need to meet the domestic resource mobilization and other requirements. The Secretariat also noted that the allocation formula drives funds where there is most need, with the assumption that partners are pragmatic in the size of their ask or duration of the program, therefore minimizing risk linked to absorption capacity.

- **Raising the MCA floor:** Given the proposals on increasing the cap, The Secretariat was encouraged to consider options for raising the MCA floor to ensure that the size of grants is sufficient. The Secretariat responded it would amend the decision language to reflect such request.

4.4 Later in the meeting the Secretariat Chief Finance and Operations officer presented an adjusted decision including a proposal for raising the floor depending on available resources following the Financing Conference and linked to a similar approach to raising the cap. He noted the benefits of having a floor in terms of grant funds being used to leverage or influence systemic change and that larger grants tended to have lower percentage based transaction costs, as evidenced in the Portfolio Review. Raising the floor would only result in a 2% redistribution of resources in terms of the overall funds available for MCAs.

4.5 The chief finance and operations officer noted that under normal circumstances the FRC would be making a recommendation on raising the MCA floor to the Board but given that the data was available, a separate paper on the issue was unlikely to provide any further details.

Decision:

4.6 The Chair declared consensus on the following decision:

BOD/2017/12-18—Financing Options: The Board of Directors:

1. Approves the principles for prioritization of resources in the 2018-2020 period as set out in Annex 3.
2. Authorizes the Finance and Risk Committee to approve the announcement of new maximum country allocations for ESPIG eligible countries expected to have an application approved before the end of 2019 based on a financial forecast to be prepared by the Secretariat immediately following the GPE financing conference.
3. In relation to maximum country allocations for ESPIGs, determines to:
 - a. Maintain the cap of US\$100 million if the amount of funds used to calculate maximum country allocations is less than US\$2.25 billion.
 - b. Increase the cap to US\$125 million if the amount of funds used to calculate maximum country allocations is more than US\$2.25 billion but less than US\$2.75 billion.
 - c. Increase the cap to US\$150 million if the amount of funds used to calculate maximum country allocations is more than US\$2.75 billion.
4. In relation to the minimum allocation size for ESPIGs for countries subject to a floor of US\$1.3 million and US\$5 million respectively, determines to:
 - a. Maintain the minimum allocation size for ESPIGs if the amount of funds used to calculate maximum country allocations is less than US\$2.25 billion
 - b. Increase the minimum allocation size for ESPIGs from US\$1.3 million to US\$2million, and from US\$5 million to US\$7.5m respectively, if the amount of funds used to calculate maximum country allocations is more than US\$2.25 billion but less than US\$2.75 billion.

- c. Increase the minimum allocation size for ESPIGs from US\$1.3 million to US\$2.5 million, and from US\$5 million to US\$10 million respectively if the amount of funds used to calculate maximum country allocations is more than US\$2.75 billion.
5. Endorses the approach used to treat potential donor contributions that are subject to uncertainty for the purpose of forecasting available resources for allocation as outlined in Annex 5.

Risk Reduction and Risk Finance

4.7 The Chair of the Finance and Risk Committee (FRC) introduced the topics of risk reduction and risk finance and the Secretariat presented on these topics, as set out in DOC 05.

Discussion:

4.8 The following key points were raised:

- **GPE comparative advantage:** Several Board members noted that GPE has an important role to play and commended the Secretariat for the visible progress made on this work, including clearly carving out GPE's comparative advantage.
- **Criteria:** Several Board Members requested clarity on the process for developing the criteria, some suggested that demand should be considered a central criterion.
- **Integration with CSP:** Several Board members requested the Secretariat to better articulate how this portfolio of work will relate to the Contribution and Safeguard Policy (CSP) and to discussions on targeted financing. An update on this item at the next Board meeting was suggested.
- **Conflict and resilience:** Several Board members requested that conflict-related risk and the question of resilience also be considered.
- **Coordination with other entities:** The question of alignment and coordination with other organizations operating in the field, such as ECW and UNHCR, was raised. Several Board members encouraged the Secretariat to better articulate these linkages in its next update to the Board.
- **Linkages with KIX:** Further clarification was sought on the linkages between this portfolio of work with existing tools including the Knowledge and Innovation Initiative.

Decision:

4.9 The Chair declared consensus on the following decision:

BOD/2017/12-06—Risk Reduction and Risk Finance for Education—The Board of Directors instructs the Secretariat to:

1. Support the integration of disaster risk reduction, analysis, and planning as part of the Education Sector Plan development process as set out in BOD/2017/12-DOC 05 Option 1 and in alignment with national priorities.
2. Develop a Risk Reduction and Risk Finance Approach, including to supplement the education sector plan development process with risk measurement and risk mitigation for natural disaster risks in a small number of countries as set out in BOD/2017/12-DOC 05 Option 1.

3. Elaborate an approach to evaluation and transparent criteria for inclusion, and mandates the FRC to review these.

Risk Report and Operational Risk Framework

4.10 The Chair of the Finance and Risk Committee (FRC) and the Secretariat presented the risk management report, set out in DOC 06, as well as the Operational Risk Framework, set out in DOC 07.

Discussion:

4.11 The following key points were raised:

- **Risk 1.1.6 (IFFED):** Several Board members commented on the level of risk associated with IFFED, with some indicating their agreement, especially in view of complementarity with the multiplier, while others noted that the level of risk is inconsistent with progress made and should therefore be revised. Recommendations from the FRC regarding alignment with IFFED were also raised.
- **Secretariat capacity:** Board members suggested that the level of risk should be revised at a later stage, when there is greater clarity on replenishment outcomes. One Board member noted that they had expected to see more actions proposed to manage residual risks associated with Secretariat capacity;
- **Grant agents:** Board members noted their support for greater diversification and a request was made to link this risk to the discussion on efficiency.
- **Country-level:** The Secretariat was encouraged to look at risk ownership at the country-level.
- **Domestic Financing risk and indicator 10:** One Board member raised concerns about the risk associated with domestic financing and the framing of indicator 10.

Decision:

4.12 The Chair declared consensus on the following decision:

BOD/2017/12-07—Risk Management Report - The Board of Directors:

1. Endorses the changes to the Risk Matrix, including modification of risks, revisions to the overall score of some risks, update on current mitigations actions and addition of future mitigation actions, as presented in BOD/2017/12 DOC 06 Annex 1.
2. Requests the Secretariat to review the Risk Management Policy, including further clarification of the risk ownership and to report back to the Finance and Risk Committee by April 2018.

Update on Misuse of Funds

4.13 The Secretariat presented an update on misuse of funds noting that only one new case was identified. The Partnership will continue to regularly monitor and report on these and any new cases of misuse.

5. GPE MULTIPLIER (BOD/2017/12 DOC 18)

5.1 The Chair of the Finance and Risk Committee (FRC) introduced the GPE multiplier, and the Secretariat presented the recommendations from the FRC and the GPC as set out in DOC 18.

Discussion:

5.2 The discussion on the GPE Multiplier recommendation was held the following day. The following key points were raised:

- **Co-financing and additionality.** It was noted that pledges of co-financing are challenging in that they are not always reliable and financing partner support is not always on budget. Several Board members noted the challenge of determining whether co-financing was truly additional. Further work on and assessment of additionality was widely supported. It is important to be consistent and predictable on how additionality is determined. The FRC Chair confirmed that the issue of additionality was part of the FRC work plan. A Board member also noted that it is challenging to determine the minimum size of co-financing needed to incentivize change. One Board member recommended a high co-financing bar given the demand for the Multiplier is higher than the available resources.
- **Eligibility.** One Board member noted that should the Multiplier Fund be significantly scaled up; the Board could consider broadening eligibility. The Board Chair noted that as experience is gained with the Multiplier mechanism and lessons are learned, the Board could reconsider this. Another Board member noted that the Board had already invested considerable time in the discussion on eligibility and to not task the Secretariat to do further analysis in the area of eligibility.
- **Indebtedness.** A Board member expressed concern that per the Board paper, five of the proposed Multiplier recipients were leveraging funds by using concessional loans and requested that any Multiplier application be fully transparent in how and by how much the debt is increased by these additional funds and accompany that by a risk rating. In addition, there should be detail on how the concessional loan is going to be repaid and against what rates. There should be full transparency to the LEG on concessional loans.
- **Coordination with ESPIG.** A Board member emphasized that the Multiplier application should be submitted simultaneously with the ESPIG application in a fully coordinated process, including LEG endorsement of the Multiplier. It should not be used to strengthen for-profit education. The Secretariat confirmed that it was transparent and consistent in assessing Expressions of Interest and ensuring LEGs are driving the Multiplier grants. In addition, the GPC would vet Multiplier applications in the same manner that it vets ESPIG applications. It was suggested the Multiplier guidance should be more explicit on LEG involvement. The Secretariat confirmed that the process for the Multiplier was the same as for the ESPIG.

5.3 Later in the meeting the Secretariat presented the proposed decision.

Decision:

5.4 The Chair declared consensus on the following decision:

BOD/2017/12-11—GPE Multiplier Maximum Country Allocations: The Board of Directors:

1. Approves the list of Maximum Country Allocations (MCAs) for the countries outlined in the table below. The MCAs will remain valid through the final funding round of 2018 unless otherwise adjusted by the Board, and will be subject to the requirements of the *Operational Framework for Requirements and Incentives in the GPE Funding Model* (Funding Model). MCAs are also subject to the relevant requirements of the Multiplier mechanism. For countries with an existing MCA, the amounts below are additional.

Country	ESPIG MCA (All amounts in US\$ Millions)	Multiplier MCA	Total MCA	Estimated Additional Co- Financing from Partners
Ghana	5.7	15	20.7	50
Kyrgyz Republic	0	5	5	50
Nepal	5.6	15	20.6	69
Senegal ^[1]	19.8	10	29.8	35.9
Uzbekistan	0	10	10	30
Zanzibar ^[2]	0	2.5	2.5	16.7
Zimbabwe ^[3]	0	10	10	43.5
Total	31.1	67.5	98.6	295.1

2. Requests the Secretariat to develop options for review by the Finance and Risk Committee and for their subsequent recommendation to the Board on the expansion of the Multiplier. The paper should include consideration of potential changes to eligibility, allocation, and modifications to improve the efficiency and effectiveness of the process. It should take into consideration lessons learned on the process to date from the relevant Committees and Partners involved, the projections of available resources arising from the GPE Financing Conference, and the evaluation of the Multiplier.

6. EDUCATION CHALLENGES IN THE SAHEL

This interactive session featuring several presenters representing the GPE partnership focused on the situation in the Sahel and actions undertaken by partners in the education sector. The aim of the session was to describe how this regional crisis affects millions of people, especially children, and how partners can unite in a partnership approach to improve the situation on the ground. Details are available in the PowerPoint presentation posted on the GPE website. The Board of Directors appreciated the opportunity to discuss country-facing work.

7. ACCOUNTABILITY REPORT ON EDUCATION

Minister Plenipotentiary Luigi De Chiara, Head of the Multilateral Unit of the Development Cooperation DG of the Italian Ministry of Foreign Affairs and International Cooperation and Chair of the Accountability Working Group under the Italian G7 Presidency of 2017 presented the G7 Accountability Report on Education. The Report can be accessed [here](#). The Board of Directors

^[1] Eligibility exception endorsed by FRC

^[2] Will be combined with an application for variable funding from an existing approved MCA. Eligibility exception endorsed by FRC

^[3] Will be combined with an application for variable funding from an existing approved MCA. Eligibility exception endorsed by FRC

applauded the work carried out under the leadership of the Italian chairmanship and the important emphasis on education. The Minister noted that he would be using the opportunity of the host's reception on Tuesday evening to officially handover the report to the representative of the Government of Canada which takes over the G7 Chairmanship beginning 2018.

WEDNESDAY, DECEMBER 6, 2017

8. REPORT FROM THE STRATEGY AND IMPACT COMMITTEE CONTINUED (BOD/2017/12 DOC 09)

Knowledge and Innovation Exchange

8.1 The SIC Chair and Secretariat presented an update on the Committee discussions and recommendations for the Knowledge and Innovation Exchange (KIX). This included an overview of the proposed structure, launch and operationalization of KIX as set out in DOC 09. The SIC Chair noted that the Committee spent significant time reflecting on which themes should be included initially under KIX. The Committee decided to go with the Secretariat's recommendation of early childhood education, data systems, learning assessment, and gender. This was largely based on the findings of the Results Report; and acknowledging where GPE already has work on-going and there is a clear opportunity to step ahead.

Discussion:

8.2 During the ensuing discussion the following points were raised:

- **Inclusion of teaching and learning, and out of school children in first KIX themes.** A number of Board members requested that the first themes included under KIX be expanded to include teaching and learning, and out of school children. Several Board members representing developing country governments cited the statistic that there are over 260 million children out of school which is a huge challenge for their governments, and one where knowledge sharing and innovation is essential.
- **Support for the iterative approach.** Other Board members supported the proposed iterative approach to the roll out of KIX noting that the Board was always asking the Secretariat to prioritize. Additional themes could be included under KIX once the mechanism had demonstrated success.
- **Timeline, budget, and staffing for KIX.** Several Board members had questions regarding the timeline for KIX development and when their constituencies would have an opportunity to engage. Some Board members asked what the initial \$60 million requested for KIX would be used for and whether the proposed staffing was aligned with requests made under the HR Plan.
- **Delegation of decision-making to the Committee.** With regards to the consultation and decision process envisioned for the design and roll-out of KIX, the Secretariat confirmed that the constituencies would be consulted on the work delegated to the SIC: a Board webinar would be organized and there would be a request to the Board for written inputs. The Board could further weigh in through the SIC. The SIC Chair added that the Board would receive a notification when significant Committee documents become

available. The Chair added that the Coordinating Committee would receive routine progress updates. One Board member noted that while empowering Committees is the right direction of travel, authorizing a Committee to decide on a US\$1.5 million investment was a significant delegation. He requested that the Secretariat ensure that the Committee papers are provided in a timely manner to ensure sufficient time for constituency consultation. He suggested that if the consultation does not work well, the work come back to the Board.

8.3 After additional conversations both on the margins of the meeting and the following day, the Secretariat presented adjusted decision language. This included launching KIX with the learning exchange serving as a broad platform and clearinghouse for *all* knowledge and innovation exchange across the partnership; and with the knowledge and innovation grants focused initially on four themes. Two additional themes would be added in CY 2019, teaching and learning and equity and inclusion (which includes out of school children).

Decision:

8.4 The Chair declared consensus on the following decision:

BOD/2017/12-19—Knowledge and Innovation Exchange: The Board of Directors:

1. Approves the design features for the GPE Knowledge and Innovation Exchange (KIX) aimed at accelerating progress towards GPE2020, and longer term realization of 2030 Sustainable Development Goals. KIX will enhance the production, exchange and utilization of knowledge, innovation and good practices across the Global Partnership, with the Goal, Objectives, Components and Theory of Change (including operational components) as stated in BOD/2017/12 DOC 09.
2. Agrees that the KIX funding will start with four initial themes: Learning Assessment Systems, Early Childhood Care and Education, Gender Equality, and Data Systems for launch before the end of calendar year 2018.
3. Approves the launch of two additional themes for KIX funding: equity and inclusion, and teaching and learning in calendar year 2019.
4. The Learning Exchange will support knowledge and innovation exchange across the Global Partnership and support all partners to learn from one another's experience on issues relevant to the GPE Strategic Plan. DCPs are encouraged to contribute to the learning exchange.
5. Recognizing that the Board has agreed to the two main components of the KIX and the core design principles captured in BOD/2017/12-09, requests the Strategy and Impact Committee to oversee the development of a detailed design blueprint for the learning exchange and knowledge and innovation funds, ensuring that there are robust opportunities for all constituencies to substantively engage in the design process.
6. Delegates authority to the Strategy and Impact Committee to oversee the launch of KIX up to the end of December 2018, which would include:
 - a. Approving the criteria and procedures for selection of the grant agent(s);
 - b. Approving the design blueprint and grant allocations for the approved themes;

- c. Agreeing to selection criteria and procedures for soliciting and reviewing competitive calls for funding under each thematic area;
 - d. Approving the approach to reporting, results monitoring, evaluation, risk management, and grant extension or restructuring.
7. Approves a budget request of US\$1.5 million as an initial allocation from the KIX envelope to cover initial administrative and operating costs and to support further technical design work needed to launch KIX over a 12-18-month period.

9. REPORT FROM THE GRANTS AND PERFORMANCE COMMITTEE (GPC/2017/12 DOC 13, 14, 15)

9.1 The Board Chair invited the GPC Chair to present the report of the Grants and Performance Committee.

9.2 **GPC Update:** The GPC Chair updated the Board on the work of the GPC since the December 2016 Board meeting, which consisted of three audio calls and two face-to-face meetings during which the Committee approved the revision and or extensions to the following ESPIGs: Democratic Republic of Congo, Mauritania, Madagascar, Nicaragua, South Sudan, and Uganda.

9.3 **ESPIG Quality Assurance and Removing Barriers to Co-Financing.** With regards to the grant applications for consideration, the GPC Chair noted that this was the third round for which the GPC had used its standard methodology for assessing grant applications. Further, in response to the decision in the Financing and Funding Framework that called for the removal of barriers to co-financing, the GPC reviewed a proposal from the Secretariat that would minimize transaction costs and reduce duplication of work for grant agents. She noted that the Committee appreciated the proposal and will consider a more detailed proposal at its January 2018 meeting.

Burkina Faso Education Sector Program Implementation Grant

9.4 The GPC Chair presented the application from Burkina Faso for an education sector program implementation grant (ESPIG). She noted that the GPC had a robust discussion and found that the application met the funding model requirements for the fixed and the variable part of the MCA. They recommended approval of the requested allocation, as set out in DOC 13. Details of the presentation are available in the PowerPoint presentation posted on the GPE website.

Discussion:

Prior to the discussion, the Board Chair noted the conflict of interest of the Chair of the Finance and Risk Committee, France, Donor 5, as grant agent for the Burkina Faso Grant.

9.5 Board members supported the recommendation. During the ensuing discussion, the following key points were raised:

- Regarding displaced populations in Burkina Faso, a Board member encouraged Burkina Faso to consider issues around resilience-building for grant implementation in the event of additional displacement; and to consider the link between humanitarian support and development.
- A concern was raised that teacher organizations were not included in consultations of the

local education group.

- With regards to girls' education, a Board member noted that the enrolment of girls in secondary education needs attention.
- A Board member emphasized the concern raised by the GPC about the significant drop in education expenditures, which would be monitored by the GPC.

9.6 The GPC Chair responded that the recommendation could be adjusted to include comments on the involvement of teacher organizations in the LEG, the importance of linking the humanitarian response to development, and girls' enrollment in secondary education. The manager of the Country Support Team added that the Secretariat could also play a facilitation role to address them.

9.7 The Board Chair noted consensus on the recommended decision with the adjustments (set out in Annex 1 to BOD/2017/12 DOC 13 Rev. 1).

Decision:

9.8 The Chair declared consensus on the following decision:

BOD/2017/12-08–Approval of Allocation for an Education Sector Program Implementation Grant to Burkina Faso: The Board of Directors with respect to the application submitted in the third round of 2017:

1. Notes compliance with the requirements for accessing the fixed part of the maximum country allocation, as described in the application and summarized and assessed in Annex 2 to BOD/2017/12 DOC 13 Rev. 1.
2. Notes compliance with the incentives for accessing the variable part of the maximum country allocation and approves the indicators on Equity, Efficiency, and Learning and their means of verification, as described in the application and assessed in Annex 2 to BOD/2017/12 DOC 13 Rev. 1.
3. Approves an allocation from GPE trust funds for an Education Sector Program Implementation Grant (ESPIG), as described in the application submitted and summarized in Table 1 in BOD/2017/12-08 3 (c), subject to:
 - a. Availability of funds.
 - b. Board decision BOD/2012/11-04 on commitment of trust funds for ESPIGs in annual installments.
 - c. GPC recommendations for funding include (all amounts in US\$):

Table 1 Application Summary and GPC Allocation Recommendations for an ESPIG in US\$:

	Country	Burkina Faso
a.	Maximum Country Allocation	33,800,000
b.	Allocation Requested (100%)	33,800,000 ¹
c.	Fixed Part	23,660,000
d.	Variable Part	10,140,000
e.	Allocation Recommended by GPC	33,800,000
f.	Grant Agent	French Development Agency (AFD)
g.	Agency Fee % - Amount	3.74%– 1,263,690
h.	Period	4 years
i.	Expected Start Date	March 31, 2018
j.	Variable Part Disbursement Modality	Ex-Post
k.	Funding Source	GPE Fund

4. Requests the Secretariat to:

- a. Include in its notification to Burkina Faso, the relevant grant agent and coordinating agency, for distribution to the local education group (LEG) of the approval of the allocation and the expected timeframe for signing of the Grant Agreement and grant effectiveness, as applicable, the conditions, requests for report-back, and observations on the program as recommended by the GPC and adjusted by the Board and set out in Annex 1 to BOD/2017/12 DOC 13 Rev. 1.
- b. Include an update on the issues listed as “conditions” and “report back” in the annual Portfolio Review in accordance with the specified timeline.

Zanzibar Education Sector Program Implementation Grant

9.9 The GPC Chair presented the ESPIG application from Zanzibar. She noted that the GPC found that the application met the funding model requirements for accessing the allocation and recommended its approval, as set out in DOC 14. Details of the presentation are available in the PowerPoint presentation posted on the GPE website.

Discussion:

Prior to the discussion, the Board member representing the Swedish development agency, SIDA (Donor 2) declared a conflict of interest as grant agent for the Zanzibar ESPIG.

9.10 The following key points were raised:

- In the context of the domestic financing requirement, a Board member inquired how the calculation of expenditures on education for meeting the funding model requirement on domestic financing compares to the calculation of Indicator 10 in the GPE Results Framework on developing partner country domestic financing pledges. The Secretariat responded that since 2015 when the current funding model became effective, the calculations for purposes of meeting the funding model requirement have varied from country to country. In 2016, the Country Grants and Performance Committee determined

¹ Includes US\$560,000 for the cost of the grant agent to perform its roles and responsibilities (formerly supervision fees). Per decision BOD/2015/10-02 supervision fees are funded from the maximum country allocation effective from the second funding round of 2016.

that going forward, it would consider the recurrent budget given the fluctuation in capital expenditures and had started communicating that to countries. However, the Secretariat noted that flexibility was due to countries that were already in the application process at the time the Committee changed its approach and the new approach had not been applied retroactively. The Board Chair added that calculation of domestic financing expenditure was not for Board consideration at this time.

- A Board member who served on the GPC acknowledged the work of the GPC Chair, noting that the Committee receives clear information from the Secretariat, enabling swift decision-making.

Decision:

9.11 The Chair declared consensus on the following decision:

BOD/2017/12-09-Approval of Allocation for an Education Sector Program Implementation Grant to Zanzibar: The Board of Directors with respect to the application submitted in the third round of 2017:

1. Notes compliance with the requirements for accessing the fixed part of the maximum country allocation, as described in the application and summarized and assessed in Annex 2 to BOD/2017/12 DOC 14.
2. Approves an allocation from GPE trust funds for an education sector program implementation grant (ESPIG), as described in the application and summarized in Table 1 in BOD/2017/12-09 2 (c), subject to:
 - a. Availability of funds.
 - b. Board decision BOD/2012/11-04 on commitment of trust funds for ESPIGs in annual installments.
 - c. GPC recommendations for funding include (all amounts in US\$)

Table 1 - Application Summary and GPC Allocation Recommendations for an ESPIG in US\$:

Zanzibar		
a.	Maximum Country Allocation	8,230,000 ²
b.	Allocation Requested (70%)	5,761,000 ³
c.	Fixed Part	5,761,000
d.	Variable Part	n/a
e.	Allocation Recommended by GPC	5,761,000
f.	Grant Agent	Swedish International Development Cooperation Agency (SIDA)
g.	Agency Fee % - Amount	-

² Zanzibar is semi-autonomous from the United Republic of Tanzania. In accordance with the Board’s decision on federal systems (BOD /2012/06-05), the Governments of Tanzania Mainland and Zanzibar agreed to divide the maximum country allocation of US\$82.3 million, granting 10% of the MCA to Zanzibar and the remaining 90% for the Mainland.

³ Includes US\$300,000 for the cost of the grant agent to perform its roles and responsibilities (formerly supervision fees). Per decision BOD/2015/10-02 supervision fees are funded from the maximum country allocation effective from the second funding round of 2016

h.	Period	4 years
i.	Expected Start Date	April 1, 2018
j.	Funding Source	GPE Fund

3. Requests the Secretariat to:

- a. Include in its notification to Zanzibar, the relevant grant agent and coordinating agency, for distribution to the local education group (LEG) of the approval of the allocation and the expected timeframe for signing of the Grant Agreement and grant effectiveness, as applicable, the conditions, requests for report-back, and observations on the program as recommended by the GPC and set out in Annex 1 to BOD/2017/12 DOC 14.
- b. Include an update on the issues listed as “conditions” and “report back” in the annual Portfolio Review in accordance with the specified timelines.

Liberia Education Sector Program Implementation Grant

9.12 A Board member requested an update on the Liberia ESPIG, which was approved by the Board during an audio call on September 29, 2017 (decision BOD/2017/09-01) while the public announcement of the approval was delayed until after the national election in Liberia. The Secretariat responded that while the election had taken place, a complaint had been submitted to the Supreme Court, which was still in the process of considering the matter and so the notification was on hold. The Secretariat noted that further delaying the communication was putting the significant education reforms in the country at risk and had planned on bringing the issue to the Board’s attention during the Board meeting.

9.13 The Board Chair inquired whether Board members opposed to lifting the restriction on the public announcement of the approval of the grant. A Board member noted that endorsement of lifting the restriction depended on the notification of the approval not influencing any re-election.

9.14 The Chair requested the Secretariat to provide more specificity later in the meeting for Board consideration.

9.15 Later in the meeting, the Chair requested Board approval to lift the restriction on the announcement of the approval of the Liberia ESPIG.

9.16 CSO1 expressed discomfort with the recommendation, noting that the Board didn’t have advance notice of the recommendation and thus Board members hadn’t had time to consult with constituency members. The CSO1 representative requested it be recorded in the meeting summary that their constituency abstained from the decision-making.

9.17 A couple of constituencies also expressed discomfort with the unexpected recommendation. Two supported CSO1 and abstained from the decision. Noting that several constituencies had expressed support for the recommendation, the Board Chair asked if any constituencies opposed the recommendation. As no constituency expressed opposition, the Board Chair deemed the decision approved with all four constituency categories included in the decision-making, in accordance with the Board Operating Procedures. The Board Chair further noted that there was no other precedent of a grant being delayed due to an election process.

Decision:

9.18 The Board approved the following decision:

BOD/2017/12-XX–Approval of Allocation for an Education Sector Program Implementation Grant to Liberia – The Board of Directors in reference to BOD/2017/09-01 and the Board decision to delay the notification of grant approval until after the election:

1. Recognizes that the prolonged process around the election risks delaying implementation of key education reforms if grant notification is further delayed.
2. Requests the Secretariat to formally notify the country of the allocation.

Domestic Resources, Monitoring of Commitments and Consequences When Commitments to GPE Are Not Met

9.19 The GPC Chair presented the GPC recommendation on domestic resources, monitoring of commitments and consequences when commitments are not met as set out in DOC 15. A summary of the presentation may be found in the PowerPoint posted on the GPE website.

Discussion:

9.20 The following key points were raised:

- To strengthen domestic financing commitments, the Minister of Finance should be involved in addition to the Minister of Education in the discussions as the Minister of Finance controls the budget.
- While acknowledging that imposing consequences on a country's next grant as opposed to the one that they are currently implementing is a pragmatic approach, two Board members noted that it effectively lowered the effect of GPE's results-based funding model.
- A Board member noted that through the Advocacy and Social Accountability mechanism and other instruments, civil society should be engaged to assist with tracking and monitoring domestic financing.

Decision:

9.21 The Board Chair declared consensus on the following decision:

BOD/2017/12-10–Resource Commitments by Developing Country Partners for ESPIGS: The Board of Directors in reference to BOD/2017/03 7.b.1-Financing and Funding Framework:

1. Notes that the provisions on verification, monitoring and consequences in the *Operational Framework for Requirements and Incentives in the Funding Model of the Global Partnership for Education* (Funding Model) are no longer fit for purpose, nor helpful to countries in mobilizing and monitoring more and sustainable domestic financing for education, especially those countries in fragile and conflict situations where budget realities are particularly challenging.
2. Agrees that domestic financing commitments are monitored and reported through established mechanisms, specifically the Operational Risk Framework and Portfolio Review.
3. Agrees that the assessment of delivery on domestic financing commitments takes place through the established process for considering the funding model requirements in the upstream grant approval process for the next grant, with the government responsible for

providing sufficiently strong justification in cases where commitments linked to the previous grant are not met.

4. Where there is no robust justification, requests the Grants and Performance Committee in its recommendations to the Board on ESPIG applications for the next funding period to consider whether there is a need for the proposed grant budget to specifically address underlying issues that hinder domestic financing allocation and expenditure, or whether, in exceptional cases, to not recommend a new allocation.
5. Requests the Secretariat to revise the provisions on verification, monitoring and consequences for non-delivery in the Funding Model accordingly and further elaborate where needed, including ensuring adaptations around the requirements for countries in fragile context are provided for, for the Grants and Performance Committee's review and Board decision in June 2018.
6. Noting the GPE principle of mutual accountability, calls on GPE Partners from all constituency categories to prioritize delivering on their commitments.

10 EFFECTIVE AND EFFICIENT PARTNERSHIP UPDATE

10.1 The Secretariat reviewed progress on the effective and efficient partnerships work stream as requested by the Board in December of 2016 (BOD/2016/12-19) and March of 2017 as part of the Financing and Funding Framework (BOD/2017-03-06). This included a review of GPE country level processes and partnership roles to ensure effective and efficient implementation of GPE2020; and an overview of related work on country-level processes. Details of the presentation are available in the PowerPoint presentation posted on the GPE website.

Discussion:

10.2 Key discussion points included:

- **Support for Review.** Board members noted that a holistic review is important, timely and necessary to clarify the function of the Secretariat and all partners. Board members expressed an interest in participating and contributing to the effort, including donors who have significant relationships, partnerships and investments at country-level.
- **Progress to date, Terms of Reference, Inception Report.** Some Board members expressed surprise that the Secretariat had advanced the work to the extent it had and several requested to see the terms of reference for the review. The Secretariat responded that unlike other FFF deliverables, the efficient and effective partnership deliverable had not had a Committee assigned to oversee it. In absence of that oversight by a Committee, the Secretariat had proceeded following up on the Board request at the same time as many other FFF deliverables and based on the Board-approved budget for the review. The GPC had only recently agreed to take on oversight of the work stream. The Secretariat noted it could share the terms of reference and add to them if needed, but that the inception report would provide greater detail and input could be incorporated during its review. The Secretariat noted that it would email the inception report to the Board and request feedback at the same time that the report is shared with the GPC. The Secretariat added that the Board would need to manage expectations with regard to the review, given the Board had only allocated a modest budget and a quality firm had been contracted only recently to deliver an inception report in very little time.

- **Suggestions for review.** Suggestions from Board members with regards to the review included:
 - That is important to work with partners to reduce transaction cost and duplication of work and further address the issue of co-financing.
 - Consider gender equality in country-level processes, including but not limited to LEG membership
 - Consider developing country partners separate from the LEG.
 - Use the review as an opportunity to raise the visibility of GPE at country-level and develop a communications policy to ensure GPE is given credit for disbursing the funds used in country, and not the grant agent.
 - That the review be renamed to indicate its relevance to the partnership at country-level rather than global level.
 - Include a review of the terms of reference for partner institutions, including at individual level such as the grant agent lead, a role which can differ depending on country context.
 - Refrain from preformulated ideas and instead compile inputs for Board discussion: similar reviews in the past have not proved very useful and the partnership is more about relationships, attitudes and behaviors rather than mechanisms.
- **GPC Workload.** A Board member noted that the Board should be realistic about the timeframe given the GPC workload generally and that the GPC should inform the Board if it needs more support.

10.3 The Chair concluded that it would be important to have as wide an input as possible.

11. BOARD EXECUTIVE SESSION

11.1 The Board Chair invited the Board into executive session on two days, to discuss the papers on Institutional Arrangements, the Human Resources Plan, and an update on the ECW hosting progress. In addition to Board and Alternate Board members, she invited the CEO, the chief finance and operations officer, the Committee Chairs, David Boucher as the incoming Board member of the Private Sector and Foundations constituency, Veronica Chau from Dalberg on the HR Plan (first executive session only) given prior work which was a major source of input, and a representative from the Trustee.

Human Resources Plan

11.2 The CEO provided an overview of the key aspects of the HR Plan.

11.3 The following decision was passed.

Decision:

11.4 The Board approved the following decisions:

BOD/2017/12-15—Human Resources Plan: The Board of Directors:

1. Welcomes the Secretariat's efforts to provide greater visibility and predictability on potential human resource requirements to support implementation of GPE2020 over the 2018-2020 period.

2. As set out in Annex 1 of BOD/2017/12/DOC 19:
 - a. Approves the extension of four temporary (one year) positions previously approved under the GPE Replenishment Surge budget through 31 December 2018.
 - b. Approves three additional positions to recruit a deputy CEO, country portfolio team lead, and a senior specialist for Knowledge and Innovation Exchange.
3. Requests that any further staffing increases be incorporated into the scheduled annual budget and work plan process, and should be guided by the key shifts set out in the HR Plan, the Board's deliberations on the Plan, the outcome of the GPE Financing Conference, further clarity on Education Cannot Wait hosting arrangements, institutional arrangements, and the work on effective and efficient partnerships at country level.

Institutional Arrangements

11.5 The Chief Finance and Operations Officer provided an overview of the paper on institutional arrangements

Decision:

11.6 The Board approved the following decision:

BOD/2017/12-17—Institutional Arrangements: The Board of Directors requests the Secretariat in consultation with the World Bank to prepare a paper for the Board's consideration by June 2018 presenting an analysis of options for any required changes to GPE's institutional arrangements deriving from the GPE's evolving mandate, strategy, and business needs. The paper should consider the implications of the outcome of the GPE financing conference, potential human resource requirements for GPE over the 2018-2020 period, the ongoing World Bank Trust Fund reform process, progress on currency hedging solutions, and the latest information on ECW hosting.

Operating Expenses

11.7 The Board noted the Secretariat's explanations that additional costs may be incurred related to external support required to complete the effective and efficient partnership review, any decision to hold a Board retreat, decisions on institutional arrangements paper, and HR recommendations. The Secretariat will make best efforts to ensure that any incremental costs are absorbed within the existing operating expenses budget.

11.8 The Board requested that should the Secretariat make such a request to FRC, that the relevant paper be made available to the Board at the same time as the FRC to allow for timely input through the relevant constituency representatives on the FRC.

11.9 The Board passed the following decision:

BOD/2017/12-16—Operating Expenses: The Board of Directors:

1. Requests the Secretariat to make best efforts to absorb any incremental operating expenses as a result of implementing actions related to the effective and efficient partnership review, institutional arrangements, and human resource decisions within the existing FY18 operating expenses budget.

2. Further delegates authority to the Finance and Risk Committee to review and approve an increase not to exceed US\$1 million to the FY18 budget at its April 2018 meeting should the need arise based on the Secretariat's projections, noting that this does not materially impact GPE's financial position.

ECW Update on Hosting

11.10 The Secretariat gave a short presentation on ECW update on hosting.

THURSDAY, DECEMBER 7, 2017

12. REPORT FROM THE STRATEGY AND IMPACT COMMITTEE CONTINUED (BOD/2017/12 DOC 10, 11)

Advocacy and Social Responsibility

12.1 The Secretariat provided the Board with an overview of the proposed design and operationalization of the Advocacy and Social Accountability mechanism (ASA) as laid out in DOC 10. The SIC Chair complemented the Secretariat's presentation by recounting SIC feedback on ASA. This included an explanation for how ASA would leverage the competitive advantage of GPE and how ASA will effectively exploit the catalytic role that GPE plays in various processes at country level.

12.2 During the ensuing discussion the following key points were raised:

- **Equity and Geographic Reach.** Civil Society Organizations that apply for ASA funding should be able to demonstrate equity in their work. They should have an extensive network reaching all sections of their country.
- **Innovation.** Advocacy and Social Accountability are areas where there is a lot of innovation happening. The Secretariat was requested to look at new methods and approaches to accomplish the objectives of ASA including through social media.
- **ASA structures.** It is important to get the technical advisory panel and ASA governance right and ensure that they don't replicate existing structures.

12.3 The Chair declared consensus on the decision.

Decision:

12.4 The following decision was approved:

BOD/2017/12-12—Advocacy and Social Accountability: The Board of Directors:

1. Approves the goal, objectives, outputs and operational components for the Advocacy and Social Accountability (ASA) funding mechanism.
2. Adopts the parameters for (1) eligibility criteria; (2) allocation of resources by objective; (3) frequency of grants as stated in BOD/2017/12-DOC 10.
3. Delegates authority to the Strategy and Impact Committee to approve stage 2 operational design options for the ASA mechanism. This includes the authority to:

- a. Approve the criteria and process for the selection of the grant agent(s).
- b. Approve selection criteria and procedures for calls for proposals.
- c. Review and approve the overall approach to reporting, monitoring and grant extension or restructuring

Private Foundations Strategy

12.5 The Private Foundations Strategy was introduced by the SIC Chair who spoke in her capacity as the Private Foundations representative on the Board. She noted that the Secretariat had invested significant time and attention into development of the strategy, including consideration of the constituency's perspective. The Private Foundations Strategy is based around a theory of change and mutual value proposition that clearly details what Private Foundations can bring to the partnership. The Secretariat then presented the Private Foundations Strategy as laid out in DOC 11.

12.6 The following key point was raised:

- **Board representation.** Board members asked when separating the Private Foundations and Private Sector constituencies will be proposed to the Board. The Board Chair explained that post replenishment she will bring propositions about which constituencies should be sitting around the table including splitting the Private Foundations and Private Sector constituency.

12.7 The Chair declared consensus on the decision.

Decision:

12.8 The following decision was approved:

BOD/2017/12-13—Private Foundations Engagement Strategy: The Board of Directors:

1. Approves the Private Foundations Engagement Strategy 2017-2020.
2. Requests the Strategy and Impact Committee to provide annual updates to the Board on progress of work with foundations.
3. Requests the Strategy and Impact Committee to review the portfolio of work with foundations in early 2020 and initiate the development of a post-2020 Private Foundations Strategy based on lessons learned and key opportunities identified.

Private Sector Strategy Development

12.9 The Secretariat provide an update on the development of the Private Sector Strategy, and noted that as a part of the strategy development process, it would be important to discuss GPE's engagement with private providers of education.

12.10 The representative from the Private Sector attending the meeting, David Boucher, spoke briefly. He reminded the Board that there is a lot of commonality between the goals of the Global Business Coalition for Education and GPE particularly around achievement of SDG 4.

12.11 During the ensuing discussion the following key points were raised:

- **Lessons learned from other organizations.** There are valuable lessons that GPE can bring together from the process that Education Cannot Wait followed to develop their Private Sector Strategy.
- **Alignment with teachers and learners.** Noting that some education products developed by the Private Sector don't improve learning outcomes, it is essential to work closely with teachers and learners once the private sector is engaged.
- **Board engagement in the strategy development process.** A number of Board members wanted to understand how the Secretariat would engage them in the strategy development process, noting that they wanted to be consulted and able to share input.

12.12 In conclusion, the Chair of the SIC said that David Boucher would be forming a working group to support the Private Sector Strategy development and that Board members should let him know if they would like to join that group.

13. RESULTS-BASED INITIATIVES-LESSONS FROM TANZANIA

During lunch, Mr. John Leigh who leads the Program for Results (P4R) Technical Assistance Team supporting the Tanzanian Government's "Big Results Now in Education" program presented on the lessons learned from the program so far. Board members commented that the session was both incredibly interesting and informative. In particular, they noted that the program was particularly pertinent to the Board's deliberations, as the Board continues to evaluate how to increase the impact of GPE and education financing more broadly.

14. REPORT FROM THE GRANTS AND PERFORMANCE COMMITTEE CONTINUED (BOD/2017/12 DOC 17)

In the absence of the GPC Chair, the manager of the Country support team provided an update on GPC work related to the Financing and Funding Framework overseen by the Committee, the Portfolio Review, and the pipeline of ESPIGs. Details are available in the PowerPoint presentation posted on the GPE website.

15. REPORT FROM THE GOVERNANCE AND ETHICS COMMITTEE

The Chair of the Governance and Ethics (GEC) presented an update on the status of the DCP Meetings Evaluation Action Plan. He noted that immediately after the passage of the June Board decision a working group was formed to develop the Action Plan for onwards recommendation by GEC to the Board. At its October meeting, the Committee recommended that the Action Plan be shared with the entire DCP constituency at its pre-Board meeting in November/December. The DCP constituency was very engaged and provided rich input on a set of key items that will serve to inform the next iteration of the Action Plan, for recommendation to GEC in April, and to the Board in June. The interest of DCPs to work on partnership governance was clear and will be kept front and center during future GEC deliberations on the matter.

16. GPE FINANCING CONFERENCE

Minister Serigne Mbaye Thiam of Senegal extended a warm welcome to the Board in anticipation of the GPE Financing Conference to be held on February 2 in Dakar. This was followed by a

Secretariat update on progress and prospects in relation to the conference. Details are available in the PowerPoint presentation posted on the GPE website.

17. ANY OTHER BUSINESS

Affirmative Vote for Multiplier MCAs early 2018

17.1 The Board Chair asked the Board to agree on an exceptional basis that the affirmative vote tool could be used for Board approval of any recommendations from the GPC in January for MCAs from the Multiplier following its January 17-19 meeting. The Chair clarified that during the June Board meeting, the Board had limited the use of the affirmative vote to ESPIG allocations. The GEC would be making recommendations to the Board related to the Decision Framework so a formal recommendation to expand the use of the affirmative vote long-term would come before the Board in June 2018. Hearing no objections, the Chair noted the Board had agreed to the exception.

Next Board Meetings:

17.2 The Board Chair confirmed the scheduled Board meetings and the possibility of a Board retreat in Dakar in February:

- February 2, 2018 – GPE Financing Conference in Dakar
- June 12-14, 2018 – Board meeting in Brussels hosted by the European Commission
- December 4-6, 2018 – Board meeting (location to be determined)

Appreciation Olav Seim

17.3 The Board Chair extended her profound appreciation to Olav Seim for his long and dedicated service to GPE and education at large after which the Board gave a standing ovation to Olav Seim.

The Board Chair adjourned the meeting.

18. ANNEX

Annex 1: Participants List

ANNEX 1: PARTICIPANTS' LIST

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Abdi, Omar	Deputy Executive Director	UNICEF	United States	Board Member of Multilateral - Agency 2 (UNICEF/UNHCR)
Adlide, Geoffrey	Acting Manager, Partnerships and External Relations	GPE Secretariat	United States	GPE Secretariat
Ahmadi, Farooq	GPE Program Coordinator	Ministry of Education	Afghanistan	Constituency Member of Eastern Europe - Middle East & Central Asia
Ahmat, Youssouf	Directeur de l'Agence pour la promotion des initiatives communautaires en education	Ministère de l'Education Nationale	Chad	Acting Board Member of Constituency Member of Africa 2
Akpo, Solange	Capacity Building Manager	ANCEFA	Togo	Observer
Akstein, Natalie	Networks and Engagement Coordinator	Global Campaign for Education	South Africa	Observer
Alam, Md Monsurul	Deputy Chief	Ministry of Primary and Mass Education	Bangladesh	Constituency Member of Asia & The Pacific
Al-Refaei, Sawsan	Policy & Advocacy Coordinator	Arab Campaign for Education	Jordan	Observer
Archer, David	Head of Programmes	ActionAid	United Kingdom	Constituency Member of CSO 1 (International / Northern

Full Name (Last, First)	Job Title/Titre Professional	Institution/Organization	Country/Pays	Constituency
Asif-uz-Zaman, Mohammad	Secretary	Ministry of Primary and Mass Education	Bangladesh	Alternate Board Member of Asia & The Pacific
Atchoarena, David	Director	UNESCO	France	Constituency Member of Multilateral - Agency 1 (UNESCO)
Aubry, Sylvain	Research and Legal Advisor	Global Initiative for Economic, Social and Cultural Rights	Kenya	Observer
Baker, Tony	Associate Director, Global Education	RESULTS Educational Fund	United States	Board Member of CSO 1 (International / Northern)
Baligh ur Rehman, H. E. Muhammad	Federal Minister	Minister of Federal Education and Professional Training	Pakistan	Board Member of Asia & The Pacific
Beardmore, Sarah	Sr. Strategy and Policy Specialist	GPE Secretariat	United States	GPE Secretariat
Benedetti, Fanny	Head of Unit	MEAE	France	Constituency Member of Donor 5
Birungi Mayanja, Teopista	Regional Coordinator	ANCEFA	Senegal	Observer
Boe, Kira	Senior Education Advocacy Advisor	Oxfam IBIS	Denmark	Alternate Board Member of CSO 1 (International / Northern)

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Borgenvall, Mats	Senior Adviser	Ministry for Foreign Affairs	Sweden	Observer
Boscaro, Michela	Consultant	GPE Secretariat	United States	GPE Secretariat
Boutcher, David	Partner	Reed Smith	United Kingdom	Observer
Brody, Raphaëlle	Education advisor	Ministry of Europe and Foreign Affairs	France	Constituency Member of Donor 5
Brüning, Marie	Education Advisor	SDC	Switzerland	Constituency Member of Donor 1
Carlier, Valérie	Attaché en charge de la Thématique Education	SPF Affaires étrangères	Belgium	Alternate Board Member of Donor 1
Caro, Catalina	Senior Operations Coordinator	Global Business Coalition for Education	United States	Observer
Chau, Veronica	Partner	Dalberg	United States	Presenter
Cherevatova, Natalia	Operations Officer	The World Bank	United States	Constituency Member of Multilateral & Regional Banks - Agency 3
Cimino, Diego	Secretary of Legation	Ministry of Foreign Affairs and International Cooperation	Italy	Constituency Member of Donor 5

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Coustere, Paul	Deputy Director	UNESCO IIEP	France	Constituency Member of Multilateral - Agency 1 (UNESCO)
Dabu, Maria Helen	Deputy Regional Coordinator	ASPBAE	Philippines	Observer
Dansie, Grant	Senior Education Advisor	Norad	Norway	Constituency Member of Donor 4
Dantzer, Ruth	Governance Lead	GPE Secretariat	United States	GPE Secretariat
De Ceuster, Jan	Coordinator Education, Training and Employment	Belgian Development Agency - BTC	Belgium	Constituency Member of Donor 1
Dean-Touré, Celi	Consultant	GPE Secretariat	France	GPE Secretariat
Di Vozzo, Donatella	Education Advisor	EC-DG DEVCO	Belgium	Constituency Member of Donor 5
Dicum, Julia	Deputy Director, Education	Global Affairs Canada	Canada	Constituency Member of Donor 3
Diop, Sabine	Advisor	German BACKUP for Education	Germany	Observer
Dommartin, Anne-Charlotte	Deputy to the Director	Ministry of Foreign Affairs and International Development	France	FRC Chair

Full Name (Last, First)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Edwards, David	Deputy General Secretary	Education International	Belgium	Alternate Board Member of CSO 3 (Teaching Profession)
Ekirapa, Martha	Deputy Director of Education	Ministry of Education	Kenya	Constituency Member of Africa 1
Fife, Paul	Asst. Director General	NORAD	Norway	Constituency Member of Donor 4
Floren, Annica	Deputy Head of Unit - Education	European Commission	Belgium	Observer
Focas Licht, Margarita	Country Support Team Manager	GPE Secretariat	United States	GPE Secretariat
Forsgren, Lena	Senior Programme Specialist	Sida	Sweden	Constituency Member of Donor 2
Fossberg, Camilla	Head of Education Section	Norad	Norway	Observer
Fouilhoux, Monique	Chairperson	Global Campaign for Education	France	Observer
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Giannecchini, Laura	Institutional Development Coordinator/CSEF LAC Regional Coordinator	Latin American Campaign Education	Brazil	Board Member of CSO 2 (Developing Country)

Full Name (Last, First)	Job Title/Titre Professional	Institution/Organization	Country/Pays	Constituency
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Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
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Jager, Marjeta	Deputy Director General	European Commission	Belgium	Board Member of Donor 5
Jeevan, Sharath	Founder & CEO	STIR Education	United Kingdom	Observer
Jillaow, Elyas	Director, projects coordination and Delivery, MOE, Kenya	Ministry of Education	Kenya	Alternate Board Member of Africa 1
Kirsztajn, Ilana	Board Officer	GPE Secretariat	United States	GPE Secretariat
Konita, Naohisa	Senior Operations Officer	World Bank	United States	Trustee
Krech, Robert	Operations Officer	GPE Secretariat	United States	GPE Secretariat
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Liha-Matejicek, Aida	Head of Unit	European Commission	Belgium	Constituency Member of Donor 5
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Mesen, Michelle	Southern Partnerships and External Relations Lead	GPE Secretariat	United States	GPE Secretariat

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
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Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Ovesen, Ira	Senior Adviser, Quality Assurance Department	NORAD	Norway	Observer
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Rafique, Atif	Education Specialist	UNICEF	United States	Constituency Member of Multilateral - Agency 2 (UNICEF/UNHCR)
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Rosendahl, Anna	Head of Unit for Global Social Development	Sida	Sweden	Board Member of Donor 2
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Saavedra, Jaime	Senior Director - Education Global Practice	The World Bank	United States	Board Member of Multilateral & Regional Banks - Agency 3
Said, H.E. Nuriddin	Minister of Education	Minister of Education	Tajikistan	Alternate Board Member of Eastern Europe - Middle East & Central Asia
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Shinwari, H.E. Ibrahim	Minister of Education	Minister of Education	Afghanistan	Alternate Board Member of Eastern Europe - Middle East & Central Asia
Smyth, Nancy	Director General, Social Development	Global Affairs Canada	Canada	Alternate Board Member of Donor 3
Sumerfield, Douglas	Sr. Operations Officer	The World Bank	United States	Constituency Member of Multilateral & Regional Banks - Agency 3

Full Name (Last, First)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
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Full Name (Last, First)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
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Yoshida, Kazuhiro	Professor	Hiroshima University	Japan	Observer
Zehra, Kaneez	National Coordinator	Society for Access to Quality Education	Pakistan	Alternate Board Member of CSO 2 (Developing Country)