

 **MAY 25, 26 AND 28, 2021**

MEETING OF THE BOARD OF DIRECTORS

VIA VIDEOCONFERENCE

BOD - 2021-05-DOC 03 **REV.1**

FOR INFORMATION

REPORT FROM THE CEO

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are considered to be public documents only after their appraisal by the Board. It is understood that Board members will circulate Board documents among their constituency members prior to Board consideration for consultation purposes.

Overview

1. GPE welcomes new Board members and Alternate Board Members. You are joining at an ambitious time and will help us achieve impact at scale in an energized, strategic and forward-looking partnership. The reformed governance structure, which is now operational, is one of the key drivers of this forward momentum. Three new committees – the Executive Committee; the Performance, Impact and Learning Committee; and the Finance and Risk Committee have replaced the original five and have held their first meetings.
2. GPE has accomplished a lot in the past two decades – with almost 200 grants totaling US\$6.5 billion allocated to over 75 partner countries. Today, GPE has built a strong foundation and stands well-prepared and ready to go for the future of the organization. We are constantly adapting and evolving to improve how we do business.
3. In less than 80 days, the UK, Kenya and GPE will host the Global Education Summit to give 175 million children a chance to learn. GPE’s [“Raise Your Hand”](#) financing campaign is in full swing, building momentum to raise at least US\$5 billion, to

transform education in 90 lower-income countries. Engagement is growing, with donors, partners and champions coming together to pledge funding and support to the campaign. In the run-up to the Global Education Summit: Financing GPE 2021-2025 in London on 28-29 July, global leaders are stepping up their support for GPE.

4. We are prepared to embrace the demands and aspirations of the Strategic Plan 2021-2025 and look forward to coming together to drive its success. The plan reflects the collective ambitions of the Ministers with whom GPE works and is based firmly on evidence. In sum, GPE's new strategy, the operating model, the financing and funding approach, and the monitoring, evaluation and learning framework together will serve to make GPE more flexible and country-driven while sharpening incentives to focus on equity and the most marginalized.
5. Having been approved in December, GPE's new strategic plan, GPE 2025, is now being implemented. Pilots are underway in five countries, namely **the Democratic Republic of the Congo, Kenya, Nepal, Tajikistan, and Uganda**. Ministries are involved with dedicated teams and a willingness to move forward quickly. The first System Capacity Grant to the **Democratic Republic of the Congo is approved, marking a milestone**. Together, the pilots will help assess overall feasibility, thereby allowing GPE to consider any refinements that may be needed prior to full roll-out. The Independent Technical Advisory Panel ("ITAP") is in the process of being established and will soon be ready to conduct assessments.
6. **Gender remains a high priority**. GPE's Strategic Plan 2021-2025 has shifted from having a stand-alone gender strategy to hardwiring gender equality throughout all that we do. Of note, GPE has now launched a Girls' Education Accelerator – a window dedicated to accelerating progress on girls' education. Girls' education is also a key priority of the upcoming UK G7. With GPE representation at the Gender Equality Advisory Council, we have a terrific opportunity to get the attention of G7 leaders on this agenda.
7. El Salvador is piloting the Girls' Education Accelerator – an innovative new source of funding that provides resources for countries to invest in ambitious programs and policies that get girls into school and learning. Initially, 30 countries can access this grant. This list is based on data indicating where girls are lagging the farthest behind boys and facing the highest rates of early or forced marriage. The funding will be tightly integrated with the System Transformation Grant and the Multiplier.

8. GPE's Multiplier has become a critical feature of GPE's financial tools. Since 2018, GPE has committed more than US\$354 million in these grants across 33 countries, helping to mobilize more than US\$1.62 billion in co-financing—a ratio of over 4.6:1, exceeding the initial 3:1 target. Going forward, the Multiplier will be available in the 90 countries eligible for GPE resources. To make it easier to secure an allocation and crowd in new and different funding sources, private sector partners and foundations may unlock a Multiplier grant with a matching grant at a ratio of 1:1. The Multiplier's initial round of allocations drew to a close at the end of 2020, with the full US\$250 million available for allocation secured by November last year. Reflecting our expectation that the Multiplier will remain attractive, up to 20% of grant resources raised will be allocated to the Multiplier.

Financing Campaign

9. The Global Education Summit, co-hosted by Kenya's President, Uhuru Kenyatta, and the UK Prime Minister, Boris Johnson, will be held in London on 28–29 July. Indications are that the summit will command high-level attendance from Heads of State and Heads of Government as well as leaders from GPE partner organizations. We appreciate that pandemic travel constraints may mean many will have to participate virtually. We are working to ensure a memorable and engaging experience, whether live or online. Our key immediate goal is to raise the finance to deliver on GPE 2025. However, the benefits of engaging such prominent global leaders, celebrities and partners will also energize the broader global education financing agenda, not least domestic financing.
10. The "Raise Your Hand" financing campaign is building momentum with national, regional and global events featuring strong engagement from ministers, parliamentarians, civil society as well as private sector and foundation leaders. On April 20, with our co-hosts the UK and Kenya, and many of our political and celebrity champions, we celebrated the 100-day countdown to the summit releasing a new [video](#) featuring former international football star, Cote d'Ivoire's Didier Drogba. Norway's Prime Minister, Erna Solberg, committed her support, and Kenya and the UK drew on the strength of their diplomatic networks to promote the campaign. Since the start of the year, we have seen growing calls to action from many partners, including early pledges from [Finland](#), [Netherlands](#), [Dubai Cares](#), and the [Islamic Development Bank](#). We expect more pledges [on 19 May at an event](#) that we are hosting with the German Government and the Malala Fund highlighting the GPE Girls' Education Accelerator.

11. Media coverage has been very positive. Julia, Minister Thiam and I have been interviewed for leading national, regional and global media outlets. The social media campaign has also picked up speed with donor ministers and other partners joining on-line discussions and events expressing their strong support. Youth leaders have asserted a particularly positive and energizing presence. The [world's longest raised hand for education](#) continues to grow and has recently surpassed 1,000 meters with partners and supporters enthusiastically [adopting](#) our call to action. A new [take action](#) page on our website provides key messages and tools for supporters to share on their own platforms and the [summit](#) page is being continuously updated with information on registration, speakers and the program.
12. The Presidents of the Democratic Republic of Congo, Kenya and Sierra Leone highlighted the importance of domestic financing for education at the February African Union Leaders' Summit. H.E. Julius Maada Bio of Sierra Leone was explicit in his statement, *"For those of our countries supported by GPE, this is a pivotal moment to commit our leadership and call for global solidarity to keep education financing a top priority."* President Uhuru Kenyatta of Kenya is leading a collective political push, inviting heads of state and government from GPE partner countries to endorse a commitment to protect and increase financing for education.
13. In my many interactions over these past months with ministers, parliamentarians, ambassadors, senior civil servants and civil society leaders, I am seeing a qualitative difference in their consideration of the importance of investing more effectively in education and their confidence in GPE. One prominent example was the **G7 Foreign and Development Ministers meeting** in early May, which adopted ambitious new targets for getting more girls into school and learning. I had the privilege of joining ministers for their discussion on girls' education. Their support for investing in education and GPE was explicit and determined.
14. It is an extremely challenging endeavor to raise additional finance in such a volatile global environment, with immediate health concerns understandably paramount. However, I am confident that we have the momentum and committed leadership to drive the ambition that is needed to protect the gains of recent decades and improve the education opportunity for hundreds of millions of school-age children. It requires each and every one of us to keep up the advocacy, push further with our ambition and be ready to applaud strong

pledges. With that we can not only succeed in replenishing GPE's finances, but the powerful political impact of a successful Global Education Summit in July will reverberate into the future, driving priority attention to the value of investing in transforming education systems.

Strengthening Partnerships

15. GPE continues to prioritize its work to strengthen the partnership, building on the strong foundations of the Effective Partnership Rollout. To further embed the effective partnership principles in the new GPE operating model, maximize the opportunities for strategic collaboration across the partnership and better leverage synergies between GPE's global, regional and country level work, a new **Partnerships Team** is being established as of July 1st. Margarita Focas Licht will head the team, which brings together GPE's Secretariat teams working on support for the partner country constituency and coordination with multilateral partners and its Knowledge and Innovation Exchange (KIX), Strategic Capabilities and Education Out Loud (EOL) initiatives. The launch of this new team is one of several changes to the Secretariat's internal structure and organization being adopted in order to more effectively deliver on GPE 2025.
16. After the approval in December 2020, of the proposal to enable partner countries to access additional strategic capabilities to address key system transformation constraints, the GPE Secretariat has made **good progress to mobilize strategic capabilities**. A small cross-Secretariat task team has been set up to develop the necessary processes for managing strategic capabilities, including their selection, development and governance with an aim to mobilize the first 2-3 strategic capabilities this calendar year as pilot. This will inform guidelines for a longer-term process for deploying strategic capabilities in support of partner countries. We are also setting up a light-touch process to engage and consult with country partners to advise on the selection of identified opportunities and ensure strong operational linkages. This will help GPE respond to country demand for strategic capabilities to tackle urgent education system bottlenecks.
17. Despite the challenges posed by the global COVID-19 emergency in 2020, GPE initiatives – **EOL and KIX**– have continued to respond to national education priorities, including within the context of the pandemic. To date, the Education Out Loud initiative has completed all calls for proposals to support civil society advocacy and accountability. By June 2020, EOL awarded funding for national coalition activities in 52 countries, supporting their active engagement with

national multi-sectoral pandemic response efforts and advocacy for protecting and increasing investment in education in the face of severe economic contraction caused by the pandemic. For example, in 2020, CAMPE conducted a gender-sensitive rapid response survey and a mapping exercise of financing actors in the local education sector to inform an appeal submitted to the government seeking to protect education financing during and after the COVID-19 pandemic. In February 2021, EOL also awarded four [new grants on transnational advocacy](#) for domestic resource mobilization for education, girls' education, citizen-led learning assessment and early childhood development. Ten [national transparency and social accountability organizations are currently developing proposals on issues such as](#) youth-led monitoring of education plan implementation, citizen participation in public school governance, data collection and monitoring by disability groups and another ten will be considered for final selection in May. For more information on EOL's achievements in 2020, please find the Oxfam IBIS' EOL status report [here](#).

18. KIX has established the foundations for strong regional peer learning networks, supported by [four KIX regional hubs](#), which have identified shared capacity development priorities through regional consultations conducted in late 2020. Ministers from countries including Guyana, St. Lucia, Honduras, Uganda and Burkina Faso have also been contributing their perspectives through online discussions such as the [KIX LAC conference](#), LAC Hub [KIX Conversation](#) and the [exchange event](#) which saw the release of the [report on Financing Education in Africa during COVID-19](#). In February, KIX also launched a Peer Learning and Exchange Portal, a collaborative learning space and digital library for education policy stakeholders in GPE partner countries. Since awarding 12 global grants in 2020, KIX projects have been addressing key education priorities in GPE partner countries through adapting and scaling of proven innovations, from supporting PAL-Network [citizen-led assessments](#) for measuring early learning to enabling the use of the [War Child - Can't Wait to Learn EdTech](#) in countries affected by conflict, including Chad where the program supported by KIX is referenced in the Refugee Education Strategy. Additionally, the 'Data Must Speak' initiative is [co-creating research](#) with ministry officials in target countries to improve learning through better data access and analysis. Use of the [BELDS program](#) is being extended in new countries, including Sierra Leone, where the Deputy Minister for Education has expressed intention to integrate ECE in the sector plan and draw on the [BELDS ECE Accelerator](#). The [Plan International Summer Pre-primary program](#) is being extended to new countries, including Lao, where it is mentioned

in the [education sector plan](#). Three months ago, 22 regional KIX grants were selected to address shared policy challenges in 15 thematic areas.

Stories About GPE at Work

19. **COVID 19 Window:** GPE responded early and rapidly to the pandemic, mobilizing our largest-ever crisis response of more than US\$500 million to help partner governments plan and implement their responses. A total of 66 proposals from partner countries were approved. By moving funds expeditiously, we were able to help governments keep learning going, plan and support the safe reopening of schools, and strengthen their education systems' resilience to respond to future emergencies. GPE, through its US\$10 million COVID-19 emergency grant to [Zambia](#), not only helped the school system prepare to reopen schools but also kept learning going for vulnerable children during the initial various shutdowns through multiple interventions. In [Mongolia](#), the Ministry of Education and Science (MES), Government of Mongolia and other development partners implemented various activities to secure health and education for children, such as distance learning, a guidebook to support home-based learning and provision of materials for disinfection following the contingency plan. With a US\$10 million emergency grant from GPE, [Malawi](#) developed and disseminated school reopening guidelines and water, sanitation and hygiene (WASH) material to schools to ensure a safe, healthy and conducive school environment. We are also reporting stories from [Djibouti](#), [Guinea](#), [Laos](#), [Malawi](#), [Papua New Guinea](#) and many others.
20. Some of our COVID grants are nearing their completion over the coming months, with the first grant to close being Somalia FGS on May 31 and then six more grants scheduled for June 30. We are anticipating extension requests for many grants.
21. **Results stories:** We have expanded the selection of country [result stories](#). We are grateful for the support of our grant agents in compiling these profiles during this period when GPE staff have been unable to travel. The stories weave personal narratives of the positive impact of education with systemic change that will transform education outcomes. You can read how [Mariam in Nigeria](#) embodies the hopes of her community simply by continuing to go to school, or how [Sowaira in Afghanistan](#) is able to learn in a center despite living in a remote village where there is no school.

Results and Impact

22. Work continues apace on **three formative evaluations** to help us learn about how we can improve with our ongoing programming. First, the evaluation of **GPE's support during the COVID pandemic** indicates that stakeholders commended GPE's swift response and noted that the GPE model empowered governments to take ownership of the process. It is too early to accurately assess the effectiveness of the grants. However, there are several examples of innovations and good practices that have already emerged across a range of GPE thematic priorities. Second, early findings from an evaluation that assessed the **effects of COVID on the program implementation grants** indicate that the pandemic hit a 'pause' button on many grant activities implementation following school closures. Grant objectives were not significantly adapted with very few grants being restructured. While operationally, COVID disrupted traditional approaches to delivering education programs, COVID Accelerated Funding grants helped bridge the gap by addressing immediate emergency needs and ensuring safe return to school. Thus, presence of the COVID Accelerated Funding grants allowed the program implementation grants to remain focused on their original longer-term goals. Third, a **review of the Multiplier is ongoing and** expected to provide lessons from countries' initial experience of accessing and implementing the Multiplier grant. The focus is on understanding the degree of the Multiplier's financial and policy additionality and the influence of the Multiplier in shifting or fostering policy dialogue at the country and co-financer's levels.
23. The framework for the monitoring, evaluation and learning (MEL) approved by the Board in December 2020 identified specific MEL streams of work. The **evaluation policy** provides the foundation for evidence-based learning across the partnership, empowering countries and grant agents to implement evaluations of policies, programs and interventions to ensure their relevance and effectiveness and to drive transformational change. The **GPE 2025 results framework** is structured to align with the Strategic Plan 2021-2025 and will enable us to assess how GPE financing and processes contribute to the outcomes GPE aims to achieve in key policy reforms and across priority areas, including learning. We will touch upon both in detail during the Board meeting.

Finance and Risk

24. GPE's overall financial position is stable and grant approvals continue to increase significantly, with grants valued at US\$2.7 billion approved between January 2018 and March 2021, and an additional US\$470 million in new applications under review. The start to 2021 has been strong, with over US\$172 million in applications

approved and more than US\$282 million disbursed in the first quarter of the year. The [Grant Status Report 2020](#) tracks progress on the portfolio of grants till June 2020. Key findings state that excluding COVID-19 Accelerated Funding, the ESPIG amount approved in FY20 surpassed last year's level. The share of grants reported to be on track is the highest in the last five years and the list of grant agents with whom GPE partners continue to diversify.

25. Given the reality we find ourselves in with COVID, 32% of ESPIGs in CY2020 are rated as on-track in cumulative disbursement, down from an average of 58% from 2016-2019, in the latest risk report. Restructurings and extensions have also risen, with grant revisions taking place in 23 of the 62 active ESPIGs since April 2020. COVID-19 also significantly affected sector monitoring, including the number and quality of JSRs undertaken. An independent review of COVID's effects on ESPIGs commissioned by GPE will be reporting later in Spring 2021.
26. While the Spring 2021 Corporate Risk Update provided the FRC with information on the current status of risk management across GPE, it is a transitional report that straddled the end of GPE 2020 and the start of the new strategic plan GPE 2025. The Fall 2021 report will focus on GPE 2025. The principal risks to the successful delivery of GPE 2025 include i) a successful financing campaign and summit, ii) a timely full rollout of the new operating model, iii) ensuring the new governance arrangements are effective and achieve the intended objectives of the governance review, iv) ensuring that GPE has the resources necessary to support timely implementation of the strategy. Regarding the existing risk indicators, GPE's risk profile has increased, with an average moderate risk score across the taxonomy against an average low-risk score six months ago. However, it is important to highlight that the indicators presented in the report relate to the final months of GPE 2020 and the old operating model, with targets to be achieved under "pre-covid" circumstances. The ongoing risks posed by COVID-19 are far more complex to mitigate and will have a significant and ongoing impact on our work given the economic and education impact on partners and the practical complications of working in this environment.

Preparing for the Future

27. We continue to optimize the Secretariat's operations to ever improve effectiveness and efficiency. With the adoption of Strategic Plan 2021-2025, a new operating model, approach to financing and funding, a new 5-year monitoring, evaluation and learning strategy, a financing campaign and summit to raise

resources for the next 5 years and a new governance structure, GPE is now moving from a phase of development into a period that will be predominantly focused on the delivery of core business. As has been noted during past budget reviews, GPE has not increased its regular staff complement of 108 since 2017 despite a significant increase in work and demands. Staff has consistently gone above and beyond to cope with additional demands. This has placed a significant strain on many of them and is not sustainable. GPE is determined to learn from this experience by investing in capacity early and proposes to increase the combined total of staff and extended-term consultants by 13% over the next three years primarily for country and grant facing functions and to rebalance the proportion of regular staff posts compared to extended-term contracts to reduce risk.

28. We continue our sustained efforts to improve diversity and inclusion as part of GPE's People's Strategy. We launched an awareness raising campaign on unconscious bias, including training modules on gender, microinequities and race. In April, more than half of the Secretariat participated in a dynamic conversation on unconscious bias facilitated by the World Bank's Manager of Diversity and Inclusion. We aim to expand our pool of qualified candidates for vacancies with hiring practices that reflect our commitment to improving diversity at GPE.

Stewardship of GPE's Funds

29. **Misuse:** We currently have three misuse cases which the Secretariat is monitoring and more details will be provided to the Board before the upcoming meeting.
30. The dedicated policy on Preventing Sexual Exploitation, Abuse and Harassment (PSEAH) has been approved by the Board this month. There are currently two SEAH cases that the Secretariat is monitoring and more details will be provided to the Board via email to the Board restricted list.

Conclusion

31. With all that is underway, GPE is at a very exciting time in its history: a new and bold strategy, significant momentum towards reaching our financial goals, the various platforms and programs to address key issues and challenges, governance reform underway and having made a contribution to helping GPE's partner countries overcome some of the impact of the pandemic through a swift

response. Let me take this moment to commend the staff of the GPE Secretariat for all that they have achieved over the past year. Let me also commend the significant hard work and dedication of GPE's partners globally. Together, we have been able to set an ambitious pathway for the years ahead. I look forward to meeting you all virtually at the May Board Meeting.

Implementation of World Bank–GPE Hosting MoU December 30, 2020, to July 1, 2021

BOD/2018/12-01–Institutional Arrangements:

The Board of Directors:

2. Resolves to:

j. Further instruct the GPE CEO to ensure as a standing item in her report to the Board information on how the World Bank hosting arrangement is working in operation.

In conformance with the above-referenced resolution, this is the fifth update to the Board on the operations and implementation of the World Bank –Global Partnership for Education Hosting Memorandum of Understanding (WB–GPE Hosting MOU). I would like to express my thanks to Mamta Murthi, VP for Human Development and Alberto Rodriguez, Director for Strategy and Operations, for their time and regular engagement.

In general, the implementation of the terms of the WB–GPE MOU is in line with the MOU. We have had a productive collaboration with the World Bank on the design, build out and move to new office space at the World Bank premises for the Secretariat. The new space will not accommodate all our DC-based staff, but we are optimistic that this will be addressed with additional space already identified and more flexibility in the use of home-based work. We are also pleased to report that the request to expand the geographic scope of the GPE fund to allow support to West Bank and Gaza is before the World Bank Board for approval.

I would like to draw the Board’s attention to three challenges the Secretariat is facing:

- GPE’s hosting MoU provides that a 17 percent mark-up on GPE’s direct operating expenses may be charged to cover indirect costs provided by the World Bank. It has been practice, however, for the World Bank not to charge a percentage mark up and for GPE to pay a lower amount considering the GPE has paid for a number of such services directly and has achieved economies. However, in line with a new directive that applies throughout the World Bank to fully recover costs, the World Bank has informed the Secretariat that costs throughout the

World Bank will rise to 22% of budget or in effect a 28% mark up on direct costs. From FY22 it now intends to apply the full 17% per the Hosting MOU as a transitional measure, and then apply a new discounted rate of 24% from FY23 onwards in recognition of the economies that the Secretariat continues to make. The change in approach and increase in rates will lead to a significant budgetary impact compared to current arrangements and the upcoming hosting review will take the cost increase into account.

- The suitability of IT solutions for the Secretariat's business needs remains thin and fragile, resulting in poor quality knowledge management and communications systems for the Secretariat. World Bank IT policies, designed for a large organization with a different business model, create roadblocks and restrictions for functionality and development, such as restricting the use of outside firms for development work. As well, solutions often must be built from scratch—at significant cost in development and maintenance—using only Microsoft products rather than purchasing off-the-shelf applications that may meet the Secretariat's needs immediately.
- With full recognition of the difficult and unusual challenges the COVID pandemic presents, the Secretariat's experience with the World Bank in seeking an effective and safe solution to allow the GPE Secretariat to travel to London to adequately support GPE's upcoming Education Summit has been disappointing, dispiriting, and not in keeping with the hosting MoU's provision in Article 2, Section 4 to resolve concerns jointly. GPE's Management had hoped that there would be strong, three-way collaboration between itself, the World Bank and the local authorities on this matter. While GPE's Management appreciates the World Bank's willingness to approve 20 staff for travel, this level is far below what is needed for the Summit. The decision has resulted in the need to identify, recruit and train many local and partner-based volunteers, adding a significant additional layer of work and complexity to the effort.

Routinely, as a courtesy, this hosting report back is shared, for information, with the World Bank prior to its submission to the GPE Board. GPE's Management respects the right of the World Bank to hold views different from its own. On this matter, the World Bank considered the approval of 20 staff to be unprecedented in its flexibility relative to the restrictions in place during the pandemic.

In addition, I would like to note that there is progress towards a solution for GPE's currency risk management needs which is positive although progress has been slower

than hoped for. It's expected that a solution from the World Bank could be in place by the end of 2021. As the Board is aware, the midpoint review of the WB-GPE Hosting MOU will commence shortly. This review will afford both GPE and the World Bank an opportunity to evaluate both how well the MOU has enabled GPE to deliver on its mandate since inception, as well as analyze the suitability of the MOU going forward to deliver on the Board approved new strategy and operating model.

The table below shows the specific provisions of the WB-GPE Hosting MOU and their reference in the MOU by which, per the Board's instructions, the implementation of the hosting arrangement is reported to the Board.

WB-GPE Hosting MOU Text and Reference

Governance	Reference	Notes
The World Bank is a facilitator and will not seek to interject itself in any way to the governance structures of GPE.	Art. II (6)(a)	In line with MOU.
Host VP ensures the provisions of MoU are executed for smooth operation of GPE Secretariat within the World Bank.	Art. II (4)(c)	In line with MOU.
Strategic	Reference	Notes
The World Bank will strive to ensure strong strategic alignment on the overarching vision, mandate, objectives, and modalities of the GPE Secretariat.	Art. II (3)c	In line with MOU.
Hosting the GPE Secretariat within the HD VPU will allow greater alignment on education sector planning, coordination on Sustainable Development Goal 4 monitoring, ensure harmonization with the education aid architecture, and permit the GPE Secretariat to benefit from the World Bank's country-level footprint.	Art. II (7)b	In line with MOU.
GPE Policy Compliance	Reference	Notes
<u>HR policy and procedures</u> - including caps on grade levels, calibration of GPE Secretariat staff with all other World Bank staff, defined compensation bands. GPE staffing levels may increase even if Bank staffing levels are constant or reduced.	Art. II (1)c; Art. II (3)b; Art. II (5)c; Art. II (11)(a)(b)(c);	In line with MOU.

<u>CEO Performance</u> – GEC will use World Bank’s suite of performance evaluation tools to inform GPE Board review of CEO, which will make a performance rating recommendation to HD VPU that is entered into World Bank HR systems.	Art. II (12)a	In line with MOU.
<u>Corporate and operational procurement policy</u> – The GPE Secretariat will consult semiannually with World Bank Corporate Procurement on projected procurement needs for GPE over the subsequent six (6) months.	Art. II (1)c; Art. II (3)b; Art. III (2); Art. III (3)(a)(b)(c)	In line with MOU.
<u>IT policy</u> – The GPE Secretariat and the World Bank will cooperate to ensure compatibility and security of IT infrastructure.	Art. III (4)(a)(b)(c)	IT solutions to support Secretariat business processes limited and often not well suited.
<u>Travel policy</u> – GPE staff will conform to World Bank travel and security policies and practices.	Art. III (5)(a)(b)(c)	In line with MOU.
Management of Secretariat	Reference	Notes
Host VPU review of GPE Secretariat will focus on alignment of staffing plans with available resources, and conformity with the World Bank’s HR and resource management policies and procedures.	Art. II (5)b;	In line with MOU.
Roles of the World Bank	Reference	Notes
<u>Host</u> – Access to the full suite of the World Bank’s administrative support services, including HR, information technology systems, legal, accounting, travel, security, facilities, and internal justice, use of support services and facilities of World Bank offices globally and ability to locate staff there like all other World Bank units.	Art. II 6(a); Art. II (8)a; Art. II (8)b; Art. III (6)	IT solutions to support Secretariat business processes limited and often not well suited. Fee for indirect costs of administrative hosting to exceed the 17% ceiling in the MOU in FY23 and beyond.
<u>Trustee</u> – Services include receipt of contributions, holding and investing of funds, transfer of funds to implementing agencies as well as financial and fiduciary management.	Art. II 6(b); Art. II (3)b; Art. II (9)a; Art. VI (2)	In line with MOU.
<u>Grant Agent</u> – All Grant Agent staff who serve on a GPE body are required to recuse themselves from decisions that affect the World Bank. The GPE Secretariat can reasonably hold the World Bank acting as Grant Agent accountable.	Art. II (6)c; Art. II (3)b; Art. II (9)(b)(iii)	In line with MOU.
<u>Board Member</u> – The World Bank representative will provide governance and financial oversight to ensure	Art. II (6)d	In line with MOU.

that the GPE is structured, governed and functioning efficiently, effectively and ethically, and will monitor and assess the overall effectiveness and risks associated with GPE's work and implementing risk mitigation measures.		
Other Administrative Issues	Reference	Notes
<u>Communications</u> - GPE Secretariat's communications staff will maintain regular and ongoing contact with World Bank External and Corporate Relations (ECR) regarding communications and outreach plans for GPE to ensure alignment and close coordination.	Art. III (1)	In line with MOU.
Future Capabilities	Reference	Notes
The establishment of an expanded fundraising model to facilitate receipt of contributions or in-kind support from non-traditional donors.	Art. IV (2)	Not applicable.
Innovative financing mechanisms.	Art. IV (3)	Ongoing consultation with Legal/Trustee on engagement with Business Community.
Currency risk management through hedging.	Art. IV (4)	Alternative mechanism under exploration by Trustee and Treasury.
The provision of funds directly to national governments and other nontraditional entities in grant execution.	Art. IV (5)	Not applicable.
Hosting of other institutions.	Art. IV (6)	Not applicable.
Rapid disbursement through fast-track procedures or hosted facilities.	Art. IV (7)	Not applicable.
Ability to locate GPE Secretariat staff outside of Washington, DC.	Art. II (11)c;	In line with MOU.