

CONSENT AGENDA

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting. It is understood that constituencies will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to present the Board with a consent agenda for approval. Please refer to the background section for a clarification of the meaning and purpose of a ‘consent agenda.’

2. DECISIONS ON CONSENT AGENDA

BOD/2018/06-XX—December 5-7, 2017 Board Meeting Report: The Board of Directors approves the Report of the Meeting of the Board of Directors in Paris, France from December 5-7, 2017 as set out in BOD/2018/06 DOC 02 Annex 1.

BOD/2018/06-XX—Trustee Budget: The Board of Directors approves of the estimated administrative expenses of US\$517,000 for trustee services for the period of July 1, 2018, to June 30, 2019 as set out in BOD/2018/06 DOC 02 Annex 2.

BOD/2018/06-XX—GPE Multiplier Maximum Country Allocations: The Board of Directors approves the list of Maximum Country Allocations from the Multiplier (MCAMs) for the countries in the table below. The MCAs will remain valid for a period of one (1) year unless adjusted, and will be subject to the requirements of the *Operational Framework for Requirements and Incentives in the GPE Funding Model* (Funding Model). MCAMs are also subject to the requirements

of the GPE Multiplier. For countries with an existing Maximum Country Allocation for an Education Program Implementation Grant (ESPIG), the amounts below under ‘Multiplier MCA’ are additional.

Country	ESPIG MCA	Multiplier MCA	Total MCA	<i>Estimated Additional Co-Financing from Partners</i>
<i>(All amounts in US\$ Millions)</i>				
Djibouti	5	5	10	16
Mauritania	6.8	5	11.8	25
Zambia	15.9	10	25.9	30
Total	27.7	20	47.7	71

BOD/2018/06-XX—Operational Framework for Requirements and Incentives for the GPE Funding Model: The Board of Directors in reference to **BOD/2017/12-10-Resource Commitments by Developing Country Partners for Education Sector Program Implementation Grants** approves the revisions to the *Operational Framework for Requirements and Incentives in the GPE Funding Model* as set out in Annex 1 to BOD/2018/06 DOC XX, including a revised process for monitoring delivery on domestic financing commitments made by governments of developing country partners in fulfilment of the domestic financing requirement of the GPE funding model, and a revised policy for taking appropriate actions when these commitments are not met.

BOD/2018/06-XX—Affirmative Vote and Multiplier Grants: The Board of Directors, in reference to BOD/2016/06-06-Decision Framework, extends the use of the Affirmative Vote to Multiplier allocations.

BOD/2018/06-XX—Board and Committee Nominations: The Board of Directors:

1. Endorses the proposed adjustments to the nominations process as set out in DOC XX.
2. Noting the need for knowledge transfer, endorses the proposal to enable the Board Chair to recommend the extension of terms of Committee chairs, in special circumstances, when priority projects extend beyond the current mandate.

3. Noting the need for knowledge transfer, endorses the proposal to enable Committee Chairs to recommend the extension of the term of its member to the relevant constituency category for their consideration.
4. Endorses the proposed timeline of September 15-November 15, 2018 for the call for nominations for the Board and its standing committees.

3. BACKGROUND

3.1 A consent agenda is a meeting practice whereby all routine and non-controversial decision items that do not require deliberation and which are generally deemed to have consensus are packaged as one agenda item without discussion. All the decisions packaged in the consent agenda are passed with a single vote. This allows the Board more time to focus on strategic matters that do require deliberation.

3.2 Should any one Board member feel that a specific item on the consent agenda warrants discussion before decision, they can indicate so prior to the meeting or at the moment when the Consent Agenda is being presented by the Chair for consideration. That specific item is then removed from the Consent Agenda for discussion and decision at a later stage in the meeting.

3.3 At this meeting, the following items are part of the consent agenda:

- **December 5-7, 2017 Board Meeting Report.** This summary of the previous face-to-face Board meeting was sent to the Board on January 31, 2018 and no comments were received.
- **Trustee Budget.** This is to seek the approval of the Board of Directors for the estimated administrative expenses of the World Bank, acting as trustee for the Global Partnership for Education Fund (the “GPE Fund”) from July 1, 2018, to June 30, 2019.
- **GPE Multiplier Maximum Country Allocations (MCAMs).** The Board is requested to approve recommendations from the Grants and Performance Committee (GPC) to approve MCAMs for Djibouti (US\$5 million), Mauritania (US\$5 million) and Zambia (US\$10 million). The MCAMs are in accordance with Board-approved allocation and eligibility criteria.
- **Operational Framework for Requirements and Incentives for the GPE Funding Model (Funding Model).** The Board is requested to approve GPC-recommended revisions to the funding model text that were conceptually approved by the Board in December 2017. The

revisions include a revised process for monitoring delivery on domestic financing commitments made by governments of developing country partners in fulfilment of the domestic financing requirement in the funding model, and a revised policy for taking appropriate actions when these commitments are not met.

- **Use of the Affirmative Vote to Approve Multiplier Grants.** The Board is requested to extend the use of the affirmative vote process to include Board decisions on recommendations on Multiplier grants allocations.
- **Board and Committee Nominations.** This is to seek Board approval to the nominations timeline of September 15-November 15, 2018 as well as a number of adjustments to the nominations process.

4. PLEASE CONTACT: Padraig Power (ppower@globalpartnership.org) for further information.

5. ANNEXES

Annex 1 - page 5: December 5-7, 2017 Board Meeting Report

Annex 2 - page 56: Global Partnership for Education Fund Trustee Budget Estimate from July 1, 2018 to June 30, 2019, and Update on Approved Budgets from July 1, 2017 to June 30, 2018

Annex 3 - page 59: Three (3) Maximum Country Allocations from the GPE Multiplier Recommended by the Grants and Performance Committee

Annex 4 - page 63: Domestic Resources and Consequences when Commitments to GPE are not met: Revisions to the Funding Model

Annex 5 - page 74: Affirmative Vote and Multiplier Grants

Annex 6 - page 76: Procedures for Nomination and Election of Board Members, Committee Chairs and Committee Members – Report from the Governance and Ethics Committee



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-Michel 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 Boutcher, 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.

^[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

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 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

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.

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

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

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 Professionnel	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

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
				(International / Northern)
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

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Cimino, Diego	Secretary of Legation	Ministry of Foreign Affairs and International Cooperation	Italy	Constituency Member of Donor 5
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

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Dommartin, Anne-Charlotte	Deputy to the Director	Ministry of Foreign Affairs and International Development	France	FRC Chair
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

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Gear, Sally	Head of Profession, Education	UK Dept. for International Development	United Kingdom	GPC Chair
Giannecchini, Laura	Institutional Development Coordinator/CSEF LAC Regional Coordinator	Latin American Campaign Education	Brazil	Board Member of CSO 2 (Developing Country)
Gillard, Hon. Julia	GPE Chair	The Global Partnership for Education	Australia	Chair
Golden, April	Donor Relations Officer: Asia Pacific	GPE Secretariat	Belgium	GPE Secretariat
Goudiaby, Gisele	Operations Analyst	GPE Secretariat	United States	GPE Secretariat
Grant Lewis, Suzanne	Director	UNESCO-IIEP	France	Constituency Member of Multilateral - Agency 1 (UNESCO)
Graves, Sue	Director, Health and Education Funds	Dept of Foreign Affairs	Australia	Alternate Board Member of Donor 6
Grob-Zakhary, Randa	Global Head of Education	Porticus	Switzerland	Board Member of Private Sector/Private Foundations
Henfry, Sally- Anne	Deputy Chief of Staff and Adviser to the Chair	GPE Secretariat	United States	GPE Secretariat

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Herbert, Alicia	Head of Children, Youth and Education Department	Dept. for International Development	United Kingdom	Board Member of Donor 2
Hjarrand, Jessica	Technical Advisor	Porticus	Netherlands	Constituency Member of Private Sector/Private Foundations
Hoelzer, Ronja	Project Manager, GIZ	German BACKUP Initiative Education	Germany	Observer
Hollaender, Michael	Team Leader Education	GIZ	Germany	Constituency Member of Donor 5
Huber, Rudolf	Senior Policy Officer	BMZ	Germany	Alternate Board Member of Donor 5
Hydara, Sherif	Senior Adviser, Education	UNICEF	United States	Observer
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

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Konita, Naohisa	Senior Operations Officer	World Bank	United States	Trustee
Krech, Robert	Operations Officer	GPE Secretariat	United States	GPE Secretariat
Law, Preeti	Deputy Director, Division of International Protection	UNHCR	Switzerland	Acting Alternate Board Member of Multilateral - Agency 2 (UNICEF/UNHCR)
Lazic, Maja	Senior Education Officer	UNHCR	Denmark	Constituency Member of Multilateral - Agency 2 (UNICEF/UNHCR)
Lehman, Douglas	Senior Education Specialist	GPE Secretariat	United States	GPE Secretariat
Leigh, John	Chief Technical Adviser	Tanzania Education Program for Results / Cambridge Education	Tanzania, United Republic	Presenter
Leumer, Wolfgang	Head of CSEF Programme	GCE	South Africa	Observer
Liha-Matejcek, Aida	Head of Unit	European Commission	Belgium	Constituency Member of Donor 5
Lovegrove, Bernard	CSEF Regional Coordinator	ASPBAE	Australia	Observer

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Manigat, Nesmy	Conseiller	Primature	Haiti	Board Member of Latin America & The Caribbean
Martinez, Raphaelle	Senior Education Specialist	GPE Secretariat	United States	GPE Secretariat
Mesen, Michelle	Southern Partnerships and External Relations Lead	GPE Secretariat	United States	GPE Secretariat
Mettile, Jeff	Adviser	USAID	United States	Constituency Member of Donor 6
Montoya, Sivia	Director	UNESCO Institute for Statistics	Canada	Observer
Moussy, Hugues	Head of Research and Development	IIEP-UNESCO	France	Constituency Member of Multilateral - Agency 1 (UNESCO)
Mundy, Karen	Chief Technical Officer	GPE Secretariat	United States	GPE Secretariat
Naidoo, Jordan	Director, Division for Education Support and Coordination	UNESCO	France	Alternate Board Member of Multilateral - Agency 1 (UNESCO)
Nicod, Chantal	Head of West African Division and Education	SDC	Switzerland	Board Member of Donor 1

Full Name (Last, First)	Job Title/Titre Professionel	Institution/Organization	Country/Pays	Constituency
Nielsen, Nicolai	CHIEF ADVISOR	Ministry of Foreign Affairs	Denmark	Alternate Board Member of Donor 2
Okagaki, Satomi	Senior Deputy Director	Ministry of Foreign Affairs	Japan	Observer
Olavarria Perez, Maria Jose	Board Operations Officer	GPE Secretariat	United States	GPE Secretariat
Ortega, Hugo	Attache	Embassy of Nicaragua France	Nicaragua	Constituency Member of Latin America & The Caribbean
Ovesen, Ira	Senior Adviser, Quality Assurance Department	NORAD	Norway	Observer
Pessi, Jefferson	Coordinator	Education International	Belgium	Constituency Member of CSO 3 (Teaching Profession)
Power, Pdraig	Chief Finance & Operations Officer	GPE Secretariat	United States	GPE Secretariat
Rabary, H.E. Paul	Minister of Education	Minister of Education	Madagascar	Alternate Board Member of Africa 2
Rafique, Atif	Education Specialist	UNICEF	United States	Constituency Member of Multilateral - Agency 2 (UNICEF/UNHCR)
Ramos, Lucinda	Senior Education Specialist	GPE Secretariat	United States	GPE Secretariat

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Razafindralambo, Prisca	Director of Training and Inspection of Secondary Sducation	Ministry of Education	Madagascar	Constituency Member of Africa 2
Rodriguez-Perez, Evelyn	Acting Deputy Assistant Administrator	USAID	United States	Board Member of Donor 6
Rosendahl, Anna	Head of Unit for Global Social Development	Sida	Sweden	Board Member of Donor 2
Roxburgh, Rose	Assistant Director, Health and Education Funds	Dept. of Foreign Affairs and Trade (DFAT)	Australia	Constituency Member of Donor 6
Ryan Andersen, Sinead Mary	Senior Partnership Specialist	GPE Secretariat	United States	GPE Secretariat
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
Saito, Junko	Deputy Director	Ministry of Foreign Affairs	Japan	Observer
Schroh, Karen	Donor Relations Lead	GPE Secretariat	Belgium	GPE Secretariat

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Seim, Olav	Policy Director Education	Norad	Norway	Board Member of Donor 4
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
Svihlik, Jan	Education Advisor	GIZ	Germany	Constituency Member of Donor 5
Talbot, Theodore	Senior Financial Officer	GPE Secretariat	United States	GPE Secretariat
Tang, Qian	ADG/ED	UNESCO	France	Board Member of Multilateral - Agency 1 (UNESCO)
Tapia Roa, Ruth	Ambassador	Embassy of Nicaragua France	Nicaragua	Acting Alternate Board Member of Latin America & The Caribbean

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Terlecki, Sabine	Partnership Specialist	GPE Secretariat	Belgium	GPE Secretariat
Thomassen, Stine	Senior Adviser	Norwegian Ministry of Foreign Affairs	Norway	Observer
Traore, Tahirou	Coordonnateur National	Coalition Nationale pour l'Education Pour Tous	Burkina Faso	Observer
Verma, Tisha	Education Policy and Advocacy Adviser	Save the Children	United Kingdom	Observer
Wajega, Juliet	Deputy General Secretary	Uganda National Teachers' Union (UNATU)	Uganda	Board Member of CSO 3 (Teaching Profession)
Waruku, Boaz	Programme Manager	ANCEFA	Kenya	Observer
Werner, H.E. George	Minister of Education	Minister of Education	Liberia	Board Member of Africa 3
Wootton, Sophia	Programme Manager	DFID	United Kingdom	Observer
Yai, H.E. Deng Hoc	Minister	Ministry of Education	South Sudan	Alternate Board Member of Africa 3
Yoshida, Kazuhiro	Professor	Hiroshima University	Japan	Observer

Full Name (Last, First)	Job Title/Titre Professionnel	Institution/Organization	Country/Pays	Constituency
Zehra, Kaneez	National Coordinator	Society for Access to Quality Education	Pakistan	Alternate Board Member of CSO 2 (Developing Country)



GLOBAL PARTNERSHIP FOR EDUCATION FUND TRUSTEE BUDGET ESTIMATE FROM JULY 1, 2018, TO JUNE 30, 2019, AND UPDATE ON APPROVED BUDGETS FROM JULY 1, 2017, TO JUNE 30, 2018.

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting. It is understood that constituencies will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. PURPOSE

1.1 The purpose of this paper is to seek the approval of the Board of Directors for the estimated administrative expenses of the World Bank, acting as trustee for the Global Partnership for Education Fund (the “GPE Fund”) from July 1, 2018, to June 30, 2019, and to provide an update to the Board of Directors on estimated administrative expenses from July 1, 2017, to June 30, 2018.

2. RECOMMENDED DECISION

2.1 The trustee requests that the Board of Directors approve the following decision:

BOD/2018/06-XX—Trustee Budget: The Board of Directors approves of the estimated administrative expenses of US\$517,000 for trustee services for the period of July 1, 2018, to June 30, 2019.

3. BACKGROUND

3.1 According to the GPE Fund Governance Document, the trustee is required to submit a budget estimate to the Board of Directors for approval on an annual basis.

3.2 As with all financial intermediary funds (“FIFs”) for which the World Bank serves as trustee, the Bank’s costs and expenses associated with delivering trustee services are reimbursed on a full cost-recovery basis.

4. TRUSTEE BUDGETS FROM JULY 1, 2017, TO JUNE 30, 2018

4.1 The table below shows details of the budget approved for fiscal year 2018,⁴ as well as its execution.

4.2 The difference between the actuals for 2018 and the budget stems from the higher-than-expected costs associated with the investment management owing to a greater than anticipated average annual fund balance over FY18.

5. TRUSTEE BUDGET FROM JULY 1, 2018, TO JUNE 30, 2019

5.1 The table below shows the estimated budget for services to be provided by the trustee for fiscal year 2019, compared to the budget and actuals for fiscal year 2018.

5.2 The budget for fiscal year 2019 is 17% percent more than the budget for FY2018, largely as a result of an anticipated increase of 52% in investment management costs related to a higher average annual fund balance over FY19. The expected financial and program management costs will increase slightly while accounting and reporting and legal costs are estimated to remain unchanged.

Table 1: Budgetary Requirements for Services Provided by the Trustee (in USD)			
Trustee Services	Budget for FY2018	Actuals for FY2018	Proposed budget for FY2019
Financial and Program Management	205,000	202,000	215,000
Investment Management	127,000	144,500	193,000
Accounting and Reporting	30,000	30,000	30,000
Legal Services	79,000	72,500	79,000
Total	441,000	449,000	517,000

⁴ BOD/2017/06 — Meeting of the Board of Directors, Ottawa, Canada, June 6-7, 2017.

5.3 The budget includes the following components:

- i. **Financial and program management:** Costs are based on staff time and expenses required for the management and execution of financial transactions, including receiving and processing donor contributions, recording allocations and commitments, making cash transfers to Grant Agents, and resolving any financial and transactional issues with these counterparts. This estimate also covers travel costs of one World Bank staff to attend the regular GPE Board of Directors meetings and staff time associated with financial reporting of the GPE Fund, budget preparation and coordination with the Secretariat, Grant Agents to develop and implement operational procedures related to financial transactions.
- ii. **Investment management:** Investment management fees are calculated based on a flat fee of 3.5 basis points on the average annual balance of the portfolio; the portfolio size for the GPE Fund is US\$494.2 million as of April 30, 2018. The average annual daily balance over FY18 is anticipated to be US\$ 411.1 million, and that of FY19 is estimated to be US\$ 550 million.
- iii. **Accounting and reporting:** Costs are based on the management of the accounting model for the GPE Fund, including maintenance of appropriate records and accounts to identify contributions and other receipts as well as GPE Fund liabilities to Grant Agents.
- iv. **Legal services:** Costs are determined based on staff time required to draft and finalize contribution agreements/arrangements with the contributors and financial procedures agreements with Grant Agents. Costs also include staff time needed for policy advice, legal review of financial documents and drafting new legal documents as required. This estimate also covers travel costs of one World Bank staff to attend the regular GPE Board of Directors meetings.



Three (3) Maximum Country Allocations from the GPE Multiplier Recommended by the Grants and Performance Committee

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting. It is understood that constituencies will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 This paper communicates recommendations from the Grants and Performance Committee to the Board to approve three (3) further Maximum Country Allocations from the GPE Multiplier (MCAMs) for Djibouti, Mauritania, and Zambia.

Summary of Grants and Performance Committee Deliberations

- Based on a review of the EOIs, recommended Multiplier allocations for three (3) countries to the Board during its meeting by audio call in May 2018.
- Notes that while it recommends Zambia's allocation, the Committee requested clarifications regarding co-financing within six (6) months, i.e. not later than October 2018.
- Noted that the potential decision by the Board to scale-up the Multiplier in line with the Financing and Funding Framework provides an opportunity to refine guidance provided to GPC to support reviews of EOIs

2. EXECUTIVE SUMMARY

2.1 The GPE Board of Directors instructed the Secretariat to operationalize the GPE Leverage Fund in June 2017.

2.2 Based on technical review by the Grants and Performance Committee its meetings in September and October 2017, seven (7) Expressions of Interest (EOIs) from countries to access the GPE Multiplier were recommended to the Board.

2.3 During a further audio call in May 2018, the GPC endorsed three (3) further EOIs from countries to access the GPE Multiplier for Djibouti (US\$ 5 million), Mauritania (US\$ 5 million), and Zambia (US\$ 10 million).

2.4 If the Board approves these recommended Maximum Country Allocations from the Multiplier, US\$ 12.5 million would remain available for allocation. Given a median allocation size of US\$ 10 million, this would accommodate one (1) further country. The available resources would increase to US\$ 212.5 million if the Board approves the FRC’s recommendation to scale-up the GPE Multiplier by a further US\$ 200 million, as envisaged in the Financing and Funding Framework (BOD/2018/06 XX).

3. RECOMMENDED DECISION / REQUESTED INPUT

3.1 **BOD/2018/06 XX—GPE Multiplier Maximum Country Allocations:** The Board of Directors approves the list of Maximum Country Allocations from the Multiplier (MCAMs) for the countries in the table below. The MCAs will remain valid for a period of one (1) year unless adjusted, and will be subject to the requirements of the *Operational Framework for Requirements and Incentives in the GPE Funding Model* (Funding Model). MCAMs are also subject to the requirements of the GPE Multiplier. For countries with an existing Maximum Country Allocation for an Education Program Implementation Grant (ESPIG), the amounts below under ‘Multiplier MCA’ are additional.

Country	ESPIG MCA	Multiplier MCA	Total MCA	<i>Estimated Additional Co-Financing from Partners</i>
<i>(All amounts in US\$ Millions)</i>				
Djibouti	5	5	10	16
Mauritania	6.8	5	11.8	25
Zambia	15.9	10	25.9	30
Total	27.7	20	47.7	71

4. BACKGROUND

4.1 During its meeting in June 2017, the GPE Board of Directors instructed the Secretariat to operationalize the GPE Leverage Fund, re-branded subsequently as the GPE Multiplier (to avoid duplication with the GPE's single constituent core fund).

4.2 Based on technical review by the Grants and Performance Committee its meetings in September and October 2017, seven (7) Expressions of Interest (EOIs) from countries to access the GPE Multiplier were recommended to the Board, totalling US\$ 67.5 million. During its meeting in December 2017, the Board approved these EOIs.

4.3 During a further audio call in May 2018, the GPC endorsed three (3) further EOIs from countries to access the GPE Multiplier, recommending these to the Board for approval. If approved, these EOIs would earmark a further US\$ 20 million from the GPE Multiplier.

4.4 If the Board approves these recommended Maximum Country Allocations from the Multiplier, a further US\$ 12.5 million would remain available for allocation. Given a median allocation size of US\$ 10 million, this would accommodate one (1) further EOI.

4.5 In light of the fast rate of allocation from the Multiplier, the Finance and Risk Committee (FRC) is separately recommending that the Board scale it up from US\$ 100 million to US\$ 300 million, as envisioned by the Financing and Funding Framework. The FRC also recommended a suite of process and transparency improvements to better facilitate countries' access to these grants, and to lower transaction costs of securing MCAMs.

5. IMPLICATIONS FOR SECRETARIAT RESOURCES AND RISK ANALYSIS

5.1 The MCAMs recommended by the GPC can be fully supported within the initial US\$ 100 million agreed by the Board to trial the GPE Multiplier during its meeting in Ottawa in June 2017.

5.2 Grants prepared using these resources will be reviewed by the Board for consistency with the GPE Funding Model, and will undergo the same Quality Assurance processes. For all three MCAMs, the funding from the Multiplier will be additional and combined with ESPIG MCAs.

5.3 In the case of one EOI, the GPC recommended the MCAM and requested clarification that co-financing included on the EOI to access the allocation would be mobilized. The Committee requested this clarification within six (6) months.

5.4 Scaling-up the GPE Multiplier by a further US\$ 200 million, as envisaged in the Financing and Funding Framework, would be feasible given the resources secured through GPE's replenishment campaign (BOD/2018/06 XX).

6. NEXT STEPS

6.1 Subject to the Board's review and, if appropriate, approval, the Secretariat will communicate the MCAMs to the countries and support further their preparation of full grant applications.

7. PLEASE CONTACT Theodore Talbot at: ttalbot@globalpartnership.org for further information.

DOMESTIC RESOURCES AND CONSEQUENCES WHEN COMMITMENTS TO GPE ARE NOT MET: REVISIONS TO THE FUNDING MODEL

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them. It is understood that constituencies will circulate Board documents among their members prior to the Committee meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to request the Board to approve revisions to the funding model. The GPC discussed the revisions at its April 10-12, 2018 meeting. Specifically, the revisions include a revised process for monitoring delivery on domestic financing commitments made by governments of developing country partners in fulfilment of the domestic financing requirement of the Global Partnership for Education (GPE) funding model, and a revised policy for taking appropriate actions when these commitments are not met.¹ The revisions were conceptually recommended by the GPC and approved by the Board in December 2017.

Summary of Committee Deliberations

The GPC was broadly supportive of the proposal. Key discussion points that have been incorporated in the proposed revisions in Annex 1 included:

- While the Secretariat is tasked with monitoring commitments at the global level, the LEG has the primary role for sector monitoring and this country level monitoring mechanism remains core to the GPE model. To support the role of the LEG, the Secretariat will provide the LEG with domestic financing data collected through the Results Framework.
- The role of Ministers of Finance in domestic resource commitments should be reflected.
- The GPE Framework on Fragile and Conflict Affected Countries should be referenced as a further guide.
- The option of reducing a grant in cases of non-delivery on commitments is ambiguous and potentially transaction heavy, and actions for non-compliance should only include delaying approval or not approving a grant.

¹ In response to BOD/2017/03-06.7.b - Financing and Funding Framework

- It needs to be clarified in the document that GPE uses both the World Bank Harmonized List of Fragile Situations and the UNESCO-Global Education Monitoring (GEM) list of conflict-affected and fragile states to determine which countries to categorize as fragile.
- In assessing whether a country has a credible growth path towards the domestic financing benchmarks, the GPC will emphasize the need for a positive trend towards increased domestic finance allocations.
- The outcome of the Effective Partnership work stream may further inform the roles of GPE actors in monitoring domestic financing commitments.

2. RECOMMENDED DECISION

2.1 The Grants and Performance Committee requests that the Board approve the following decision:

BOD/2018/06-XX—Operational Framework for Requirements and Incentives the GPE Funding Model: The Board of Directors in reference to **BOD/2017/12-10-Resource Commitments by Developing Country Partners for Education Sector Program Implementation Grants** approves the revisions to the *Operational Framework for Requirements and Incentives in the GPE Funding Model* as set out in Annex 1 to BOD/2018/06 DOC XX, including a revised process for monitoring delivery on domestic financing commitments made by governments of developing country partners in fulfilment of the domestic financing requirement of the GPE funding model, and a revised policy for taking appropriate actions when these commitments are not met.

3. BACKGROUND

3.1 As part of the Financing and Funding Framework approved in March 2017, the Board requested strengthening the implementation of the *Operational Framework for Requirements and Incentives in the GPE Funding Model* (Funding Model). This included improving the accountability for domestic financing commitments by developing: (1) a process for monitoring domestic resource commitments made as a basis for satisfying the requirements of an approved ESPIG application, for GPC approval, and (2) a policy for taking appropriate action where the commitments are not being met, for Board approval by the end of 2017.² The actions are to strengthen GPE’s support to and leveraging of domestic finance mobilization, an important objective in both GPE 2020 and the Education Commission Report.

² [BOD/2017/03-06 7.b.1.–Financing and Funding Framework](#)

3.2 At the recommendation of the Grants and Performance Committee, the Board approved conceptual revisions to strengthen the Funding Model in these regards at its December 2017 meeting³. The Board requested the Secretariat to revise the Funding Model in accordance with these revisions, elaborating further where needed, including ensuring adaptations around the requirements for countries in fragile context are provided for, for GPC review and Board decision in June 2018. The conceptual changes agreed by the Board in December 2017 included:

- ✓ Domestic financing commitments are monitored through the Operational Risk Framework as an existing monitoring tool, and reported through the Portfolio Review as an existing reporting tool.
- ✓ 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. The government is responsible for providing sufficiently strong justification in cases where commitments made at the time of the previous grant request are not met.
- ✓ If there is no robust justification, the GPC will consider whether there is a need for the budget of the next grant to fund underlying issues that hinder domestic financing allocation and expenditure, or whether to not recommend a new allocation.

4. SUMMARY OF REVISIONS

4.1 In accordance with the Board approval and as elaborated in BOD/2017/12 DOC 15, the proposed revisions to the Funding Model in Annex 1 include the following:

Monitoring Mechanism. The Secretariat monitors delivery on financing commitments on a country-by-country basis through the Operational Risk Framework, and reports the aggregate in the Portfolio Review using a traffic-light approach based on data collected for the results framework. The Secretariat reports back to the government and its partners, including the LEG, where countries appear off-track, requesting the LEG to discuss the situation.

Assessment of delivery on domestic financing commitments and need for justification if commitment is not met. The assessment is integrated in the quality assurance process for the next grant. The monitoring mechanism will alert the country in the early stages of the application process for the next ESPIG if delivery on annual commitments appears off-track. If the commitments have not been met, the government is expected to provide sufficiently strong justification for not fulfilling the commitments. The GPC assesses the justification and can recommend that corrective

³ [BOD/2017/12-XX-Resource Commitments by Developing Country Partners for ESPIGs](#)

actions be financed from the new grant. The GPC can recommend that the Board not approve a new grant or delay approval of the grant until corrective measures are taken.

Data. The revisions reflect that Indicator 10 data collected annually for the GPE Results Framework and now processed by UNESCO Institute for Statistics (for data from calendar year 2017) is used as the first indication of measuring progress against domestic financing commitments.

The revisions further incorporate the formula adopted by the GPC in October of 2017 in its delegated authority from the Board⁴ for assessing whether a country meets the domestic financing requirement on the share of the national budget allocated to education based on data in the grant application. The formula is similar to the formula used for Indicator 10.

Clarification for Fragile Context. The revisions better clarify that the GPC will consider the specific context when assessing the domestic financing requirement for fragile situations.

5. IMPLICATIONS FOR SECRETARIAT RESOURCES AND RISK ANALYSIS

5.1 The integration of the new process for monitoring and assessing the fulfilment of domestic financing commitments in existing mechanisms and processes will have implications on staff time as it will add further elements to the monitoring and quality assurance process. Any additional resources required will be requested as part of the regular human resources request.

6. PLEASE CONTACT Margarita Focas Licht (mlicht@globalpartnership.org) for further information.

7. ANNEXES

Annex 1 – Excerpt from Funding Model: Requirements, Verification and Monitoring

⁴ GPC/2017/10-02 and BOD/2017/03-06.

ANNEX 1 – EXCERPT OF OPERATIONAL FRAMEWORK FOR REQUIREMENTS AND INCENTIVES IN FUNDING MODEL (PROPOSED REVISIONS IN REDLINE)

4. REQUIREMENTS, VERIFICATION AND MONITORING

4.1 Requirements: Countries eligible to apply for a ~~Program Implementation Grant~~ ESPIG will need to fulfil the three requirements elaborated below by the time an application is submitted to the Secretariat for consideration. Countries that fulfil all three requirements may apply for the fixed portion of the Maximum Country Allocation (MCA).

The requirements are related to the broader education sector development and monitoring process. Developing Country Partners may choose to improve current or future capacity to fulfil the requirements through specific activities proposed in an application for an Education Sector Plan Development Grant or ~~Program Implementation Grant~~ESPIG.

The requirements do not mean that Developing Country Partners must align their ~~Program Implementation Grant~~ESPIG cycle to their education sector plan implementation cycle. However, aligned funding cycles tend to contribute to overall aid effectiveness, and such alignment is therefore encouraged.

4.1.1 Requirement 1:

A credible⁵, endorsed Education Sector Plan or Transitional Education Sector Plan

The purpose of this requirement is to ensure that education aid, including from ~~the Global Partnership~~GPE, (i) is based on a solid, nationally owned analysis of the challenges of delivering quality basic education to all boys and girls, including those from marginalized groups, and (ii) builds institutional capacity to deliver education services equitably and efficiently. The timing of the endorsement should assure that the sector plan is driving the ~~Program Implementation Grant~~ESPIG application, and not vice versa. More specifically, a ‘credible’ Education Sector Plan (ESP) will include evidence-based strategies for access to quality basic education for all, cover all sub-sectors and both formal and non-formal education, have an appropriate balance between sub-sectors, and focus on the learner as the central beneficiary. To be feasible, an ESP must pay attention to financial, technical and political constraints and stakeholder ownership, and be context-sensitive with regard to vulnerabilities such as conflicts, natural disasters and economic

⁵ See GPE/UNESCO IIEP *Guidelines for Education Sector Plan Preparation and Appraisal*
<http://www.globalpartnership.org/content/gpe-unesco-iiep-guidelines-for-education-sector-plan-preparation-and-appraisal>

crisis. While this paper cannot provide full details on the elements that make a plan credible, the Appraisal Guidelines will be adjusted to ensure they assess that plans fulfill the requirement.

There are two alternatives to fulfilling this requirement:

(A) A credible ESP or equivalent⁶, including a costed multi-year implementation plan, must be endorsed by the development partners no later than three months before submission of an ~~Program Implementation Grant~~ ESPIG application. An application may be submitted based on a previously endorsed education sector plan, provided that it is still valid and there is a costed multi-year implementation plan that covers at least the first two years of the grant cycle. If a government education sector plan exists but has not been endorsed by partners, Development Partners may conduct an appraisal and endorse the plan at any time during its implementation.

(B) In fragile and conflict-affected states, a costed Transitional Education ~~Sector~~ Plan (TESP) may fulfil the requirement. It must be endorsed no later than three months before submission of a ~~Program Implementation Grant~~ ESPIG application. A TESP may not cover all sub-sectors but should cover medium-term education sector priorities at least in basic education. A TESP should include a process to conduct sector analysis and elaborate a full ESP.

4.1.2 Requirement 2:

Evidence of commitment to finance the endorsed ESP or TESP

The purpose of this requirement is to promote mutual accountability among GPE partners for progress towards access to quality education for all children. This requirement therefore has two elements: (A) Government commitment and (B) Development Partners commitment.

(A) **Government Commitment:** When submitting an application for a ~~Program Implementation Grant~~ ESPIG, the Government must specifically confirm its commitment to finance the ESP or TESP. In countries where 20 percent or more of domestic resources are allocated to education, ~~the Global Partnership~~ GPE seeks commitment to at least maintain current levels; while for countries where current levels are lower than 20 percent, ~~the Global Partnership~~ GPE seeks Government commitment to increase the domestic share of resources to education progressively towards 20 percent.⁷ GPE recognizes that share of domestic financing

⁶ Some countries may have multi-sectoral plans or other arrangements. While the Global Partnership will not be prescriptive regarding countries' planning architecture, it is important to have plans that meet the credibility criteria listed in footnote 4.

⁷ In its authority delegated by the Board in BOD/2017/03-06, the Grants and Performance Committee at its October 23-25, 2017 meeting determined to use the following formula to assess the commitment: total (capital and recurrent) education expenditures divided by total expenditures excluding debt service. The formula is similar to the formula used to inform Indicator 10 of the Results Framework. Additional calculations around recurrent expenditures and taking into account debt burdens will be considered for a more nuanced perspective.

[and its growth path might be more limited for fragile situations](#).⁸ [The Grants and Performance Committee will assess the growth path based on the specific context of a given country, looking for a positive trend towards increased domestic finance allocations](#).⁹

In countries that have not reached Universal Primary Education, ~~the Global Partnership~~GPE seeks commitment to allocate at least 45 percent of the education budget to primary education [within the grant period](#). In addition to financial commitments, the application form should make reference to legislation that underpins sector plans and policies.

(B) Development Partner Commitment: The Development Partners' endorsement, which must be communicated to the Secretariat, signifies commitment to predictable and effective aid aligned to the government priorities defined in the ESP or TESP, and will normally cover intended financial support to the ESP or TESP as reflected in the plan's financial framework¹⁰. The *additionality* of GPE funding will be demonstrated through the data provided in the ~~Program Implementation Grant~~ESPIG application form on sector financing (where GPE funding as a percentage of external financing is projected), which should correspond to external commitments expressed in the ESP or TESP budget confirmed through endorsement. Trends in external financing to education will be used to assess and monitor Development Partner Commitment to additionality.

4.1.3 Requirement 3:

Critical data and evidence for planning, budgeting, managing, monitoring and accountability, or alternatively, a strategy to develop capacity to produce and effectively use critical data

The purpose of this requirement is to contribute to improve data as a tool to diagnose, draw evidence from education needs and challenges, develop relevant, appropriate sector strategies and track progress towards realistic targets. UNESCO Institute for Statistics (UIS) reports will be used to help assess the availability of critical, gender-disaggregated data at country level. Other sources including household surveys should be used to enhance the understanding of education for marginalized groups such as those in the lowest income quintiles and children with disability. While the data requirement promotes reporting to UIS, the primary purpose of the requirement is

⁸ [As per the World Bank Harmonized List of Fragile Situations and/or UNESCO-Global Education Monitoring \(GEM\) list of conflict-affected and fragile states](#)

⁹ [Further guidance on implementing the funding model in fragile and conflict-affected states will be provided in an update to the Operational Framework for Effective Support in Fragile and Conflict-Affected States, by end 2018.](#)

¹⁰ Sources of funding for the ESP or TESP will normally be reflected in the multi-year implementation plan.

to strengthen country-level accountability and the development and monitoring of education sector plans at country level.

The requirement is divided into three sub-components:

(A) Countries applying for a ~~Program Implementation Grant~~ [ESPIG](#) must have conducted an *education sector analysis (ESA) no more than three years prior to the grant application submission*, as the basis for the development or revision of an Education Sector Plan (ESP). When an endorsed ESP is already being implemented, the requirement is to *conduct an ESA prior to the development of the next phase of the ESP*. In fragile contexts, a Transitional Education ~~Sector~~ Plan (TESP) must include a *time-bound plan to carry out an ESA*. The ESA should include context analysis, including demographic analysis, as well as analysis of existing policies, costs and financing, system performance and system capacity. The ESA must address vulnerability and equity, particularly the situation of education for marginalized groups, including girls and children with disabilities.

(B) Countries applying for a ~~Program Implementation Grant~~ [ESPIG](#) must also be able to provide *basic financial and education data* disaggregated by gender and socio-economic status,¹¹ to monitor sector progress and report critical data to UNESCO Institute for Statistics (UIS) for global monitoring of education progress; OR *a time-bound plan to develop or strengthen the national Education Monitoring and Information System (EMIS)* to produce reliable education and financial data and reporting systems for improved education planning and management.

(C) Countries applying for a ~~Program Implementation Grant~~ [ESPIG](#) must have *a system or mechanisms to monitor learning outcomes*¹², such as a national learning assessment system, OR *a time-bound plan to develop mechanisms to monitor learning outcomes*.

[Where financing to implement a time-bound plan within the agreed timeline is not identified by the time of the application, the ESPIG must finance the unfinanced portion of the data plan.](#)¹³

4.2 Verification and monitoring of requirements

4.2.1 Compliance with the above requirements ~~will be~~ **verified** through the [Secretariat Quality Assurance Review \(QAR\)](#) process accompanying the grant application process. ~~Commitments and progress on requirement-related actions will be monitored throughout ESP or TESP implementation~~

¹¹ Disaggregation by socio-economic status refers to household survey data.

¹² National examinations are not considered as an effective monitoring mechanism if their data are not directly used to monitor learning outcomes at school level. Likewise, issuing diplomas is not considered as a monitoring mechanism dedicated to improve learning.

¹³ Per BOD/2017/03-06 5.b.ii; effective with Round 1 of 2018.

~~by the Local Education Group (LEG) through joint sector reviews or similar country-led monitoring mechanism, which in turn will inform the Secretariat's annual Portfolio Review submitted to the CGPC and the Board.~~

4.2.2 Fulfilling the requirements allows countries to apply for the fixed part of the Maximum Country Allocation (MCA). Approval of ~~a Program Implementation Grant~~ an ESPIG will continue to depend on the quality of the application and decision by the Board.

4.2.3 Commitments and progress on requirement-related actions are **monitored** throughout ESP or TEP implementation, normally by the LEG through joint sector reviews. As such, the LEG has the primary role for sector monitoring and this country-level monitoring mechanism remains core to the GPE model. ~~and~~At the global level, domestic financing data is monitored through the GPE results framework, which feeds into the Operational Risk Framework, and shared at the aggregate level ~~by the Secretariat~~through the Results Report. In addition, the annual Portfolio Review will track progress on a country-by-country basis using a traffic light approach.

~~4.2.3-4~~ Specifically, verification and monitoring will be integrated into existing processes as follows:

- The first phase of the QAR, at the initial stage of the grant application process, will include a discussion in the LEG of the country's readiness to fulfill the requirements. A Requirements Matrix is subsequently prepared at country level to demonstrate how the country is positioned to meet the requirements. This-The matrix will include identification of milestones to help address any identified gaps during the program development process. -The Requirements Matrix is assessed by the Secretariat, then discussed with the GPC. Any ~~Feedback from the GPC on recommended actions to strengthen the application is provided to the LEG as appropriate.~~
- The second phase of the QAR will continue to principally focus on the quality of the draft program, but will also assess progress with regard to milestones for meeting the requirements as an element of readiness to meet application deadlines.
- The third phase of the QAR will verify whether all requirements have been fulfilled. The Final Readiness Review (FRR) prepared by the Secretariat will include a section on the requirements to inform the ~~CGPC's~~ discussion of the grant application.

~~4.2.4-5~~ Progress on data strategies and the implementation of ESPs, ~~as well as financial commitments made by Government and Development Partners,~~ will normally be monitored by the LEG through the country's joint education sector review or similar country-owned mechanisms for monitoring the implementation of sector plans. The Secretariat will keep track of whether countries undertake joint annual sector monitoring. and provide guidance on the involvement of Ministries of Finance where this is not already the case. The Secretariat will participate in joint sector reviews whenever possible

and/or will review joint sector review reports/aide memoires with particular attention to progress related to the requirements.

4.2.6 Progress on financial commitments made by the Government will be monitored at the global level by the Secretariat: on a country-by-country basis through the Operational Risk Framework and with an overview reported in the Portfolio Review using a traffic-light approach based on data collected for the results framework. The Secretariat will engage with the Government, including the Ministry of Finance, and LEG in cases where countries are behind on delivering on commitments (yellow and red-light countries). and where appropriate.

4.3 Assessment of delivery on domestic resource commitments and need for justification if commitment is not met.

4.3.1 The Secretariat will assess delivery on domestic resource commitments during an existing ESPIG as part of its quality assurance process for the next ESPIG. The assessment will be upstream, starting in the early stages of the application process for the next ESPIG. The assessment will include specific attention to (1) budget expenditure relative to commitments made in fulfilment of the funding model requirement for the previous ESPIG for countries; (2) analysis of causes in the event commitments were not met. Where there are justifiable circumstances, the government with support from LEG members will be responsible for providing sufficiently strong justification for not delivering on commitments linked to the previous grant. The Secretariat presents its final assessment to the GPC through the Quality Assurance Review Phase III (Final Readiness Review) on the new grant.

4.4. Consequences of not delivering on domestic resource commitments.

4.4.1 Where the justification by the government reveals circumstances related to capacity gaps or inefficiencies, the GPC may recommend to the Board that the budget of the new grant specifically address gaps that hinder sufficient and efficient resource use, if relevant.

4.4.2 In extreme cases where delivery on commitments has not been met and where there are no convincing justifiable circumstances, the GPC may recommend that the Board delay approval of the new grant until corrective measures are taken, reduce the grant amount, or not approve the new grant. These potential actions will be signaled early in the process, during QAR Phase I, and will consider the primary objective of leveraging increased financing for education.

~~4.2.5 The LEG should discuss the causes of major deviations from endorsed plans and commitments including significant gaps between financing commitments and execution that threaten implementation of the ESP or TESP, or shifts in policy priorities that render the endorsed plan irrelevant or considerably weakens its implementation. The LEG should examine causes for~~

~~these deviations to determine whether they undermine the mutual accountability on which the GPE support was agreed. LEG recommended remedial actions should be integrated in joint sector review reports/aide memoires. The Secretariat will seek to play a facilitating role when needed and requested.~~

~~4.2.6 In cases where there are significant deviations from commitments that undermine the basis on which GPE funding was granted, the CGPC may recommend to the Board whether to (1) reduce funding until remedial measures have been taken¹⁴; or (2) freeze further disbursements on the grant until remedial measures are taken. To inform the CGPC's decision, the SE or ME in consultation with the LEG will present a recommendation for action that would highlight potential consequences and risks related to the above scenarios.~~

~~4.2.7 In addition, if the country is eligible to apply for a subsequent Program Implementation Grant, significant deviations will be discussed in QAR Phase I and will form part of the Secretariat's assessment of the previous grant in QAR Phase III through the Final Readiness Review for consideration by the CGPC. The CGPC would recommend and the Board would decide whether (1) no remedial measures are required; (2) to reduce the country's allocation; (3) to request remedial measures and a re-submission of the application; or (4) to not approve a new grant.~~

¹⁴Note that funding commitments from the Global Partnership are made on an annual basis.

AFFIRMATIVE VOTE AND MULTIPLIER GRANTS

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them. It is understood that constituencies will circulate Board documents among their members prior to the Committee meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is to request the Board to expand the use of the Affirmative Vote – currently restricted to ESPIG allocations – to include Multiplier allocations.

2. RECOMMENDED DECISION

2.1 The Grants and Performance Committee requests the Board approve the following decision:

BOD/2018/06-XX—Affirmative Vote and Multiplier Grants: The Board of Directors, in reference to BOD/2016/06-06-Decision Framework, extends the use of the Affirmative Vote to Multiplier allocations.

3. BACKGROUND

3.1 The Affirmative Vote procedure is an efficient way for the Board to make decisions on recommendations from the GPC on ESPIG applications. Because the Affirmative Vote process can be launched shortly after GPC meetings in which recommendations on applications are made, it shortens the approval process and allows countries to receive the allocation in a timely manner. Without the Affirmative Vote, Board decisions on ESPIG applications would need to wait until the next Board meeting or a Board audio call would need to be scheduled.

3.2 The Affirmative Vote is currently limited to the Board making decisions on ESPIGs. However, Multiplier grants have all the characteristics of an ESPIG and need to meet the same funding model requirements. Further, Multiplier applications are normally submitted simultaneously with the ESPIG application so it stands to reason that they are approved together.

3.3 For the above reasons, the GPC recommends allowing the use of the Affirmative Vote to make Board decisions on Multiplier grants in addition to ESPIGs.

4. PLEASE CONTACT Margarita Focas Licht (mlicht@globalpartnership.org) for further information.

PROCEDURES FOR NOMINATION AND ELECTION OF BOARD MEMBERS, COMMITTEE CHAIRS AND COMMITTEE MEMBERS– REPORT FROM THE GOVERNANCE AND ETHICS COMMITTEE

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting. It is understood that Committees will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is for the Board to approve the nominations timeline of September 15-November 15, 2018 as well as the following adjustments to the nominations process:

- Adjustments to the nominations process and nominations form: (i) fields in the nominations form will be made mandatory, (ii) the nomination of one alternate per constituency category per committee with the same rights and responsibilities as the main members will be made mandatory, (iii) increased quality assurance from Secretariat in reviewing the nominations documents received including ensuring that all documents received are complete and that nomination information per constituency category is contained in one single document, and (iv) the signing of a commitment letter by all selected nominees.
- Adjustments to the process of renewal of the terms of Committee Chairs and Committee members: namely, that Committee Chairs may recommend to the different constituencies the extension of terms for Committees members for their decision, and that the Board Chair be given the authority to recommend the extension of Committee Chairs, in special circumstances, when priority projects extend beyond the current mandate, for Board approval.

Summary of Governance and Ethics Committee (GEC) Deliberations

- The Committee met to review and discuss the proposed adjustments at its meeting in Paris on April 17-18, 2018.
- The Committee expressed support for the nominations timeline and expressed overall support for the proposed adjustments to the nominations process and forms.
- The Committee expressed support for the mandatory nomination of one alternate per constituency category but requested clear rules of engagement for this function.
- The Committee suggested minor amendments to the document including outlining the steps in the nominations process and better specifying the quality assurance actions to be taken by the Secretariat. These amendments are reflected in the Board paper.

2. EXECUTIVE SUMMARY

2.1 The following document includes information on the procedures that apply to the nomination of candidates for the position of Member and Alternate Member of the Board, as well as Chair and Member of the Board's standing committees.

3. REQUESTED DECISION

3.1 The Governance and Ethics Committee recommends that the Board approve the following decision:

BOD/2018/06-XX—Board and Committee Nominations: The Board of Directors:

1. Endorses the proposed adjustments to the nominations process as set out in DOC XX.
2. Noting the need for knowledge transfer, endorses the proposal to enable the Board Chair to recommend the extension of terms of Committee chairs, in special circumstances, when priority projects extend beyond the current mandate.
3. Noting the need for knowledge transfer, endorses the proposal to enable Committee Chairs to recommend the extension of the term of its members to the relevant constituency category for their consideration.
4. Endorses the proposed timeline of September 15-November 15, 2018 for the call for nominations for the Board and its standing committees.

4. BACKGROUND

4.1 The delegation of greater decision-making authority to the Board’s standing committees (through the 2016 decision framework), combined with the growing portfolio of work under the committees’ purview, has transformed these into a critical nexus needed to deliver on the GPE 2020 while protecting Board time for more strategic discussions.

4.2 In 2017, a Board and Committee self-assessment was conducted with the broad objective of highlighting “areas of strategic importance or improvement that could be used to guide future discussions on Board/Committee effectiveness”. The assessments covered the period from March to December 2017. Unfortunately, the low response rate on the Board assessment nullified the few results received.

4.3 At the committee level, the self-assessments pointed to the good functioning of committees, to the high level of engagement and commitment of its members, to clarity of mandate and to the strong leadership of Chairs. The assessments, however, also revealed several important pressure points including document overload, uneven attendance levels between constituency categories and on certain committees, as well as consultation challenges.

4.4 These preliminary findings are indicative that the increased workload at the committee level—and the volume of documents and number of additional meetings/audio-calls it often entails—is taking some toll on committee members. The time and commitment required of members in committees such as GPC and SIC, for example, has augmented putting at risk stable attendance and adequate levels of consultation with constituencies. One implication of this for the nomination process is the need to ensure that the time commitment for each committee is not underrepresented, and that the level of effort required of nominees is accurately communicated at the outset (and prior to the confirmation of nominees). In addition, there is a need to ensure that alternates are nominated, as a mandatory requirement, to replace main Committee members when needed.

4.5 This document sets out the timeline and process for the launch of the 2019-2021 call for Board and Committee nominations, and proposes several recommendations on adjustments needed to partially address the challenges identified from the self-assessments and in particular those pertaining to the standing committees of the Board.

5. TIMING OF NOMINATIONS CALL

5.1 Under article 4.2 of the Board and Committee Operating Procedures, the Board Chair is expected to launch a call for nomination every two years.

5.2 While not currently enshrined in the Board and Committee Operating Procedures, standard GPE practice has been a nominations timeline of 60 days with the launch of the call for nominations by the Board Chair in October, for election of officials at the following December Board meeting.

6. PROCESS FOR NOMINATIONS

A. Eligibility

6.1 Under the GPE charter as well as Section 1 and Section 2, article 4.1 of the Board and Committee Operating Procedures, each constituency may nominate individuals to serve on the GPE Board and its standing committees, with the technical competencies, experience and time required to serve in GPE committees.

B. Terms

6.2 Article 4.2.6 of the GPE Charter outlines the length of terms of Board and alternate members namely:

Article 4.2.6:

- 1. Board and alternate members will serve on the Board for two years or such other term that the Board may determine.*

6.3 Section 2, article 4.3 of the Board and Committee Operating Procedures outlines the length of terms for Committee members, including Chairs:

Article 4.3:

- 2. GPE Committee members, including Chairs, shall serve a term of two years, renewable once, or until a successor has been appointed. Committee members selected as a result of a mid-term vacancy are appointed for a term in accordance with the applicable process set out in Section 4.6.*

6.4 With this document, the Governance and Ethics Committee is recommending the following amendments to the process for renewal of the terms of Committee Chairs and its members namely, that:

- Committee Chairs be given the authority to recommend to the relevant constituency category a performance-based renewal of term for Committee members, for the consideration and decision of the constituency category. The recommendation from

Committee Chairs would be submitted by email to the communication focal points for their consultation with the constituency category.

- Should the constituency category approve the recommended extension, the constituency category will ensure that the information is reflected in the nomination field for the position. The recommendation of extension of Committee members would therefore not supersede the established nominations process and would simply represent one input, for the consideration of the constituency category, into the nominations discussions. No modification to the current GPE Charter and Board and Committee Operating Procedures would be made, nor will it affect the term limits set out in these foundational documents.
- Likewise, with regards to the renewal of terms of Committee Chairs, the Board Chair may, in special circumstances, recommend the extension of Committee Chairs when priority projects extend beyond the current mandate, for Board approval.

C. Process

6.5 Section 1 of the GPE Charter and Section 2, article 4. 2 of the Board and Committee Operating Procedures provides guidance on the nominations submission process:

Article 4.2:

3. *Board constituencies shall submit to the Board Chair and Secretariat a prioritized list of the names of individuals they wish to nominate for standing Committee membership, along with the specific Committee on which they prefer their nominees to serve and whether the nominees are willing to serve as Chair. The list shall be endorsed by Board/Alternate Board members representing their constituency category. Constituencies may nominate Board/Alternate members or other constituency members to serve as Committee members, provided the nominee possesses skills/competencies required for service in the applicable Committee that align with the Committee's mandate under its terms of reference.*

6.6 Nominations must be made by constituencies and seconded by Board/Alternate Board members using the attached (sample) nominations form (Annex 1). With this paper, the Governance and Ethics Committee is recommending several adjustments to the nomination form and the submission process namely:

- a. That all fields in the nominations form be made mandatory, including the nomination of one alternate per constituency category with the same rights and responsibilities as the main members. *The mandatory nomination of an alternate will serve to alleviate some of the pressures placed on main committee members, as well as ensure continuity of knowledge-sharing and consultation with the constituency.*
- b. The Secretariat will engage in quality assurance of the nominations forms received, this will include the authority to return any incomplete forms to the constituency, to ensure that nominations from the constituency category are contained in a single document and relate any questions to the constituency category with regards to the nominations received. *Nominations included in incomplete forms will not be considered valid until a completed nominations form is returned to the Secretariat within the set deadline.*
- c. The CVs of each of the nominees should be attached to the nomination form submitted by the constituency. Failure to provide a candidate's CV prior to the closing of the Call will also invalidate the nomination.

Selection of Committee Chairs and Members

6.7 In accordance with the GPE Charter and Section 2, article 4.2 of the Board and Committees Operating Procedures, the Board Chair shall make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories in the membership of Committees and in the persons serving as chair across each of the Committees, and to consult with Committee Chairs, prior to submitting his or her proposal to the Board for its approval.

6.8 The recommendation for Committee membership will be presented at the December 2018 Board of Directors meeting.

6.9 The Governance and Ethics Committee, by means of this document, is requesting that upon adoption of the recommendation, all selected candidates be required to sign a commitment letter acknowledging the principles of Committee operations and time commitment (Annex 2). This form would be considered a prerequisite to the start of their term as Committee members.

7 NEXT STEPS

7.1 Upon approval of the recommendation, the Board Chair will launch the call for nominations.

8. PLEASE CONTACT Maria Jose Olavarria Perez, Board Operations Officer at molavarriaperez@globalpartnership.org

9. ANNEXES

9.1 Annex 1: Nominations Form

Annex 2: Commitment Letter: GPE Committee Members

ANNEX 1: NOMINATIONS FORM

PART 1: GPE BOARD COMMITTEES NOMINATION FORMS **DEVELOPING COUNTRIES PARTNERS CONSTITUENCY CATEGORY**

Nominations Form for 2019–2021 Term

ACTIONS REQUIRED:

1. **List of names for standing committee membership:** submit a prioritized list of the names of individuals your constituency category you wish to nominate for standing committee membership and alternates, along with the specific committee on which you prefer your nominees to serve.
2. **List of names for Committee Chair:** submit a prioritized list of the names of individuals your constituency category wishes to nominate as Committee Chair.
3. **CV/Bio:** provide a bio/CVs in support of each nomination. Please note that in addition to specific skills/knowledge and experience, the committee composition shall seek balance in representation with regard to gender.
4. **Committee vacancy process:** select one option between the two offered as a nomination process to fill a committee vacancy.
5. **Endorsement:** request Board/Alternate Board members to endorse the list.
6. Return to Michaelle Wane, Senior Operations Assistant, Governance Team (mwane@globalpartnership.org).

PROCESS/TIMELINE:

1. Nominations should be submitted by November 15, 2018.
2. The Board Chair with the support of the Secretariat will review the nomination received. The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) and gender in the membership of committees and in the persons serving as chair across each of the committees.
3. The Board Chair will submit to the Board her proposal for the Chair and membership of all committees with the Board documentation sent on November 16, 2018 for approval at the December 2018 Board meeting.
4. New Committee members will be invited to participate in an in-person induction course at the start of their mandate.

CONTACT:

If you have any questions related to the nomination process, please contact Ruth Dantzer (mdantzer@globalpartnership.org) or Michaelle Wane (mwane@globalpartnership.org).

Step 1: FILL IN THE COMMITTEE MEMBERSHIP NOMINATION FORM FOR 2019–2021 TERM

COMMITTEES	Person(s) Nominated as Committee Member	Specific skills¹ (see annex1)	Person(s) Nominated as Alternate²	Specific skills (see Part 2)
COORDINATING COMMITTEE³	1. Name, Title		Name, Title	
GRANTS AND PERFORMANCE	2. Name, Title		Name, Title	
	3. Name, Title			
	4. Name, Title			
STRATEGY AND IMPACT	5. Name, Title		Name, Title	
	6. Name, Title			
	7. Name, Title			
FINANCE AND RISK	8. Name, Title		Name, Title	
	9. Name, Title			
	10. Name, Title			
GOVERNANCE AND ETHICS	11. Name, Title		Name, Title	
	12. Name, Title			
	13. Name, Title			

¹ Each committee member must have general skills and demonstrate track record in at least one specific skill. Detailed skills for each committee are presented in Part 2.

² Please note there will only be one alternate for each constituency category represented in the committee. The alternate will replace any constituency category member who may not be available to attend an in-person meeting or connect via audio-call. The alternate can only replace one member at a time.

³ Must be a Board or Alternate members. Up to 4 Board members or Alternate Board members will be selected on the basis of ensuring balance between constituency categories on the Board.

STEP 2: FILL IN THE COMMITTEE CHAIR NOMINATION FORM FOR 2019-2021 TERM

Committee Chairs are preferably Board or Alternate Board members.

The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) in the membership of committees and in the persons serving as chair across each of the committees.

COMMITTEES CHAIR	Person(s) Nominated	Meets selection criteria (see annex1)
GRANTS AND PERFORMANCE	Name, Title	
STRATEGY AND IMPACT	Name, Title	
FINANCE AND RISK	Name, Title	
GOVERNANCE AND ETHICS	Name, Title	

STEP 3: SELECT A NOMINATION PROCESS TO FILL A COMMITTEE VACANCY

Please **identify which option the constituency category will use to replace a committee member** for any vacancy, other than from the Coordinating Committee for which Option 2 will automatically apply:

Option 1: The *constituency* that the member belongs to nominates the replacement for that vacancy. In this option the new committee member's term is limited to the duration of the remaining term of the departing member.

Option 2: The *constituency category* that the member belongs to nominates the replacement for that vacancy. Where a new call for committee member nominations is placed in the constituency category, the term of the committee member will be for two years.

Option selected for vacancy replacement (insert option 1 or option 2)	
--	--

STEP 4: PROVIDE ENDORSEMENT BY BOARD AND ALTERNATE BOARD MEMBERS⁴

Africa 1:

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

Africa 2:

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

Africa 3:

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

Asia and the Pacific

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

Easter Europe, Middle East, Central Asia

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

Latin America and the Caribbean

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

This form has been completed by (insert name/contact for any follow-up question)	
Date	
Signature	

STEP 5: SEND THE FORM AND CV TO THE SECRETARIAT

Please send the completed form along with a CV/Bio for all persons nominated to Michaelle Wane, Sr. Operations Assistant: mwane@globalpartnership.org

⁴ Electronic signature can be used.

PART 2: COMMITTEE SELECTION CRITERIA

Grants and Performance Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of: GPE's mandate and mission, global aid structure, the education sector, issues of gender equality, as well as other matters of equity and access
- ✓ Knowledge of learning issues in developing country education system
- ✓ Experience serving on Board/Committee with multi-stakeholder composition
- ✓ Knowledge of different costing tools, budget tracking, financing modalities, country systems
- ✓ Experience with developing, analyzing, making recommendations on grant applications in a global setting
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience managing national education policy processes.
- ✓ Developing, managing, overseeing education programs in developing countries.
- ✓ Experience in evaluating education policies, strategies and programs.
- ✓ Country-level sector experience.
- ✓ Knowledge of and experience working with statistical information.
- ✓ Knowledge of domestic financing issues.
- ✓ Knowledge of systems alignment.
- ✓ Experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Strategy and Impact Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Knowledge of and experience in innovative funding mechanisms
- ✓ Knowledge of and experience in monitoring, performance, evaluation
- ✓ Knowledge of an experience in policy development
- ✓ Knowledge of an experience in program development or monitoring
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.
- ✓ Knowledge of an experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Finance and Risk Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Significant knowledge and experience in financial management, risk management and systems of internal control, and audit.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience developing and overseeing complex budgets or work plans.
- ✓ Knowledge of donor or grant agent legal and administrative agreements.

- ✓ Knowledge of and experience in innovative funding mechanisms.
- ✓ Experience with managing multi-million multi-year budget.
- ✓ Knowledge of trust fund issues.
- ✓ Experience serving on a comparable body.
- ✓ Competency in accounting and finance, including development finance.
- ✓ Competency in assurance processes, including internal and external audit.
- ✓ Experience of risk management policies and frameworks

Governance and Ethics Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Knowledge of governance/ethics best practices.

*In addition to the general knowledge listed above, Committee members should be **able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ A background in the legal profession.
- ✓ Experience drafting and implementing legal frameworks.
- ✓ Experience managing national nomination processes.
- ✓ Experience overseeing ethics codes of conduct.

ANNEX 1: NOMINATIONS FORM

PART 1: GPE BOARD COMMITTEES NOMINATION FORMS DONOR CONSTITUENCY CATEGORY

Nominations Form for 2019–2021 Term

ACTIONS REQUIRED:

1. **List of names for standing committee membership:** submit a prioritized list of the names of individuals your constituency category you wish to nominate for standing committee membership and alternates, along with the specific committee on which you prefer your nominees to serve.
2. **List of names for Committee Chair:** submit a prioritized list of the names of individuals your constituency category wishes to nominate as Committee Chair.
3. **CV/Bio:** provide a bio/CVs in support of each nomination. Please note that in addition to specific skills/knowledge and experience, the committee composition shall seek balance in representation with regard to gender.
4. **Committee vacancy process:** select one option between the two offered as a nomination process to fill a committee vacancy.
5. **Endorsement:** request Board/Alternate Board members to endorse the list.
6. Return to Michaëlle Wane, Senior Operations Assistant, Governance Team (mwane@globalpartnership.org).

PROCESS/TIMELINE:

1. Nominations should be submitted by November 15, 2018.
2. The Board Chair with the support of the Secretariat will review the nomination received. The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) and gender in the membership of committees and in the persons serving as chair across each of the committees.
3. The Board Chair will submit to the Board her proposal for the Chair and membership of all committees with the Board documentation sent on November 16, 2018 for approval at the December 2018 Board meeting.
4. New Committee members will be invited to participate in an in-person induction course at the start of their mandate.

CONTACT:

If you have any questions related to the nomination process, please contact Ruth Dantzer (mdantzer@globalpartnership.org) or Michaëlle Wane (mwane@globalpartnership.org).

Step 1: FILL IN THE COMMITTEE MEMBERSHIP NOMINATION FORM FOR 2019–2021 TERM

COMMITTEES	Person(s) Nominated as Committee Member	Specific skills⁵ (see annex1)	Person(s) Nominated as Alternate⁶	Specific skills (see Part 2)
COORDINATING COMMITTEE⁷	1. Name, Title		Name, Title	
GRANTS AND PERFORMANCE	2. Name, Title		Name, Title	
	3. Name, Title			
	4. Name, Title			
STRATEGY AND IMPACT	5. Name, Title		Name, Title	
	6. Name, Title			
	7. Name, Title			
FINANCE AND RISK	8. Name, Title		Name, Title	
	9. Name, Title			
	10. Name, Title			
GOVERNANCE AND ETHICS	11. Name, Title		Name, Title	
	12. Name, Title			
	13. Name, Title			

⁵ Each committee member must have general skills and demonstrate track record in at least one specific skill. Detailed skills for each committee are presented in Part 2.

⁶ Please note there will only be one alternate for each constituency category represented in the committee. The alternate will replace any constituency category member who may not be available to attend an in-person meeting or connect via audio-call. The alternate can only replace one member at a time.

⁷ Must be a Board or Alternate members. Up to 4 Board members or Alternate Board members will be selected on the basis of ensuring balance between constituency categories on the Board.

Step 2: FILL IN THE COMMITTEE CHAIR NOMINATION FORM FOR 2019-2021 TERM

Committee Chairs are preferably Board or Alternate Board members.

The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) in the membership of committees and in the persons serving as chair across each of the committees.

COMMITTEES CHAIR	Person(s) Nominated	Meets selection criteria (see annex1)
GRANTS AND PERFORMANCE	Name, Title	
STRATEGY AND IMPACT	Name, Title	
FINANCE AND RISK	Name, Title	
GOVERNANCE AND ETHICS	Name, Title	

STEP 3: SELECT A NOMINATION PROCESS TO FILL A COMMITTEE VACANCY

Please **identify which option the constituency category will use to replace a committee member** for any vacancy, other than from the Coordinating Committee for which Option 2 will automatically apply:

Option 1: The *constituency* that the member belongs to nominates the replacement for that vacancy. In this option the new committee member's term is limited to the duration of the remaining term of the departing member.

Option 2: The *constituency category* that the member belongs to nominates the replacement for that vacancy. Where a new call for committee member nominations is placed in the constituency category, the term of the committee member will be for two years.

Option selected for vacancy replacement (insert option 1 or option 2)	
---	--

STEP 4: PROVIDE ENDORSEMENT BY BOARD AND ALTERNATE BOARD MEMBERS⁸

Donor 1:

Board Member (NAME)
Alternate Board Member (NAME)

Date:
Date:

Donor 2:

Board Member (NAME)
Alternate Board Member (NAME)

Date:
Date:

Donor 3:

Board Member (NAME)
Alternate Board Member (NAME)

Date:
Date:

Donor 4:

Board Member (NAME)
Alternate Board Member (NAME)

Date:
Date:

Donor 5:

Board Member (NAME)
Alternate Board Member (NAME)

Date:
Date:

Donor 6:

Board Member (NAME)
Alternate Board Member (NAME)

Date:
Date:

This form has been completed by (insert name/contact for any follow-up question)	
Date	
Signature	

STEP 5: SEND THE FORM AND CV TO THE SECRETARIAT

Please send the completed form along with a CV/Bio for all persons nominated to Michaelle Wane, Sr. Operations Assistant: mwane@globalpartnership.org

⁸ Electronic signature can be used.

PART 2: COMMITTEE SELECTION CRITERIA

Grants and Performance Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of: GPE's mandate and mission, global aid structure, the education sector, issues of gender equality, as well as other matters of equity and access
- ✓ Knowledge of learning issues in developing country education system
- ✓ Experience serving on Board/Committee with multi-stakeholder composition
- ✓ Knowledge of different costing tools, budget tracking, financing modalities, country systems
- ✓ Experience with developing, analyzing, making recommendations on grant applications in a global setting
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience managing national education policy processes.
- ✓ Developing, managing, overseeing education programs in developing countries.
- ✓ Experience in evaluating education policies, strategies and programs.
- ✓ Country-level sector experience.
- ✓ Knowledge of and experience working with statistical information.
- ✓ Knowledge of domestic financing issues.
- ✓ Knowledge of systems alignment.
- ✓ Experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Strategy and Impact Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Knowledge of and experience in innovative funding mechanisms
- ✓ Knowledge of and experience in monitoring, performance, evaluation
- ✓ Knowledge of an experience in policy development
- ✓ Knowledge of an experience in program development or monitoring
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.
- ✓ Knowledge of an experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Finance and Risk Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Significant knowledge and experience in financial management, risk management and systems of internal control, and audit.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience developing and overseeing complex budgets or work plans.
- ✓ Knowledge of donor or grant agent legal and administrative agreements.
- ✓ Knowledge of and experience in innovative funding mechanisms.
- ✓ Experience with managing multi-million multi-year budget.
- ✓ Knowledge of trust fund issues.
- ✓ Experience serving on a comparable body.
- ✓ Competency in accounting and finance, including development finance.
- ✓ Competency in assurance processes, including internal and external audit.
- ✓ Experience of risk management policies and frameworks

Governance and Ethics Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Knowledge of governance/ethics best practices.

*In addition to the general knowledge listed above, Committee members should be **able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ A background in the legal profession.
- ✓ Experience drafting and implementing legal frameworks.
- ✓ Experience managing national nomination processes.
- ✓ Experience overseeing ethics codes of conduct.

PART 1: GPE BOARD COMMITTEES NOMINATION FORMS **MULTILATERAL ORGANIZATIONS CONSTITUENCY CATEGORY**

Nominations Form for 2019–2021 Term

ACTIONS REQUIRED:

1. **List of names for standing committee membership:** submit a prioritized list of the names of individuals your constituency category you wish to nominate for standing committee membership and alternates, along with the specific committee on which you prefer your nominees to serve.
2. **List of names for Committee Chair:** submit a prioritized list of the names of individuals your constituency category wishes to nominate as Committee Chair.
3. **CV/Bio:** provide a bio/CVs in support of each nomination. Please note that in addition to specific skills/knowledge and experience, the committee composition shall seek balance in representation with regard to gender.
4. **Committee vacancy process:** select one option between the two offered as a nomination process to fill a committee vacancy.
5. **Endorsement:** request Board/Alternate Board members to endorse the list.
6. Return to Michaelle Wane, Sr. Operations Assistant, Governance Team (mwane@globalpartnership.org).

PROCESS/TIMELINE:

1. Nominations should be submitted by November 15, 2018.
2. The Board Chair with the support of the Secretariat will review the nomination received. The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) and gender in the membership of committees and in the persons serving as chair across each of the committees.
3. The Board Chair will submit to the Board her proposal for the Chair and membership of all committees with the Board documentation sent on November 16, 2018 for approval at the December 2018 Board meeting.
4. New Committee members will be invited to participate in an in-person induction course at the start of their mandate.

CONTACT:

If you have any questions related to the nomination process, please contact Ruth Dantzer (mdantzer@globalpartnership.org) or Michaelle Wane (mwane@globalpartnership.org).

Step 1: FILL IN THE COMMITTEE MEMBERSHIP NOMINATION FORM FOR 2019–2021 TERM

COMMITTEES	Person(s) Nominated as Committee Member	Specific skills⁹ (see annex1)	Person(s) Nominated as Alternate¹⁰	Specific skills (see Part 2)
COORDINATING COMMITTEE¹¹	1. Name, Title		Name, Title	
GRANTS AND PERFORMANCE	2. Name, Title		Name, Title	
	3. Name, Title			
STRATEGY AND IMPACT	4. Name, Title		Name, Title	
	5. Name, Title			
FINANCE AND RISK	6. Name, Title		Name, Title	
GOVERNANCE AND ETHICS	7. Name, Title		Name, Title	

⁹ Each committee member must have general skills and demonstrate track record in at least one specific skill. Detailed skills for each committee are presented in Part 2.

¹⁰ Please note there will only be one alternate for each constituency category represented in the committee. The alternate will replace any constituency category member who may not be available to attend an in-person meeting or connect via audio-call. The alternate can only replace one member at a time.

¹¹ Must be a Board or Alternate members. Up to 4 Board members or Alternate Board members will be selected on the basis of ensuring balance between constituency categories on the Board.

Step 2: FILL IN THE COMMITTEE CHAIR NOMINATION FORM FOR 2019-2021 TERM

Committee Chairs are preferably Board or Alternate Board members.

The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) in the membership of committees and in the persons serving as chair across each of the committees.

COMMITTEES CHAIR	Person(s) Nominated	Meets selection criteria (see annex1)
GRANTS AND PERFORMANCE	Name, Title	
STRATEGY AND IMPACT	Name, Title	
FINANCE AND RISK	Name, Title	
GOVERNANCE AND ETHICS	Name, Title	

STEP 3: SELECT A NOMINATION PROCESS TO FILL A COMMITTEE VACANCY

Please **identify which option the constituency category will use to replace a committee member** for any vacancy, other than from the Coordinating Committee for which Option 2 will automatically apply:

Option 1: The *constituency* that the member belongs to nominates the replacement for that vacancy. In this option the new committee member's term is limited to the duration of the remaining term of the departing member.

Option 2: The *constituency category* that the member belongs to nominates the replacement for that vacancy. Where a new call for committee member nominations is placed in the constituency category, the term of the committee member will be for two years.

Option selected for vacancy replacement (insert option 1 or option 2)	
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STEP 4: PROVIDE ENDORSEMENT BY BOARD AND ALTERNATE BOARD MEMBERS¹²

MLA 1:

Board Member (NAME)

Date:

Alternate Board Member (NAME)

Date:

MLA 2:

Board Member (NAME)

Date:

Alternate Board Member (NAME)

Date:

MLA 3:

Board Member (NAME)

Date:

Alternate Board Member (NAME)

Date:

This form has been completed by (insert name/contact for any follow-up question)	
Date	
Signature	

STEP 5: SEND THE FORM AND CV TO THE SECRETARIAT

Please send the completed form along with a CV/Bio for all persons nominated to Michaëlle Wane mwane@globalpartnership.org

¹² Electronic signature can be used.

PART 2: COMMITTEE SELECTION CRITERIA

Grants and Performance Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of: GPE's mandate and mission, global aid structure, the education sector, issues of gender equality, as well as other matters of equity and access
- ✓ Knowledge of learning issues in developing country education system
- ✓ Experience serving on Board/Committee with multi-stakeholder composition
- ✓ Knowledge of different costing tools, budget tracking, financing modalities, country systems
- ✓ Experience with developing, analyzing, making recommendations on grant applications in a global setting
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience managing national education policy processes.
- ✓ Developing, managing, overseeing education programs in developing countries.
- ✓ Experience in evaluating education policies, strategies and programs.
- ✓ Country-level sector experience.
- ✓ Knowledge of and experience working with statistical information.
- ✓ Knowledge of domestic financing issues.
- ✓ Knowledge of systems alignment.
- ✓ Experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Strategy and Impact Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
 - ✓ Knowledge of learning issues in developing country education systems.
 - ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Knowledge of and experience in innovative funding mechanisms
- ✓ Knowledge of and experience in monitoring, performance, evaluation
- ✓ Knowledge of an experience in policy development
- ✓ Knowledge of an experience in program development or monitoring
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.
- ✓ Knowledge of an experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Finance and Risk Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Significant knowledge and experience in financial management, risk management and systems of internal control, and audit.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience developing and overseeing complex budgets or work plans.
- ✓ Knowledge of donor or grant agent legal and administrative agreements.
- ✓ Knowledge of and experience in innovative funding mechanisms.
- ✓ Experience with managing multi-million multi-year budget.
- ✓ Knowledge of trust fund issues.
- ✓ Experience serving on a comparable body.
- ✓ Competency in accounting and finance, including development finance.
- ✓ Competency in assurance processes, including internal and external audit.
- ✓ Experience of risk management policies and frameworks

Governance and Ethics Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Knowledge of governance/ethics best practices.

*In addition to the general knowledge listed above, Committee members should be **able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ A background in the legal profession.
- ✓ Experience drafting and implementing legal frameworks.
- ✓ Experience managing national nomination processes.
- ✓ Experience overseeing ethics codes of conduct.

PART 1: GPE BOARD COMMITTEES NOMINATION FORMS
CIVIL SOCIETY ORGANIZATIONS AND PRIVATE SECTOR/PRIVATE
FOUNDATIONS

Nominations Form for 2019–2021 Term

ACTIONS REQUIRED:

1. **List of names for standing committee membership:** submit a prioritized list of the names of individuals your constituency category you wish to nominate for standing committee membership and alternates, along with the specific committee on which you prefer your nominees to serve.
2. **List of names for Committee Chair:** submit a prioritized list of the names of individuals your constituency category wishes to nominate as Committee Chair.
3. **CV/Bio:** provide a bio/CVs in support of each nomination. Please note that in addition to specific skills/knowledge and experience, the committee composition shall seek balance in representation with regard to gender.
4. **Committee vacancy process:** select one option between the two offered as a nomination process to fill a committee vacancy.
5. **Endorsement:** request Board/Alternate Board members to endorse the list.
6. Return to Michaelle Wane, Sr. Operations Assistant, Governance Team (mwane@globalpartnership.org).

PROCESS/TIMELINE:

1. Nominations should be submitted by November 15, 2018.
2. The Board Chair with the support of the Secretariat will review the nomination received. The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) and gender in the membership of committees and in the persons serving as chair across each of the committees.
3. The Board Chair will submit to the Board her proposal for the Chair and membership of all committees with the Board documentation sent on November 16, 2018 for approval at the December 2018 Board meeting.
4. New Committee members will be invited to participate in an in-person induction course at the start of their mandate.

CONTACT:

If you have any questions related to the nomination process, please contact Ruth Dantzer (mdantzer@globalpartnership.org) or Michaelle Wane (mwane@globalpartnership.org).

Step 1: FILL IN THE COMMITTEE MEMBERSHIP NOMINATION FORM FOR 2019–2021 TERM

COMMITTEES	Person(s) Nominated as Committee Member	Specific skills¹³ (see annex1)	Person(s) Nominated as Alternate¹⁴	Specific skills (see Part 2)
COORDINATING COMMITTEE¹⁵	1. Name, Title		Name, Title	
GRANTS AND PERFORMANCE	2. Name, Title		Name, Title	
	3. Name, Title			
STRATEGY AND IMPACT	4. Name, Title		Name, Title	
	5. Name, Title			
FINANCE AND RISK	6. Name, Title		Name, Title	
	7. Name, Title		Name, Title	
GOVERNANCE AND ETHICS	8. Name, Title		Name, Title	
	9. Name, Title		Name, Title	

¹³ Each committee member must have general skills and demonstrate track record in at least one specific skill. Detailed skills for each committee are presented in Part 2.

¹⁴ Please note there will only be one alternate for each constituency category represented in the committee. The alternate will replace any constituency category member who may not be available to attend an in-person meeting or connect via audio-call. The alternate can only replace one member at a time.

¹⁵ Must be a Board or Alternate members. Up to 4 Board members or Alternate Board members will be selected on the basis of ensuring balance between constituency categories on the Board.

Step 2: FILL IN THE COMMITTEE CHAIR NOMINATION FORM FOR 2019-2021 TERM

Committee Chairs are preferably Board or Alternate Board members.

The Board Chair will make all reasonable efforts to ensure that there is an appropriate balance between each of the constituency categories (as set out in the GPE Charter) in the membership of committees and in the persons serving as chair across each of the committees.

COMMITTEES CHAIR	Person(s) Nominated	Meets selection criteria (see annex1)
GRANTS AND PERFORMANCE	Name, Title	
STRATEGY AND IMPACT	Name, Title	
FINANCE AND RISK	Name, Title	
GOVERNANCE AND ETHICS	Name, Title	

STEP 3: SELECT A NOMINATION PROCESS TO FILL A COMMITTEE VACANCY

Please **identify which option the constituency category will use to replace a committee member** for any vacancy, other than from the Coordinating Committee for which Option 2 will automatically apply:

Option 1: The *constituency* that the member belongs to nominates the replacement for that vacancy. In this option the new committee member's term is limited to the duration of the remaining term of the departing member.

Option 2: The *constituency category* that the member belongs to nominates the replacement for that vacancy. Where a new call for committee member nominations is placed in the constituency category, the term of the committee member will be for two years.

Option selected for vacancy replacement (insert option 1 or option 2)	
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STEP 4: PROVIDE ENDORSEMENT BY BOARD AND ALTERNATE BOARD MEMBERS¹⁶

CSO 1:

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

CSO 2:

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

CSO 3:

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

Private Sector/Private Foundations:

Board Member (NAME)
 Alternate Board Member (NAME)

Date:
 Date:

This form has been completed by (insert name/contact for any follow-up question)	
Date	
Signature	

STEP 5: SEND THE FORM AND CV TO THE SECRETARIAT

Please send the completed form along with a CV/Bio for all persons nominated to Michaelle Wane, Sr. Operations Assistant mwane@globalpartnership.org

¹⁶ Electronic signature can be used.

PART 2: COMMITTEE SELECTION CRITERIA

Grants and Performance Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of: GPE's mandate and mission, global aid structure, the education sector, issues of gender equality, as well as other matters of equity and access
- ✓ Knowledge of learning issues in developing country education system
- ✓ Experience serving on Board/Committee with multi-stakeholder composition
- ✓ Knowledge of different costing tools, budget tracking, financing modalities, country systems
- ✓ Experience with developing, analyzing, making recommendations on grant applications in a global setting
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience managing national education policy processes.
- ✓ Developing, managing, overseeing education programs in developing countries.
- ✓ Experience in evaluating education policies, strategies and programs.
- ✓ Country-level sector experience.
- ✓ Knowledge of and experience working with statistical information.
- ✓ Knowledge of domestic financing issues.
- ✓ Knowledge of systems alignment.
- ✓ Experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Strategy and Impact Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Knowledge of and experience in innovative funding mechanisms
- ✓ Knowledge of and experience in monitoring, performance, evaluation
- ✓ Knowledge of an experience in policy development
- ✓ Knowledge of an experience in program development or monitoring
- ✓ Knowledge of and experience in evidence-based best practices in partner developing country education.
- ✓ Knowledge of an experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.

Finance and Risk Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Significant knowledge and experience in financial management, risk management and systems of internal control, and audit.

*In addition to the general knowledge listed above, Committee members should **be able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ Experience developing and overseeing complex budgets or work plans.
- ✓ Knowledge of donor or grant agent legal and administrative agreements.
- ✓ Knowledge of and experience in innovative funding mechanisms.
- ✓ Experience with managing multi-million multi-year budget.
- ✓ Knowledge of trust fund issues.
- ✓ Experience serving on a comparable body.
- ✓ Competency in accounting and finance, including development finance.
- ✓ Competency in assurance processes, including internal and external audit.
- ✓ Experience of risk management policies and frameworks

Governance and Ethics Committee

It is expected that Committee members possesses relevant general skills and knowledge.

General Skills/Knowledge:

- ✓ General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
- ✓ Knowledge of learning issues in developing country education systems.
- ✓ Experience serving on Board/Committee with multi-stakeholder composition.
- ✓ Knowledge of governance/ethics best practices.

*In addition to the general knowledge listed above, Committee members should be **able to contribute at least one of the specific skills.***

Specific Skills/Competencies:

- ✓ A background in the legal profession.
- ✓ Experience drafting and implementing legal frameworks.
- ✓ Experience managing national nomination processes.
- ✓ Experience overseeing ethics codes of conduct.



ANNEX 2: COMMITMENT LETTER: GPE COMMITTEE MEMBERS

I, _____, agree to serve as a member of [COMMITTEE] effective [date]. I understand that my 2-year term will end on [date].

During the next 24 months of my tenure as a Committee member representing the constituency category [X], I will endeavor to:

1. Protect and steward the mission of the organization and abide by all by-laws;
2. Serve as an active member of the [X] committee, fulfill the responsibilities and time commitment [SPECIFY FOR EACH COMMITTEE] outlined in the Committee Terms of Reference;
3. Represent my constituency category to the best of my abilities and fulfill consultation expectations on Committee items;
4. Attend all meetings of the Committee, as scheduled and called, unless excused.
5. Should I find myself unable to attend the meeting in person or by phone, pursuant to section 2 article 4.6 of the Board and Committee Operating Procedures, I commit to notifying the Committee Chair and Secretariat no later than one week prior to the Committee meeting and secure the presence of my alternate.
6. Participate in the GPE governance orientation within 2 weeks of the start of my mandate.

While I am committed to fulfilling my responsibilities, I also understand that appropriate notice of resignation must be given to the Committee Chair and to the GPE Secretariat should circumstances prevent me from continuing my service on the Committee.

Name _____

Signature _____ Date _____