

METHODOLOGY SHEET FOR GLOBAL PARTNERSHIP FOR EDUCATION (GPE) INDICATORS

Indicator title	Indicator (36) Proportion of GPE Secretariat staff time spent on country-facing functions
Result measured (from GPE Results Framework):	Global-level objectives - Strategic objective (5) Build a stronger partnership Improve GPE's organizational efficiency and effectiveness, creating stronger systems for quality assurance, risk management, country support, and fiduciary oversight

JUSTIFICATION FOR INDICATOR

Background/context for indicator:	<p>Well-coordinated, inclusive, and quality- and results-focused country-level work is key to unlocking partner countries' potential to improve learning outcomes for all boys and girls. In this spirit, the GPE Secretariat "provides country support, technical and policy expertise, grant management and external relations. [It] advocates for the right to education and the achievement of global education goals and works with public and private sector donors to raise the resources needed to achieve those goals"¹. At the nexus of the Secretariat's work, across all GPE Secretariat teams and functions, lies the enabling support it provides to partner countries and its different actors -- governments, civil society, grant agents, coordinating agencies, etc.</p> <p>Starting in FY2016, based on findings from the Organizational Review conducted by Evans², the GPE Secretariat adopted a new nomenclature to better capture the core tasks of its staff members. This review led to the amendment of GPE's business design, so as to improve its organizational model. This, in turn, led to clarified key organizational functions of the Secretariat, to better align them to support provided to country-level work. The previous structure (that is, the structure pre-FY2016) was task-specific as opposed to functionality-driven, as initiated in FY2016.</p> <p>Consequently, starting in FY2016, the GPE Secretariat started using specific organizational functions that capture all costs associated with country-facing activities, which was also reflected in staff time codes in the WBG internal Time Recording System (TRS). The country-facing nature of functions (expressed as a percentage of each function) was determined starting in FY2016 at the activity level, within the objectives assigned to each function. In previous fiscal years, country-facing activities were spread across numerous internal TRS codes and had to be filtered to extract those that were specifically related to country-facing work.</p> <p>In FY2016, out of a total of 14 functions (including one function specifically for training), 8 functions were assigned to country-facing work either in part or in full, as shown in table 1 below. In FY2016, 2 of the 8 country-facing functions were partially assigned to country-facing work; while the other 6 functions were 100% assigned to country-facing work. These percentages were determined by assessing, for each function, the activities considered fully country facing for example, under function 1, two activities out of a total of 22 activities identified for this function were considered country facing, with 8% of that function being assigned to country-facing work.</p>
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¹ Global Partnership for Education, *Quality education for all children* (Washington, DC: The World Bank, 2015), retrieved May 10, 2016, from: <http://www.globalpartnership.org/content/quality-education-all-children-brochure>

² A Evans, *Global Partnership for Education – Organizational review. An independent report* (Washington, DC: The World Bank, 2014)

Table 1. GPE Secretariat's 14 Organizational Functions in FY2016

Function #	Description	% of function assigned to country-facing work
1	Strategy and Policy	8%
2	Technical Anchor	100%
3	Grant Management	100%
4	Monitoring of Grants and Country Facing Activities	100%
5	Monitoring and Evaluation (corporate level)	100%
6	Country Advisory, Technical Support, Sector Monitoring	100%
7	Quality Assurance	100%
8	Strategic and Corporate Communications	0%
9	Knowledge Management	0%
10	External Relations & Constituency Outreach	15%
11	Management	0%
12	Governance	0%
13	General Operations, Systems, and Finance	0%
14	Training	0%

It is to be noted that functions and their associated country-facing percentages are determined and revised each fiscal year, using the same approach as described for FY 2016. To compare, FY2017 functions and their country-facing percentages are provided in table 2 below.

Table 2. GPE Secretariat's 12 Organizational Functions in FY2017

Function #	Description	% of function assigned to country-facing work
1	Strategy and Policy	15%
2	Technical Leadership and Knowledge and Good Practice Exchange	66%
3	GPE Grant Management and Monitoring of Country-level Results	100%
4	Measuring GPE Impact	50%
5	Country Advisory	100%
6	Quality Assurance	100%
7	GPE Strategic Finance	0%
8	Advocacy and External Relations	0%
9	Strategic Communications	0%
10	Governance	25%
11	Secretariat Management and Operations	0%
12	Training	0%

Rationale for indicator selection:

This indicator is included in this results framework as it captures an important element of the associated results statement: "Improve GPE's organizational efficiency and effectiveness, creating stronger systems for quality assurance, risk management, country support, and fiduciary oversight". In particular, this indicator is expected to help monitor GPE's organizational effectiveness in terms of country support. The purpose of this is to help ensure that adequate and sufficient staff time is spent on country-facing activities, which should, in turn, contribute to strengthening partnerships with and within developing country partners, with the ultimately aim that every child receives a quality education.

This indicator is also related to one of the 11 “Org Review Indicators” (Indicator #1 - % of Secretariat time spent on country-facing functions), which are tracked by the Secretariat and reported to the Board yearly. These Org Review Indicators stem from the GPE Organizational Review Report (and its follow-up efforts), which was presented at the December 2014 GPE Board meeting. This report identified actions to be effected by the Secretariat to strengthen its oversight capacity and overall effectiveness. Its author also identified key success criteria of this change process, which these Org Review Indicators help measure the progress on and the outcomes of.

DEFINITION

Indicator definition:	<p>This indicator identifies GPE Secretariat staff time spent on country-facing activities, as a proportion of the total staff time recorded in the TRS by all GPE staff in a given fiscal year.</p> <p>In the context of this indicator:</p> <ul style="list-style-type: none"> - “Staff time” refers to the number of hours, converted into number of 40-hour weeks, spent working for GPE. - “Country-facing functions” refer to functions that have direct interactions with and impact on countries, and which focus a certain percentage of their work time on country-facing work. In FY 2016, for example, country work spanned 8 out of 14 organizational functions of the Secretariat (in part or in full) as well as all teams within the Secretariat.
Unit of measurement:	<p>“ n of N,” expressed as a percentage, where:</p> <ul style="list-style-type: none"> - n = number of weeks* that GPE Secretariat staff members worked on country-facing functions as reflected in the weekly TRS data they submitted, in a given fiscal year - N = total number of weeks* that GPE Secretariat staff members worked as reflected in the weekly TRS data they submitted, in a given fiscal year <p>* - Please note that the number of weekly hours entered by GPE Secretariat staff into TRS is subsequently normalized automatically by the Systems, Applications, Products (SAP) software into 40-hours weeks.</p>
Disaggregation:	n/a
Year for data reported (select only one and mark an “x”)	<input type="checkbox"/> _X_ fiscal year <input type="checkbox"/> __ calendar year
Frequency of data collection:	<p>TRS time is recorded by GPE Secretariat staff on a monthly basis and updated in SAP the following month.</p> <p>For the purpose of this indicator, data will be reported for the entire fiscal year in June or July of each year, after the final TRS for the fiscal year is complete (note that the WBG deadline to enter TRS time for the whole year is May 31 of each fiscal year).</p>

DATA TREATMENT

Source of information for collecting data:	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Source document, template, etc.:</td> <td>SAP budget report</td> </tr> <tr> <td>Source agency:</td> <td>WBG SAP and TRS system</td> </tr> </table>	Source document, template, etc.:	SAP budget report	Source agency:	WBG SAP and TRS system
Source document, template, etc.:	SAP budget report				
Source agency:	WBG SAP and TRS system				
Formula:	n/a				

<p>Aggregation formula:</p>	<p>To calculate the corporate indicator:</p> <p>(1) The number of hours worked across the GPE Secretariat staff members in a given fiscal year is normalized automatically in the TRS/SAP system, using 40 hours per week as a base. This automated TRS/SAP function:</p> <p>(1.1) Calculates automatically the number of staff-weeks spent on country-facing work in a given fiscal year ($CFHW_t$):</p> $CFHW_t = \frac{CFH_t}{40}$ <p>Where:</p> <p>CFH_t = total number of country-facing hours for a given fiscal year t $CFHW_{j,ft}$ = normalized country-facing hours per week for a given fiscal year t</p> <p>(1.2) Calculates automatically the overall total number of <u>staff work weeks</u> in a given fiscal year ($AWweeks$):</p> $OHWW_{j,ft} = \frac{OHW_t}{40}$ <p>Where:</p> <p>OHW_t = total number of hours worked for a given fiscal year t $OHWW_t$ = normalized hours worked for a given fiscal year t</p> <p>(2) Divide the number of staff weeks spent on country-facing functions obtained directly from TRS (1.1 above) by the overall total number of staff weeks recorded for GPE Secretariat staff during the same timeframe obtained directly from TRS (1.2 above), and multiply that quotient by 100.</p> <p>The corresponding formula reflecting the staff time spent on country-facing functions ($PROP(CFHW)_t$) is as follows:</p> $PROP(CFHW)_t = \frac{CFHW_t}{OHWW_t} * 100$
<p>Data limitations (if any known / anticipated):</p>	<p>The following data limitations are considered for this indicator:</p> <ul style="list-style-type: none"> • What is recorded as country-facing time, is time deemed country-facing ex ante, without correction ex-post for the time dedicated to different functions in the previous year. As a consequence, it is not possible to guarantee with certainty that a certain amount of work that was classified as country-facing has, in fact, been country-facing. In addition: • There is a risk that time is recorded incorrectly in the relevant system. If this occurs, this will result in inaccurate data for this indicator. • Similarly, it is possible that time records for staff are missing. This would equally result in inaccurate data for this indicator.
<p>Interpretation</p>	<p>A high value indicates the GPE Secretariat devotes adequate and sufficient staff time to country-facing activities with the aim to build strong relationships with/within, and provide adequate support to its developing country partners, ultimately thriving toward every child receiving a quality education.</p>

REFERENCES

- Evans, A. *Global Partnership for Education – Organizational review. An independent report.* Washington, DC: The World Bank, 2014.
- Global Partnership for Education. *Quality education for all children.* Washington, DC: The World Bank, 2015. Retrieved May 10, 2016, from: <http://www.globalpartnership.org/content/quality-education-all-children-brochure>

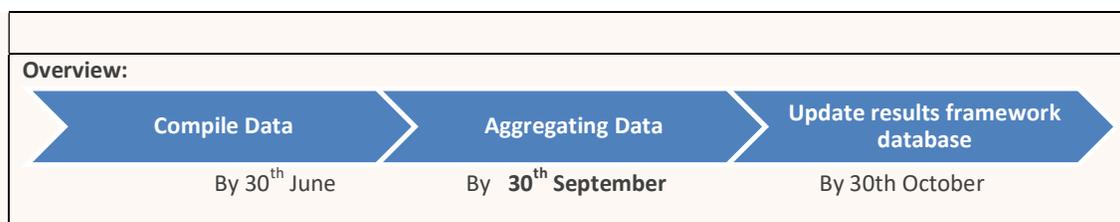
ANNEXES

Annex 1- Data Collection tool

Data collection tool utilized for collecting the data, if any:	SAP reports which are based on TRS input, i.e. “Cost-analysis Report”
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Annex 2- Standard Operating Procedure

Process Name: Data Collection, Quality Assurance, & Storage for Indicator # 36	Owner: R&P Team	Updated:
Function: Measuring GPE Impact	Version #: 1	Review:
Material changes from prior version of SOP None; this is the first version.		
Summary This SOP describes the process for data collection, quality assurance, and storage for indicator # 36 (Proportion of GPE Secretariat staff time spent on country-facing functions) of the GPE results framework.		
Results / Outputs This process should result in the results framework being updated with quality assured data on indicator # 36. Interim outputs of the Secretariat: Completed data collection template Final Output: Updated results framework database		
Scope <ul style="list-style-type: none"> • Begins: The process begins with the Resource Management Officer compiling timesheet data of each secretariat staff member monthly using the WBG Internal electronic platform “Time Recording System” (TRS) and a final compilation in June for the entire fiscal. • Ends: The process ends with updated data being integrated into the results framework database by the Monitoring and Evaluation Data Manager. • Includes: All procedural aspects • Excludes: Methodological aspects of calculating the indicator value. These can be found in the methodology sheet. • Note: Data will be reported for the entire fiscal year in June or July of each year after the final TRS for the Fiscal year is complete 		
Standards (Policies, Approvals, Deadlines, etc.): <ul style="list-style-type: none"> • Policies: GPE 2020, Monitoring Sheet for GPE Results Framework Indicator # 36 • Deadlines: M & E Data Manager updates results framework database with the Indicator # 36 data by 30th October • Approval: The completed data template is prepared by the Resource Management Officer and includes quality checks by the M & E Data Manager and final approval from the Head of M & E 		



Steps in the Process	Roles / Responsibilities	Outputs / Deliverables	Tools / Templates
1. Compile Data Typically by 30 th June			
<ul style="list-style-type: none"> Compile timesheet data of each secretariat staff member on a monthly basis using the WBG Internal electronic platform “Time Recording System” (TRS) and a final compilation in June for entire fiscal year 	<ul style="list-style-type: none"> Resource Management Officer 	Data	SAP Budget Report, and TRS system.
2. Aggregate Data Typically by 30 th September			
<ul style="list-style-type: none"> Enter data into the template provided by the M&E Data Manager 	<ul style="list-style-type: none"> Resource Management Officer 		Data Collection Template
<ul style="list-style-type: none"> Compute indicator values using the completed data collection template, and forward to M & E data Manager. 	<ul style="list-style-type: none"> Resource Management Officer 	Completed Data Collection Template	
<ul style="list-style-type: none"> Review completed data collection template and send comments/queries to the Resource Management Officer 	<ul style="list-style-type: none"> M & E Data Manager 		
<ul style="list-style-type: none"> Respond to the comments/queries, updates data collection template as necessary and forward to M & E data Manager 	<ul style="list-style-type: none"> Resource Management Officer 	Updated data collection template	
3. Update Results Framework Database Typically by 30 th October			
<ul style="list-style-type: none"> Forward data collection template to the Head of M & E for review and approval. 	<ul style="list-style-type: none"> M & E Data Manager 		
<ul style="list-style-type: none"> Review & approve completed data collection template 	<ul style="list-style-type: none"> Head of M & E 	Approved data collection template	
<ul style="list-style-type: none"> Update results framework database using completed template submitted by the Resource Management Officer 	<ul style="list-style-type: none"> M & E Data Manager 	Updated results framework	N/A

		database	
<ul style="list-style-type: none"> Notify the secretariat on the availability of data in the results framework database through the intranet 	<ul style="list-style-type: none"> M & E Data Manager 	Notification on GPE intranet	

Annex 3- Additional Analysis

Upon extracting staff time data from SAP budget reports, staff time can be translated into labor cost information. This information can be used to analyze and project fixed costs for specific GPE Secretariat Units, ensuring costs do not exceed the overall budget.