



## CONSENT AGENDA

*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.*

## REPORT OF THE MEETING OF THE BOARD OF DIRECTORS JUNE 12-13, 2019 STOCKHOLM, SWEDEN

---

### 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.

### WEDNESDAY, JUNE 12, 2019

The Board Chair, Julia Gillard, called the meeting to order at 8:30 am.

#### 1. WELCOME, AGENDA SETTING AND APPROVAL OF CONSENT AGENDA

1.1 The Board Chair welcomed meeting participants and in particular new Board and Alternate Board members:

Africa 1	Alternate Board Member	Paul Navima, Minister of Education, Science and Technology, Zimbabwe
Africa 2	Board Member	Felicitée Rejo-Fienenana, Ministère de l'Éducation nationale et de l'Enseignement technique et professionnel et de l'Enseignement secondaire, Madagascar
	Alternate Board Member	Titora Tawuim épouse Bankati, Secrétaire générale du Ministère des Enseignements primaire et secondaire, Togo
Africa 3	Alternate Board Member	Alpha O. Timbo, Minister of Basic and Senior Secondary Education, Sierra Leone

Asia and the Pacific	Alternate Board Member	Khagaraj Baral, Secretary, Ministry of Education Science and Technology, Nepal
Eastern Europe, Middle East and Central Asia	Alternate Board Member	Sherzod Shermatov, Minister of Education, Uzbekistan
Latin America and the Caribbean	Board Member	Luis Fernandez, Director General de Educación Primaria del Ministerio de Educación, Nicaragua
	Alternate Board Member	Didacus Jules, Director General, OECS
Donor 1	Alternate Board Member	Sabina Handschin, Senior Education Policy Advisor, Head of Education Unit, Swiss Agency for Development and Cooperation
Donor 4	Alternate Board Member	Nooh Al Hammadi, Development and Innovation Expert, Ministry of Foreign Affairs and International Cooperation, United Arab Emirates
CSO 1	Alternate Board Member	Yona Nestel, Senior Education Advocacy and Policy Advisor, Plan International
CSO 2	Board Member	Camila Croso, Coordinator of Latin American Campaign for the Right to Education
	Alternate Board Member	Maria Khan, Secretary General of Asia Pacific Association for Basic and Adult Education
CSO 3	Board Member	Gifty Anyogbe Apanbil, Deputy Secretary General at Ghana National Association of Teachers
	Alternate Board Member	Haldis Holst, Deputy General Secretary, Education International
MLA 3	Alternate Board Member	Amadou Thierno Diallo, Director, Economic and Social Infrastructure Department, Islamic Development Bank

1.2 She also welcomed Monsurul Alam, Robert Jenkins, and Signe Winding Albjerg who replaced the Board member for Asia and the Pacific, the Board member for MLA 2, and the Alternate Board member for Donor 2 respectively for the duration of the meeting.

1.3 She further recognized Jay Pascual and Angela Williamson, representing the World Bank Trustee, Charles North, the new Secretariat Deputy Chief Executive Officer, Jo Bourne, the new Secretariat Chief technical officer, and Maria Olavarria Perez, the new Secretariat Governance Lead.

1.4 The Chair noted that Maldives had recently joined GPE as the 68<sup>th</sup> developing country partner.

1.5 She also noted, in accordance with the Board's request to announce new contributions to the GPE Fund, that Japan had increased its contribution.

### ***Meeting Objectives***

1.6 The Board Chair reviewed the meeting objectives. She noted that the recommendation on the way forward for the Syria MCA was one of the Coordinating Committee, not the Grants and Performance Committee as noted on the agenda.

### ***Opening of Board Meeting and Welcome by Anna Ekstrom, Minister of Education, Sweden***

1.7 The Chair extended her gratitude to the government of Sweden for hosting the Board meeting. She invited Anna Ekström, Minister of Education, Sweden to open the meeting.

1.8 Minister Ekström warmly welcomed participants to Stockholm noting that Sweden has been a committed GPE member for many years. She noted that quality education had been key to the transition of Sweden from a poor country to one of the richest countries in the world. She reiterated the importance of the mutually reinforcing concepts of quality and equity in education, that Sweden could do more on this front and that GPE is a key partner in this venture. She also expressed appreciation for the fact that GPE's work is based on the principles of country ownership, alignment to national systems as well as partnership, coordination and harmonization.

### ***Consent Agenda (BOD/2019/06 DOC 02)***

1.9 The Board Chair reviewed the items on the consent agenda as set out in DOC 02 and asked for any objections. None were received and the consent agenda was approved.

### ***Decisions:***

1.10 The following decisions were approved:

**BOD/2019/06-01—Contribution Safeguards Policy:** The Board of Directors approves the revisions to the Contributions and Safeguards Policy as set out in BOD/2019/06/02 Annex 1.

**BOD/2019/06-02—Investment Strategy:** The Board of Directors further to its decision [BOD/2018/06-10](#) permitting the Trustee to invest GPE Funds in Model Portfolio 4 (MP4) as outlined in [BOD/2018/06 DOC 08](#), delegates authority to the Finance and Risk Committee to authorize the Trustee to invest GPE Funds in a socially responsible investment portfolio based on the assumption that the risk and investment return profile isn't materially different to that of MP4 as set out in BOD/2019/06/02 Annex 2.

**BOD/2019/06-03—Trustee Budget:** The Board of Directors approves of the estimated administrative expenses of US\$587,000 for trustee services for the period of July 1, 2019 to June 30, 2020 and a supplementary budget of US\$222,593 for the period of July 1, 2018 to June 30, 2019 to cover one-time expenses associated with the establishment of the Euro as a second operating currency and completion of GPE Hosting Arrangements review as set out in BOD/2019/06/02 Annex 4.

**BOD/2019/06-04—December 6-7, 2018 Board Meeting Report:** The Board of Directors approves the Report of the Meeting of the Board of Directors in Dublin, Ireland from December 6-7, 2018 as set out in BOD/2019/06 DOC 02 Annex 5.

## **2. REPORT FROM THE CHIEF EXECUTIVE OFFICER (BOD/2019/06 DOC 03)**

2.1 The Chief Executive Officer (CEO), Alice Albright, presented her bi-annual report to the Board as set out in DOC 03. The presentation is available on the GPE website.

### ***Discussion:***

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

- **Grant disbursements.** Several Board members commented that there is a critical need to reduce obstacles to grant disbursements and create features to accelerate the process between the announcement of the MCA and the first disbursement on the grant. The twenty-three months on average between the MCA announcement and the first disbursement is too long for an effective and efficient partnership. Implementation delays are also of concern and affect the timing of the next grant. The CEO noted that the Secretariat would come back to the Board in December with recommendation on how to accelerate disbursements.
- **Gender focus.** Several Board members called for a greater focus on improving gender equity and especially gender equality, as well as consider other types of inequalities (such as socioeconomic) and disability in the next strategic plan. These should be considered as a key priority and be properly resourced as crucial aspects to the roadmap of inclusion and SDG4. Progress on these themes should be accelerated with concrete measures in the education architecture based on a strategy of collecting evidence from multiple sources including the World Bank Human Development Network, but also academia and universities, and other research entities. The CEO noted that the Secretariat will ensure that the work on gender is fully resourced, with two staff to be hired and detailed to undertake this work. In addition, the revised terms of reference for GPE actors resulting from the EPR workstream all referenced gender and the Secretariat is ensuring that, in the rollout of EPR, the focus on gender at the country level is strengthened. Further, the emphasis on gender can also be strengthened in the roll-out of the private sector engagement strategy.
- **Knowledge and innovation exchange (KIX).** KIX is an innovative way to create an ecosystem for innovation in education, with research centers and universities as the main drivers of innovation. It was also recommended that rather than focusing solely on an institutional approach, innovation by local communities that have scale-up potential should also be called upon to contribute to this work.

## **3. FINANCIAL FORECAST: REPORT FROM THE FINANCE AND RISK COMMITTEE**

3.1 Céline Place, Chair of the Finance and Risk Committee (FRC) and Pdraig Power, the Chief Financial Officer (CFO), presented the financial forecast and the FRC recommendations to allow countries whose maximum country allocations are capped at US\$100 million to submit an application for up to US\$125 in the current funding period, and to reactivate the MCA for the Republic of Congo for US\$10.7 million as set out in BOD/2019/06 DOC 04.

3.2 The CFO noted that the Board paper had mistakenly omitted Tanzania as eligible for submitting an application up to US\$125 million per the recommendation.

3.3. The CFO noted that new pledges received following the finalization of the financial forecast included targeted financing from Japan in the amount of US\$2.3 million.

***Discussion:***

3.4 The following key points were raised:

- **Grant disbursements.** Concern was expressed that the projected incline in grant approvals in 2019 is not matched by a projected incline in grant disbursements in 2020. This was deemed particularly concerning in the context of the next replenishment. It was suggested that the Secretariat propose ways to address issues affecting the level of disbursements at the December 2019 meeting. The Secretariat noted that it would compare the current funding model to available research on best interventions that are the most impactful and, based on this, develop options. A Board member pointed out that there is a difference between commitments on grants and disbursements on grants, that the GPE disbursement rate is much higher than that of IBRD and that the core of the issue is pipeline management.
- **Opportunity to apply for temporarily increased cap.** The additional financing available for capped countries should be considered as an added opportunity and not as an obligation for those countries. Countries should therefore consider their capacity to absorb additional funds before applying for the increase. In addition, it was noted that eligible countries under active investigation for a significant case of misuse of funds may not be in a position to receive (additional) funds until the case is satisfactorily resolved.
- **Replenishment.** Responding to a question on the level of funding that would need to be raised in the next replenishment before new MCAs could be allocated, the Secretariat noted that it depended on the eligibility and allocation model for the next period and whether countries would be able to access more than one grant at a time. If the Board decides to maintain the rule that 75 percent of the current grant must be spent before new funding can be applied for, required resources would be limited. Essentially, it was expected that GPE would disburse approximately US\$500 million in 2019, US\$700 million in 2020 and US\$700 million in 2021. With approximately US\$400 million disbursed in 2018 and considering the carry-over that would need to be financed from the next replenishment, some US\$500 million would be needed to cover new grants. There was no issue with funding grants in 2020, however.
- **Republic of Congo MCA.** A Board member requested that the decision language reference why the Republic of Congo was deemed eligible at this time and to note that determining eligibility during a funding period is an exception to existing GPE rules (whereby country eligibility is determined at the time when the allocation formula for the period is set). This exception is given by the Board, and should be noted as such in any decision on exceptions moving forward. Another Board member expressed concern on the increased flexibility on eligibility and that the exception requested here might set a dangerous precedent. The Board should examine the question of exceptions more broadly and determine whether to strive for a policy in this regard or to continue as is and make decisions on a case by case basis.

- **Minimum floor.** Responding to a question on the matter, the Secretariat noted that the recommendation did not include increasing the floor for MCAs at this time on the basis that this would incur significant transaction cost since many countries would be eligible, whereas raising the cap temporarily would only affect eight countries. In addition, the Secretariat recalled that when the Board had previously raised the floor for MCAs, the available resources were significantly higher than at the present time.
- **Next funding period.** In the context of the next replenishment, it was suggested that the Board reconsider the allocation and application process, consider outcomes in all countries deemed eligible, and consider an extension of the Multiplier.

3.5 The Board approved the following decision, as revised:

**BOD/2019/06-16– Additional Maximum Country Allocation:** The Board of Directors recognizing the need to maximize the level of funding to support implementation of GPE2020 and to respond to the needs of partners approves the following:

1. Increases the unfinanced carryover used to calculate the total available resources for allocation from 20% to 25%;
2. Authorizes countries that are currently subject to the cap on allocations of US\$100 million to submit an application for up to US\$125 million either as a new grant allocation or as additional financing to an allocation already approved in the 2018-2020 period;
3. In recognition of the change in circumstances to fragile and conflict affected status and in response to the request from an existing partner country, approves a Maximum Country Allocation of US\$10.7 million to enable the Republic of Congo apply for an Education Sector Program Implementation Grant, noting this is an exception to the eligibility criteria per BOD/2017/03-07;
4. The above allocations will remain valid through the final application round of 2020 unless otherwise adjusted by the Board and will be subject to the requirements of the GPE funding model.

#### **4. DELIVERING AT THE COUNTRY LEVEL: REPORTS FROM THE GRANTS AND PERFORMANCE COMMITTEE AND THE COORDINATING COMMITTEE**

*Update from the Grants and Performance Committee*

4.1 Sally Gear, Chair of the Grants and Performance Committee (GPC) and Margarita Focas Licht, Secretariat country support team manager, presented an update on the work of the committee since the December Board meeting and grant pipeline. The presentation is available on the GPE website.

*GPC Recommendation on Requirements for Accessing a Multiplier MCA*

4.2 The GPC Chair and Secretariat country support team manager presented the GPC recommendation on the requirements for accessing a Multiplier maximum country allocation (MCA), as set out in BOC/2019/06 DOC 07.

#### **Discussion:**

4.3 The Board Chair asked for comments and questions and received none. Accordingly, the Board approved the recommended decision:

**BOD/2019/06-05—Requirements for Accessing a Multiplier MCA:** The Board of Directors in reference to BOD/2017/03-06—Financing and Funding Framework:

1. Recalls that the purpose of the Multiplier funding mechanism is to improve prospects for co-financing and to leverage additional resources for the education sector.
2. Requests the Grants and Performance Committee (GPC) to analyse transaction costs associated with the funding model requirements that affect or undermine countries' ability to access a maximum country allocation from the Multiplier and secure associated co-financing.
3. Based on the analysis, delegates authority to the GPC to make any adjustments to the applicability of the requirements to applications for Multiplier funds while ensuring that applications reflect the funding model dimensions of equity, efficiency and learning outcomes and government commitment to education. This delegation does not include changes to eligibility or allocations, or to requirements of additionality, co-financing and debt sustainability.

#### *GPC Recommendation on Effective Partnership Roll-Out*

4.4 The GPC Chair and Secretariat country support team manager presented the GPC recommendation on the Effective Partnership Roll-Out, as set out in BOD/2019/06 DOC 05.

#### **Discussion:**

4.5 There was broad support from the Board for the work accomplished since the December 2018 Board meeting and for the decision language under consideration. In addition, key points raised included:

- **Charter reference on private sector participation in the LEG.** The Charter revisions with respect to key stakeholder participation in local education groups (LEGs) is slightly different for civil society and the private sector and places private sector directly in the LEG which is not the case for civil society. The Secretariat clarified that the difference in wording is no indication of the overall importance of representation in the LEG. The Charter already included strong core GPE principles of inclusion of civil society in the LEG where there is less clarity at this time on the definition of private sector partners in the LEG as that would change from country to country.
- **Mutual accountability and risk framework.** In response to a question, the Secretariat noted that the references to risk in the accountability matrix would be elaborated in the three lines of defense model by December 2019.
- **Board accountability in overseeing grant performance.** A Board member requested that the next phase of work around the Board's accountability in relation to grant performance be clarified and include an update to the Board in December 2019.
- **Partnership engagement strategy.** In response to a question from a Board member on how and when the EPR roll-out would be communicated, the Secretariat clarified that the work would commence shortly and that a communications firm would support the work in identifying stakeholders, messaging, and ensuring a continuous engagement across the partnership as well as developing a series of communication tools. The Secretariat country support team manager would step down from her role to take forward the engagement strategy in the next two years at both partner headquarters and country offices.

- **Grant agents and co-financing.** A Board member noted that the expectation that grant agents co-finance grants is not reflected in the EPR documents. The Secretariat responded that co-financing by grant agents while embedded in the Financing and Funding Framework is not a requirement and as such had not been included in the Charter revisions or Accountability Matrix. Particularly since many cases grant agents would not be able to co-finance and a requirement in this regard would further limit the availability of grant agents. Instead, the revised terms of reference for grant agents listed alignment with country needs as a key criterion.
- **Teachers.** In response to a comment on the importance of teachers to the education system, the Secretariat noted that the proposed partnership agreements and LEG self-assessments would clarify who participates in LEG discussions and policy dialogue.
- **Role of country lead.** Two Board members noted that the role of the country lead is ambiguous in the Accountability Matrix and in the Secretariat terms of reference yet is pivotal and complex and will be critical to the success of EPR. The Secretariat clarified that it had deliberately emphasized the Secretariat role rather than the role of the country lead as the Secretariat was moving to a team approach to country support with the country lead as a focal point and with technical and monitoring teams providing institutional support. The institutional approach would lead to efficiencies and ensure that a country lead for several countries would be able to support multiple grant applications at the same time.
- **Grant agent differentiation.** A Board member noted that a grant agent operating in a supervising role is very different from one operating in a managing role particularly from a responsibility and accountability perspective, and suggested that GPE might want to differentiating these roles in the terminology.
- **Pilot on financing the role of the coordinating agency.** A Board member noted that, ideally, the grant agent would be different from the coordinating agency and that participants in the pilot would be equitably selected and with a range of grant agents. Two Board members recommended that, given the coordinating role of the coordinating agency with respect to the LEG, the workplan of the coordinating agency in the use of the pilot funds should be approved by the LEG, while one Board member advocated to use the funds for LEG-specific activities such as a LEG workplan and meetings. The Secretariat noted that the GPC had discussed and recommended to pilot funding for the administrative role of the coordinating agency with respect to GPE grant processes only at this time.
- **Pilot on funding joint sector reviews.** Responding to a question, the Secretariat clarified that the intent of the GPC recommendation is for the JSR funding to be available for countries not eligible for an ESPIG as well as for ESPIG-eligible countries with an active grant and where there is no allocation for JSRs in the ESPIG budget. The GPC would make a recommendation on how best to incorporate the funding window for joint sector reviews in the ESPDG for the Board's approval in December.
- **Funding model requirement of costed ESP implementation plan.** The Secretariat clarified that the recommendation included that the requirement of a costed implementation plan covering at least the first two years of the ESPIG may be met by a one-year costed implementation plan based on a well-functioning national system.

4.6 The next day, the Board approved the following decision, as revised:



**BOD/2019/06-15-Effective Partnership Roll-Out:** The Board of Directors:

1. With regard to mutual accountability:
  - a. Approves the revisions to the GPE Charter as set out in Annex B-1 to BOD/2019/06 DOC 05.
  - b. Approves the Accountability Matrix as set out in Annex B-2 to BOD/2019/06 DOC 05.
  - c. Agrees in principle to a diagnostic self-assessment mechanism of the functioning of local education groups (LEGs) that is context specific, simple and highly focused. Agrees this mechanism to be trialed through multiple pilots during the period July 2019-July 2020, overseen by the Grants and Performance Committee, with a resulting recommendation to the Board for decision in December 2020.
  - d. Requests the Grants and Performance Committee to monitor country-level dialogue and sector focus through the ESPIG application and monitoring process.
  - e. Requests the Secretariat advise on and promulgate good practice on LEG collaboration and mutual accountability across the partnership.
  - f. Requests the Grants and Performance Committee to update the Board at the December 2019 Board meeting on ways of effectively examining grant performance and how the Board can further improve its responsibilities in relation to grant performance as set out in the Accountability Matrix.
2. With regard to financing of the coordinating agency role:
  - a. Requests the Grants and Performance Committee to oversee the development and implementation of a series of pilots during the period September 2019-December 2020 to assess the feasibility of GPE financing administrative aspects of the country-level coordination function, with a resulting recommendation to the Board in June 2021
  - b. Such financing will be in addition to a maximum country allocation and, during the pilot phase, will not exceed a ceiling of US\$50,000 per annum
3. With regard to joint sector reviews:
  - a. Notes that financing for joint sector reviews is currently available from within a maximum country allocation for an education sector program implementation grant. Agrees in principle to consider an additional financing window through the education sector plan development grant (ESPDG). Such a financing window will not exceed a ceiling of US\$50,000 per annum.
  - b. Requests the Secretariat and Grants and Performance Committee to review optimal administrative approaches for such financing and, if deemed feasible, recommend to the Board for approval in December 2019 an additional funding window in the ESPDG.
4. With regard to the *Operational Framework for Requirements and Incentives in the GPE Funding Model* (Funding Model) agrees that the current funding model requirement for a costed implementation plan covering at least the first two years of the ESPIG may be waived if a functioning annual planning and budget process is in place, preferably with links to a medium-term expenditure framework.

*Coordinating Committee Recommendation on Way Forward for Syria*

4.7 Julia Gillard, Chair of the Coordinating Committee (CC) and the Secretariat country support team manager, presented the recommendation from the CC as set out in BOD/2019/06 DOC 06.

**Discussion:**

4.8 The following key points were raised:

- **Concerns on lack of Syrian membership in GPE and GPE/ECW mandates.** It

was clarified that nine donors had signed a letter to the Board Chair expressing their continued concern on operationalizing the Syria MCA based on Syria not being a GPE member and operational confusion around the continuum between Education Cannot Wait (ECW), which focuses on education in emergencies, and GPE, which focuses on systems strengthening and planning. The Secretariat noted that the GPE mandate includes saving systems from collapse in addition to strengthening them, and a complementary approach in collaboration with the local education cluster, the LEG and co-funders. Several Board members concurred that the issue is not one of overlap of mandates, but of coordination and there was support for a discussion on the complementarity and collaboration between ECW and GPE. With regard to Syria not meeting the funding requirement of being a GPE member, a Board member noted that Syria had not been eligible for GPE funding in the past and therefore was not a member but that GPE should act swiftly on the urgent situation while the membership process could be dealt with simultaneously to ensure membership is in place by the time the grant application is considered.

- **GPE operational mandate.** Responding to a question whether GPE could operate in Syria from a policy perspective, the Secretariat clarified that the *GPE Guidelines for Accelerated Support in Emergency and Early Recovery Situations*, the *GPE Operational Framework for Effective Support in Fragile and Conflict-Affected States*, and the GPE operating principles in complex emergencies allowed GPE to operate in the Syrian context.
- **Legal consideration.** It was clarified that many donors are subject to embargoes on funding operations in Syria and that the United Nations (UN) had issued two resolutions (265; 133) authorizing humanitarian agencies and UN implementing partners exclusively to operate in Syria. There were no conclusive views among Board members as to the perceived areas/context to which the UN resolutions applied and whether GPE could or should operate in Syria without involvement of the government given the embargo and lack of complete clarity on the reach of the UN resolutions without incurring liabilities. The World Bank Trustee representative noted that IDA has no current engagement with Syria and encouraged GPE to consult with the World Bank country unit and World Bank legal counsel. It was also suggested that alternatively GPE might consider the feasibility of strengthening systems in the region that have taken in Syrian refugees, or applying the funds reserved for Syria to acute emergency situations elsewhere until such time when GPE can engage in Syria.

4.9 The following day, the Board agreed that it should consider the situation anew in December 2019 with a recommendation from the GPC on how to move forward. To ensure adequate direction for the GPC and clarity on the legal considerations, a scoping paper would be developed for the consideration of the Coordinating Committee at its next meeting. Following positive review by the Coordinating Committee of the scoping note, the Grants and Performance Committee would develop a paper for Board approval in December 2019 with special considerations, challenges and risks. Both the scoping paper and the Board paper would be consulted with the Board constituencies, including donors, prior to finalization via their representatives on the Grants and Performance Committee. Accordingly, the following decision was approved:

**BOD/2019/06-12—Operationalization of Syria Maximum Country Allocation:** The Board of Directors in reference to BOD/2018/12-06—GPE Operating Principles in Complex Emergencies:

1. Affirms the MCA for Syria in the amount of US\$25 million.
2. Notes the dire education needs and the fast-evolving situation on the ground in Syria while acknowledging the need to explore appropriate conditions for GPE's support in Syria in light of the funding model and GPE's Operating Principles in Complex Emergencies.
3. Emphasizes the need for continued consultation with GPE partners through the Syrian Education Dialogue Forum.
4. Requests the GPC to develop a paper for the December 2019 Board meeting describing the special considerations, challenges, risks as well as the possible framework for moving forward considering GPE's current principles for operating in emergencies. This paper should identify the necessary practical arrangements for the operationalization of the MCA. The proposed scope of this paper should be discussed in the next meeting of the Coordinating Committee.

#### **4. EXECUTIVE SESSION**

##### ***Decision:***

The Board Chair declared consensus on the following decision, as revised:

**BOD/2019/06-06—Private Sector Engagement Strategy:** The Board of Directors:

1. Extends its appreciation to the Strategy and Impact Committee for its work to date.
2. Reaffirms its commitment to education as a public good, a fundamental human right and a basis for guaranteeing the realization of other rights and strengthening of public education.
3. Recognizes that governments should ensure 12 years of free, publicly funded, equitable, quality primary and secondary education.
4. Further recognizes that GPE's development model is country led and supports country ownership.
5. Approves the Private Sector Engagement Strategy as set out in BOD/2019/06 DOC 08.
6. Affirms that no GPE funds can be used to support for-profit provision of core education services.
7. Directs the Strategy and Impact Committee and the Grants and Performance Committee to submit to the Board meeting in December 2019 the definition of exceptional circumstances exemptions to paragraph 6 and directs the committees to develop a framework that identifies appropriate conditions, safeguards, time limits and processes to apply in these exemptions. In accordance with GPE grant processes, it is only Developing Country Partners that can apply and seek these exemptions
8. Determines that the Board will review the PSES by June 2022.

#### **5. STRATEGIC PLAN**

6.1 Building on the pre-Board day session, the Jo Bourne, Chief Technical Officer, continued the presentation of the plan and timeline for the development of GPE's next strategic plan.

##### ***Discussion:***

6.2 The following key points were raised:

- **Role of the Strategy and Impact Committee:** Several Board members enquired on the rationale for not entrusting the Strategy and Impact Committee with strategic plan development, particularly since this item is included in the Committee's terms or reference. In response, the Secretariat indicated that the proposed approach is based on the need for a cross-cutting platform, that brings in the expertise of the different committees, and can move the strategic plan development forward given the tight deadline.
- **Timeframe:** Several Board members encouraged the Secretariat to develop a 10-year strategy, including a mid-term review, to align with the SDG4 timeline.
- **GPE added value:** Several Board members noted that the next strategic plan represents an opportunity to make GPE's added value more visible. One Board member suggested that it is in how GPE can be a greater influencer at the country level (through KIX, teachers engagement, domestic financing, etc.) while another Board member viewed that GPE's added value is as a global convener on education. Others considered GPE's added value to rest firmly in its approach to strengthening rather than supporting existing systems. Others proposed to look at the fundamental niches of GPE identity that should remain true no matter how flexible the Partnership becomes.
- **Consultation:** Several Board members encouraged the Secretariat to consider lessons learned from the last strategic plan development process particularly with regards to the level and type of consultations that took place across the partnership.
- **Thematic foci:** Board members had several suggestions on the topics that should anchor the strategic plan including targeted work on gender (potentially partnering with UNGEI), cross-sectoral work in particular health and social protection, early childhood education, teachers and vocational training, more focus on out-of-school children and youth, migration and refugees.

**Decision:**

6.3 The Chair declared consensus on the following decision, as revised:

**BOD/2019/06-14– Strategic Plan:** The Board of Directors:

1. Launches the process to develop the next GPE Strategic Plan and associated Funding Framework.
2. Recognizing the mandate of the Strategy and Impact Committee on strategy development, approves the timeline and governance approach included in BOD/2019/06 DOC 15.

**THURSDAY, JUNE 13, 2019**

**6. EXECUTIVE SESSION**

7.1 The Executive Session covered the following topics: (1) the location of the GPE Europe office, (2) the Operating Expenses Workplan and Budget, (3) splitting of the private sector and private foundation seat and the (4) CEO performance and term.

***Decisions:***

7.2 The Board approved the following decisions:

**BOD/2019/06/07 – Location:** The Board of Directors:

1. Expresses its appreciation to the Governments of Denmark, France, and Switzerland for their generous and comprehensive expressions of interest, along with the World Bank for the support provided to the GPE Secretariat during this process.
2. In considering the combination of strategic, operational, and financial implications of an increased Secretariat presence in these countries, accepts the offer from the Government of France.
3. Requests the Secretariat in close consultation with the World Bank and Government of France proceed with establishing an increased Secretariat presence in as an economic, efficient, and effective a manner as possible.
4. Notes that the financing proposals are anticipated to fully cover one-time costs related to the transfer of staff, and establishment of the office. That annual recurrent costs are expected to decrease. Therefore:
  - a. authorizes the receipt of targeted financing from the Government of France as set out in the proposal to fund such costs
  - b. Authorizes a multi-year budget for FY20, FY21, and FY22 of US\$1.6 million to allow such one-time costs to be incurred.
5. Requests the Secretariat to provide a regular update to the Finance and Risk Committee on the status of implementation and associated costs as part of its regular updates on the Operating Expenses budget.

**BOD/2019/06-08 – Operating Expenses Work Plan and Budget: July 2019 – June**

**2020:** The Board of Directors:

1. Approves an incremental amount of US\$39,890,000 to fund the FY20 Operating Expenses Budget as set out in BOD/2019/06 DOC 11 for the period July 1, 2019 – June 30, 2020 including US\$2,400,000 for the fourth-year budget of the Monitoring & Evaluation Strategy.
2. Authorizes the GPE Secretariat to carry over any unspent FY19 funds related to multi-year initiatives and Secretariat administered program activities.

**BOD/2019/06-09—Splitting of the PS/PF Seat:** The Board of Directors:

1. Approves the creation of a Private Foundations constituency, and a separate Private Sector constituency to replace the combined Private Foundations and Private Sector constituency with an effective date of July 1, 2019.
2. Notes that expectations of private sector members are outlined in the GPE Charter and other key GPE documents.

3. Approves the modifications to relevant governance documents and policies as set out in Annex 1.

**BOD/2019/06-10 – CEO Performance and Term:**

1. The Board notes:
  - a. Alice Albright’s exemplary performance as CEO during her two terms of appointment and;
  - b. That the GPE Charter provides that after the CEO has served a second term a new process of selection must be undertaken.
2. The Board determines:
  - a. As required by and to maintain the integrity of the Charter, to commence a selection process.
  - b. That the Chair and the Vice Chair will oversee an open and competitive selection process with regular reports to the Coordinating Committee.
  - c. The Board acknowledges that Alice Albright has indicated that she intends to apply.

## **7. FAMILY OF FUNDS**

8.1 The Chair provided an overview of the genesis of the Family of Funds discussion, including expressions of interest that were made during the World Bank Spring Meetings and, now, the UNESCO process aimed at fostering greater dialogue on the education architecture. The lead consultants presented the purpose, scope and main findings on the Family of Funds work, as mandated by the Board Working Group. The Chair further explained the changes that were made to the initial decision language, including the need to remove the time pressure off the Board’s shoulders, given the tight timeframe given the importance of the issues under consideration and not to distract from Strategic Plan development.

***Discussion:***

8.2 The following key points were raised:

- **Decision language:** A Board member expressed appreciation for the valuable discussion on the family of funds noting that, as a partnership, we should constantly be looking at opportunities to join-up with other partners, as well as strengthen coordination with the human development network of the WB. The change in decision language is aligned with the Board’s sentiment on the topic, it is an opportunity to signal that this continues to be a topic of interest and ensure that it remain on the Board agenda for consideration in line with the 2021 hosting review, and with the upcoming ECW review process.

***Decision:***

8.3 The Chair declared consensus on the following decision, as revised:

**BOD/2019/06-11 – Complementarity and Coordination in Education:** The Board of Directors:

1. Emphasizes the importance of and supports efforts to promote greater strategic alignment and reductions to the risk of fragmentation and duplication in the education sector at the country and global levels.

2. Notes the efforts being made under the Effective Partnership Roll-out to strengthen coordination and cooperation at the country level with the aim of minimizing transaction costs and the burden on country level partners.
3. Recognizes that fragmentation in the global education architecture can be a driver of multiple non-harmonized processes, high transaction costs and increased burden on country level partners.
4. Notes that a Family of Funds is one option for avoiding fragmentation in the global education architecture.
5. Determines that GPE should continue to be a participant in the current global discussions on the emerging education aid architecture but should not take active steps to further develop the Family of Funds option until after adoption of GPE's next strategic plan when complementarity with the plan can be better assessed.

## **8. MANAGING RISK AND RISK POLICY: REPORT FROM THE FINANCE AND RISK COMMITTEE**

### *Risk Management*

9.1 Céline Place, Chair of the Finance and Risk Committee (FRC) and Pdraig Power, the Secretariat chief financial officer, presented the risk management report, including FRC recommendations on the risk appetite statement, and the approach to risk indicators and country risk, and an update on the the development of the three lines of defense (3 LOD) model and the semi-annual review of corporate risks as set out in BOD/2019/07 DOC 13.

### ***Discussion:***

9.2 The Board chair asked for comments and questions and received none. Accordingly, the Board approved the recommended decision:

**BOD/2019/06-13—Review of Risk Policies and Practices:** The Board of Directors:

1. Approves the risk appetite statement and approach to risk indicators and country risk as set out in Annex 2, 3a, and 3b of BOD/2019/06/13 posted on the [Board eTeam site](#), and requests the Secretariat to replace the current risk management policy accordingly.
2. Delegates authority to the Finance and Risk Committee to oversee the finalization of remaining risk indicators in 2019, and to approve any future adjustments to the risk taxonomy, risk indicators including country risk, and risk appetite statement deemed necessary to improve clarity and efficiency.
3. Requests the Finance and Risk Committee to review the risk management policy every two years or more frequently as needed, and to recommend any material changes to the Board.

### *Misuse of GPE Funds*

9.3 The Chief Financial Officer presented an update on existing misuse of GPE funds cases in Chad, Ethiopia, Uganda and Zambia.

## **9. REPLENISHMENT**

10.1 The Charles Tapp, Manager for External Relations and Geoff Adlide, Director for Advocacy and Communications presented an overview of the replenishment timeline and approach, as well as conditions necessary for a successful replenishment.

***Discussion:***

10.2 The following key points were raised:

- **Expo 2020:** One Board member noted that it would important to consider the unique opportunity it presents for replenishment.
- **Strategic Plan and Replenishment:** One Board member noted that it would be interesting for the FRC to consider aligning the replenishment period with the strategic plan period. This consideration would be particularly important ahead of replenishment surge budgets.

**10. ANY OTHER BUSINESS**

There was no other item for discussion. The meeting adjourned at 17.20.



## Annex 1: Participants List

<b>Global Partnership for Education - Meeting of the Board of Directors</b> <b>June 11-13, 2019 - Stockholm, Sweden</b> <b>Participants List</b>						
No	Pref.	First Name	Last Name	Company Name	Title	Country
1	Mr.	Geoff	Adlide	GPE Secretariat	Director, Advocacy and Communications	Switzerland
2	Mr.	Barakpete	Ahiya	Ministère des enseignements primaire et secondaire	Conseiller juridique	Togo
3	Ms.	Natalie	Akstein	Global Campaign for Education	Networks Engagement Coordinator	South Africa
4	Mr.	Md. Monsurul	Alam	Ministry of Primary and Mass Education	Joint Chief (Joint Secretary)	Bangladesh
5	Mr.	Damascus	Albertin	Organisation of Eastern Caribbean States (OECS)	Head, Social Cluster	Saint Lucia
6	Ms.	Alice	Albright	GPE Secretariat	CEO	United States
7	Mr.	Nooh	AlHammadi	UAE Ministry of Foreign Affairs & International Cooperation	Development & Innovation Expert	United Arab Emirates
8	Ms.	Gifty	Apanbil	Ghana National Association of Teachers	Deputy General Secretary, Education Professional Development	Ghana
9	Mr.	David	Archer	ActionAid	Head of Public Services	United Kingdom
10	Mr.	Baikuntha	Aryal	Ministry of Education, Science and Technology	Joint Secretary	Nepal
11	Mr.	Sylvain	Aubry	Global Initiative for Economic, Social and Cultural Rights	Research and Legal Advisor	Kenya
12	Mr.	Tony	Baker	RESULTS Educational Fund	Associate Director, Global Education	United States
13	Mr.	Khagaraj	Baral	Ministry of Education, Science and Technology	Secretary	Nepal
14	Mr.	Luis	Benveniste	World Bank	Director	United States
15	Mr.	Jean-Marc	Bernard	GPE Secretariat	Senior Education Economist	USA
16	Mr.	Jefferson	Berriel Pessi	Education International	Coordinator	Belgium

<b>17</b>	Ms.	Alice	Birnbaum	Global Affairs Canada	Senior Policy Analyst	Canada
<b>18</b>	Ms.	Kira	Boe	Oxfam	Education Policy Lead	Denmark
<b>19</b>	Mr.	David	Boutcher	Reed Smith	Partner	United Kingdom
<b>20</b>	Ms.	Sarah	Burwood	Ministry of Foreign Affairs	Legal Adviser	France
<b>21</b>	Ms.	Valérie	Carlier	FPS Foreign Affairs and Development Cooperation	Education Advisor	Belgium
<b>22</b>	Ms.	Natalia	Cherevatova	World Bank	Senior Operations Officer	United States
<b>23</b>	Mr.	Tae Sang	Cho	GBC-Education	Project Manager	United States
<b>24</b>	Mr.	Diego	Cimino	Ministry of Foreign Affairs and International Cooperation	Head of Section for International Organizations	Italy
<b>25</b>	Mr.	Stephen	Close	Australian Government	Assistant Director Health & Education Funds	Australia
<b>26</b>	Ms.	Julie	Cram	U.S. Agency for International Development	Deputy Assistant Administrator	United States
<b>27</b>	Ms.	Camilla	Croso	CLADE	General Coordinator	Brazil
<b>28</b>	Ms.	Christa	Crusius	GIZ	Advisor	Germany
<b>29</b>	Ms.	Maria Helen	Dabu	ASPBAE - Asia South Pacific Association for Basic and Adult Education	Deputy Regional Coordinator	Philippines
<b>30</b>	Ms.	Guigone	Devevey	SDC	Education Advisor	Switzerland
<b>31</b>	Mr.	Amadou Thierno	Diallo	Islamic Development Bank	Ag Director General of Global Practices	Saudi Arabia
<b>32</b>	Ms.	Ingunn	Eidhammer	Ministry of Foreign Affairs, Norway	Adviser	Norway
<b>33</b>	Ms.	Martha	Ekirapa	Ministry of Education	Deputy Director of Education	Kenya
<b>34</b>	Ms.	Dalila	El Barhmi	Education International	Programme Officer	Belgium
<b>35</b>	Mr.	Daniel	Endres	UNHCR	Director , Division of Resilience and Solutions	Switzerland
<b>36</b>	Ms.	Paula	Engwall	Sida	Senior Policy Specialist	Sweden
<b>37</b>	Ms.	Ina	Eriksson	Swedish Teachers' Union/Lärarförbundet	Principal International Secretary	Sweden

<b>38</b>	Mr.	Paul Richard	Fife	Norwegian Agency for Development Cooperation (Norad)	Director, Global Health and Education	Norway
<b>39</b>	Ms.	Annica	Floren	European Commission	Deputy Head of Unit	Belgium
<b>40</b>	Ms.	Alice	Fracchia	European Commission	International Aid Cooperation Officer	Belgium
<b>41</b>	Mr.	Jawara	Gaye	Islamic Development Bank	Global Lead, Education Specialist	Saudi Arabia
<b>42</b>	Ms.	Stefania	Giannini	UNESCO	Assistant Director-General for Education	France
<b>43</b>	Ms.	Julia	Gillard	Chair	Board Chair	Australia
<b>44</b>	Mr.	Tekaligne	Godana	Swedish International Development Cooperation Agency (Sida)	Senior Program Specialist	Sweden
<b>45</b>	Ms.	Gisele	Goudiaby	GPE Secretariat	Operations Analyst	United States
<b>46</b>	Ms.	Sue	Graves	Department of Foreign Affairs & Trade	Director, Health & Education Funds Section	Australia
<b>47</b>	Ms.	Randa	Grob	Insights for Education Foundation	CEO	Switzerland
<b>48</b>	Ms.	Eman	Hableel	Ministry of Foreign Affairs and International Cooperation	Head of Women and Girls Empowerment	UAE
<b>49</b>	Ms.	Nesrine	Halima	Expo 2020	Director - International Substantive Engagement	United Arab Emirates
<b>50</b>	Ms.	Sabina	Handschin	SDC	Senior Education Policy Advisor, Head of Education Unit	Switzerland
<b>51</b>	Ms.	Carol	Hannon	Department of Foreign Affairs and Trade	Policy Lead - Education	Ireland
<b>52</b>	Mr.	Edward	Hedger	Consultant	Consultant, GPE Board Working Group	United Kingdom
<b>53</b>	Ms.	Alicia	Herbert	Department for International Development	Deputy Director, Children, Youth and Education Department	United Kingdom
<b>54</b>	Mr.	Luis Ramón	Hernández Cruz	Ministerio de Educación	Director General de Educación Primaria	Nicaragua
<b>55</b>	Ms.	Donatienne	Hissard	Ministry of Foreign Affairs	Deputy Director for Sustainable Development	France

<b>56</b>	Ms.	Ronja	Hoelzer	GIZ	Project Manager	Germany
<b>57</b>	Mr.	Michael	Hollaender	GIZ	Team Lead Education	Germany
<b>58</b>	Ms.	Haldis	Holst	Education International	Deputy General Secretary	Belgium
<b>59</b>	Mr.	Rudolf	Huber	BMZ	Senior Policy Officer	Germany
<b>60</b>	Ms.	Marjeta	Jager	European Commission	Deputy Director- General	Belgium
<b>61</b>	Mr.	Robert	Jenkins	UNICEF	Associate Director	United States
<b>62</b>	Mr.	Elyas	Jillaow	Ministry of Education	Director General	Kenya
<b>63</b>	Mr.	Didacus	Jules	Organisation of Eastern Caribbean States - OECS	Director General	Saint Lucia
<b>64</b>	Ms.	Maria Lourdes Almazan	Khan	Asia South Pacific Association for Basic and Adult Education (ASPBAE)	Secretary General	Philippines/ India
<b>65</b>	Ms.	Nidhi	Khattri	GPE Secretariat	Lead, Results and Performance	United States
<b>66</b>	Ms.	Ilana	Kirsztajn	GPE Secretariat	Strategy Officer	United States
<b>67</b>	Mr.	Robert	Krech	GPE Secretariat	Strategy Officer	United States
<b>68</b>	Mr.	Firdavs	Kutliev	Ministry of Public Education of the Republic of Uzbekistan	Chief Specialist	Uzbekistan
<b>69</b>	Ms.	Astrid	Lervag	Norad	Senior Adviser	Norway
<b>70</b>	Ms.	Margarita	Focas Licht	GPE Secretariat	Manager Country Support Team	United States
<b>71</b>	Mr.	Nesmy	Manigat	Primature	Conseiller	Haiti
<b>72</b>	Ms.	Amelia	Manion	Department of Foreign Affairs and Trade	Technical Advisor	Australia
<b>73</b>	Ms.	Annina	Mattsson	Dubai Cares	Director of Programs	United Arab Emirates
<b>74</b>	Mr.	Paul	Mavima	Zimbabwe Ministry of Primary and Secondary Education	Minister	Zimbabwe
<b>75</b>	Ms.	Michelle	Mesen	GPE Secretariat	Sr. Partnership Specialist	United States
<b>76</b>	Mr.	Bruno	Mesquita Valle	UNESCO	Chief of Unit for Capacity Development and Field Support, Education Sector	France
<b>77</b>	Mr.	Jeff	Mettile	U.S. Agency for International Development	Senior Policy Adviser	United States

<b>78</b>	Mr.	Jordan	Naidoo	UNESCO	Director, Education 2030	France
<b>79</b>	Mr.	Charles	North	GPE Secretariat	Deputy CEO	United States
<b>80</b>	Ms.	Beathe	Øgård	SAIH / GCE Norway	President of SAIH	Norway
<b>81</b>	Ms.	Maria Jose	Olavarria Perez	GPE Secretariat	Governance Lead	United States
<b>82</b>	Mr.	Jay	Pascual	World Bank	Senior Counsel	United States
<b>83</b>	Ms.	Céline	Place	Ministère des affaires étrangères	Adjointe au sous directeur du développement humain	France
<b>84</b>	Mr.	Atif	Rafique	UNICEF	Education Specialist	United States
<b>85</b>	Ms.	Hamintsoa Prisca	Razafindrala mbo Ep Randrianari son	Ministère de l'Education, de l'Enseignement Technique et Professionnel	Point Focal GPE	Madagascar
<b>86</b>	Ms.	Félicitée	Rejo- Fienena	Ministry of National Education and Technical and Professional Education	Minister of National Education and Technical and Vocational Education	Madagascar
<b>87</b>	Ms.	Chantal	Rigaud	GPE Secretariat	Communications Specialist	United States
<b>88</b>	Ms.	Anna	Rosendahl	Sida	Head of Unit for Global Social Development	Sweden
<b>89</b>	Mr.	Refat	Sabbah	Global Campaign for Education	President	West Bank and Gaza
<b>90</b>	Mr.	Imad	Sabi	Open Society Foundations	Senior Program Officer - ESP	Netherlands
<b>91</b>	Ms.	Junko	Saito	Ministry of Foreign Affairs	Deputy Director, Global Issues Cooperation Division	Japan
<b>92</b>	Ms.	Karen Michaela	Schroh	GPE Secretariat	Donor Team Lead	Belgium
<b>93</b>	Ms.	Ita	Sheehy	UNHCR	Senior Education Advisor	Denmark
<b>94</b>	Mr.	Sherzod	Shermatov	Ministry of Public Education	Minister	Republic of Uzbekistan
<b>95</b>	Ms.	Jennifer	Slawich	World Vision Canada	Senior Policy Advisor - Education	Canada
<b>96</b>	Ms.	Nancy	Smyth	Global Affairs Canada	Director General	Canada
<b>97</b>	Mr.	Amara	Sowa	Ministry of Education	National Program	Sierra Leone

					Coordinator	
<b>98</b>	Ms.	Carla	Stadelmann	GPE Secretariat	Senior Program Assistant	United States
<b>99</b>	Mr.	Douglas	Sumerfield	World Bank	Senior Operations Officer	United States
<b>100</b>	Mr.	Jan	Svihlik	GIZ	Education Advisor	Germany
<b>101</b>	Mr.	Charlie	Tapp	GPE Secretariat	Manager, External Relations	United States
<b>102</b>	Mr.	Howard	Taylor	Global Partnership to End Violence Against Children	Executive Director	United States
<b>103</b>	Ms.	Sabine Bettina	Terlecki	GPE Secretariat	Senior Donor Relations Specialist - Europe	Belgium
<b>104</b>	Mr.	Serigne	Thiam	Vice Chair	Board Vice Chair	Senegal
<b>105</b>	Mr.	H.E. Alpha Osman	Timbo	Ministry of Education	Minister	Sierra Leone
<b>106</b>	Ms.	Tawuim	Titora épouse Bankati	Secrétaire Générale	Ministère des Enseignements Primaire et Secondaire	Togo
<b>107</b>	Ms.	Johanna	Van Dyke	GPE Secretariat	Board Operations Officer	United States
<b>108</b>	Ms.	Ina	von Frantzius	BMZ	Head of Division, Education	Germany
<b>109</b>	Ms.	Julie	Wagshal	GPE Secretariat	Program Assistant	United States
<b>110</b>	Mr.	Boaz	Waruku	ANCEFA	Program Manager	Kenya
<b>111</b>	Ms.	Angela	Williamson	World Bank	Senior Financial Officer	United States
<b>112</b>	Ms.	Signe	Winding Albjerg	Danish Ministry of Foreign Affairs	Deputy Director for Development Policy	Denmark
<b>113</b>	Ms.	Sophia	Wootton	Department for International Development	Lead Adviser, Global Partnership for Education	United Kingdom
<b>114</b>	Mr.	H.E. Deng	Yai	Minister of General Education and Instruction	Minister	South Sudan