TERMS OF REFERENCE FOR THE GPE BOARD AND ITS STANDING COMMITTEES

MARCH 2021

GPE Transforming Education

TABLE OF CONTENTS

I. **Board** **3**

II. **Executive Committee (EXCO)** **8**

III. **Finance and Risk Committee (FRC)** **13**

IV. **Performance, Impact and Learning Committee (PILC)** .. **19**

MARCH 2021

BOARD OF DIRECTORS

TERMS OF REFERENCE

A. PURPOSE

Pursuant to the Charter, the Board of Directors ("the Board") is the supreme governing body of the Global Partnership for Education (GPE). Through its inclusive membership representing the wider Partnership, the Board ensures that diverse views are represented and can be expressed. The Board reviews performance of key strategic initiatives that are core to those goals, considers the key risks that can derail those goals, and adapts and adjusts its business model and platforms as warranted. In line with the GPE Charter, the Board also serves as a global leader, advocate and convenor for education.

B. FUNCTIONS

The Board is accountable for the effectiveness and impact of GPE, and specifically for fulfilment of the five-year GPE Strategic Plan. This accountability requires proper consultation with constituencies to ensure the voice of the full Partnership is expressed through the GPE Board.

The role of the Board entails:

Strategy and high-level policy

- Development of strategy (including consideration of emerging issues and future trends in the sector, and GPE's role), and approval of the five-year Strategic Plan.
- Discussion of major policy issues for the Partnership (such as human rights), and approval of priority themes for GPE (such as gender equity).

- Development of a multi-year strategic Board agenda covering strategic and policy issues.
- Approval of major policies and initiatives related to GPE's strategic mandate (such as MEL framework; Knowledge and Innovation Exchange–KIX; and Education Out Loud–EOL).
- Approval of major governance and ethics policies (including Sexual Exploitation, Abuse, and Sexual Harassment (SEAH) policy, and Conflicts of Interest policy).
- Consideration of major strategic risks that could derail achievement of GPE's mission, and decisions on risk mitigation measures.
- Approval of Secretariat annual budget (based on recommendation by the FRC).
- Approval of any significant changes to GPE's institutional arrangements, including legal status and the hosting agreement with the World Bank.

Country allocations and grants

- Approval of GPE funding allocation model, and the overall funding allocations to partner countries (based on recommendation by the FRC).
- Approval of the strategic parameters for GPE funding under Partnership Compacts, approval of grants applications by non-objection (based on recommendations by the ITAP on requirements areas and by the Secretariat).
- Approval of major changes to the strategic parameters at the mid-term review or cancellations of grants.

Performance, impact and learning

- Review and adoption of an annual report on GPE results and impact (submitted with recommendations by the PILC).
- Review and adoption of an annual report on GPE funding, financing and risk (submitted with recommendations by the FRC).
- Review and adoption of recommendations for high-level change arising from major evaluations of GPE's impact (i.e., what works, what does not, and areas for change) (submitted with recommendations by the PILC) .

Institutional and business model

- Oversight of GPE's overall business model and comparative advantage, and considering its medium-term evolution (e.g., options for impact beyond a funding platform with grant agent implementation).

Global leadership

- Contributions as a global leader, advocate and convenor for education (e.g., on delivery of quality education to all children in developing countries, and on mobilizing resources for education in developing countries).

Appointments and performance review

- Appointment of the Chair, Vice Chair, Committee Chairs, and Secretariat CEO
- Performance assessments of the Chair, Vice Chair, CEO and Committee Chairs

C. ROLE OF THE BOARD CHAIR, VICE-CHAIR AND MEMBERS

As a principle, the Board Chair, Vice-Chair, and members (main and alternates) should be able to act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of GPE. The Board Chair and Vice-Chair will act solely in the best interests of the GPE without any constituency representation status or obligation. Board members and Alternate Board Members will use their best endeavors to consult with their constituencies before Board meetings, prepare for and attend all meetings unless there is a notified and valid reason not to do so, and actively participate and contribute during meetings.

Information on Board operations can be found in the Board and Committee Operating Procedures. (revision forthcoming)

D. COMPOSITION AND RULES OF PROCEDURES

1. Composition

Pursuant to the GPE Charter, the Board is composed of up to 40 members (one Board Member and one Alternate Board Member per constituency) who represent the 20 constituencies of the Global Partnership for Education, and a Chair independent of all partner organizations.

The 40 members shall consist of the following:

a) Twelve representatives from the developing country constituency category, divided on a geographical basis, including at least three from Africa.

b) Twelve representatives from the donor constituency category contributing financial and other support to the Global Partnership for Education.

c) Six representatives from multilateral agencies or regional banks constituency categories: four representative of United Nations agencies, and two representatives of multilateral and regional development banks.

d) Six representatives from civil society organizations partners (CSOs) constituency category: two representing international/northern CSOs; two representing CSOs from developing country partners; and two representing members of the teaching profession. and

e) Four representatives from the private sector/foundations constituency categories.

2. Rules of Procedure, Member Roles and Responsibilities

The rules of procedure of the Board, including procedures for quorum, and the roles and responsibilities of Board members shall be as set forth under the Board and Committee Operating Procedures. The Board is expected to meet bi-annually in virtual or in-person session, and additionally as needed.

Prior to service, Board members must acknowledge the GPE Conflict of Interest Policy and the Code of Conduct. Board Members must also sign the Misuse of Funds Confidentiality Statement.

E. TRANSPARENCY

Board discussions are part of the deliberative process of the Board. They are therefore considered confidential. Board documents are considered to be public documents only after the conclusion of the meeting, while meeting reports are considered to be public documents only after the Board has formally approved the report. It is expected that Board members will circulate meeting documents and meeting summaries to the constituencies they represent for consultation and report-back purposes. Board meeting documents and reports are also made available to Board constituencies via the GPE Governance Portal.

F. EXCEPTION TO TRANSPARENCY FOR ETHICS MATTERS AND MISUSE OF FUNDS

It is recognized that Board members may routinely have conflicts of interest, most often with respect to specific funding frameworks and specific grant applications, as beneficiaries of related allocations. Conflicts of interest for matters discussed at the Board will be handled in accordance with the Policy on Conflicts of Interest.

Due to the sensitivity of the matters in the Policy on Conflicts of Interest and confidentiality of information related to misuse of funds:

a. Members of Board shall sign the Misuse of Trust Funds – confidentiality statement and the Conflict of Interest Policy acknowledgment.

b. Members of the Board shall not consult with their constituencies and should maintain the confidentiality of deliberations on such matters as appropriate and as directed by the Chair.

MARCH 2021

EXECUTIVE COMMITTEE

TERMS OF REFERENCE

A. PURPOSE

The Executive Committee is a standing committee established by GPE Board of Directors (the "Board") to carry out specific administrative functions and decisions as delegated by the Board, perform an advisory role to the Secretariat CEO, both on general matters and specifically about recommendations to the Board on forthcoming grant application approvals, and monitor adequacy and implementation of GPE's governance and ethics policies.

B. FUNCTIONS

The Board has delegated its authority to the Executive Committee to exercise the following powers and perform the following functions:

Delegated decision-making authorities

- Approve the annual workplan and key performance indicators for the Secretariat.
- Approve the annual workplans of the other standing Committees to ensure appropriate linkages to the Board, to avoid duplication of activities, and to ensure no gaps in Committee oversight.
- Provide administrative approvals (e.g. lease agreements) where authorization is needed above the Secretariat, but the decisions are not strategic or high risk.
- Make time-sensitive decisions that allow GPE to function between Board meetings, such as emergency and crisis-related decision making.

- Other matters as expressly delegated by the full Board (especially decisions on routine operational and administrative matters).

Monitoring and oversight (with recommendations to the Board for any major changes)

- Serve as a sounding board for the Secretariat CEO.
- Work with the Secretariat on preparing Board meeting agendas to advance the strategic priorities set by the Board.
- Upon request of the Secretariat, provide guidance on grant applications deviating from the Board-approved strategic parameters.
- Monitor the Secretariat annual workplan against key performance indicators (to ensure it remains within within the parameters set by the Board).
- Commission periodic (e.g., every three years) independent reviews to check that assessments by the Secretariat of grant applications were duly and properly undertaken, and to capture any lessons.
- Oversee the nomination process for all the other standing Committees.
- Oversee the implementation and updating of GPE policies, within clear parameters approved by the Board.
- Coordinate actions decided by the Board, including changing the date of a Board deliverable, in order to ensure smooth and efficient progress in line with Board interests.
- Monitor GPE's institutional arrangements on behalf of the Board, including coordinating periodic reviews of the hosting agreement with the World Bank.
- Coordinate the Board process for performance assessment of the Chair, Vice Chair, Committee Chairs and CEO (on behalf of the Board).
- Oversee the work of any *ad hoc* committees appointed by the Board on a time-limited basis to address specific issues.

Reporting to the Board

- Written summary report to the Board within a week of each meeting (prepared by the Secretariat).

C. ROLES OF THE COMMITTEE CHAIR AND MEMBERS

As a principle, Committee Chair and members should be able to act on a fully informed basis, in good faith, with due diligence and care and in the best interest of GPE. They must (a) serve as spokespersons and representatives of and communicate the views of their

constituency category to the Committee during discussion and deliberation, and (b) where delegated by the Board, make decisions in the best interest of GPE, to achieve the strategic plan adopted by the Board.

As applicable, they use their best endeavors to consult with their relevant constituency grouping in advance of Committee meetings, prepare for and attend all meetings unless there is a notified and valid reason not to do so, and actively participate and contribute during meetings.

Information on committee operations can be found in the Board and Committee Operating Procedures (revision forthcoming).

D. COMPOSITION, SKILLS AND RULES OF PROCEDURES

1. Size and Composition

The Committee will be composed of a maximum of twelve (12) members, including the following:

a. A Chair: The Executive Committee will be chaired by the GPE Board Chair or Vice Chair.
b. Seven (7) core Committee members, drawn from Board Members or Alternate Board Members and reflecting the following constituency balance:
    - Two (2) representatives from developing countries
    - Two (2) representatives from donor countries
    - One (1) representative from Civil Society Organizations
    - One (1) representative from private foundations/private sector
    - One (1) representative from multilateral agencies and regional development banks.
c. The Chairs of the two (2) other standing committees, in ex officio non-voting capacity.
d. The Secretariat CEO and Deputy CEO in ex officio non-voting capacity.

In addition, there will be a consideration of gender balance in Committee composition.

Nominations and appointment of Committee Chair and members shall be in accordance with the Board and Committee Operating Procedures (revision forthcoming).

2. *Skills, Knowledge and Experience*

Committee members shall possess the following:

a. General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
b. Knowledge of learning issues in developing country education systems.

In addition,

a. Knowledge of governance/ethics best practices would be an asset.
b. Direct knowledge of GPE Governance would be an asset.

3. *Rules of Procedure, Member Roles and Resposibilities*

The rules of procedure of the Committee, including procedures for quorum, and the roles and responsibilities of Committee members shall be as set forth under the Board and Committee Operating Procedures. The Committee is expected to meet approximately monthly in virtual session, and additionally as needed.

Prior to service, Committee members must acknowledge the GPE Conflict of Interest Policy and Code of Conduct.

E. TRANSPARENCY

Committee discussions are part of the deliberative process of the Board. They are therefore considered confidential and Committee documents and meeting summaries are not considered to be public documents. It is expected that Committee members will circulate meeting documents and meeting summaries to the constituency categories they represent for consultation and report-back purposes. Committee meeting documents and summaries are also made available to Board constituencies via the GPE Governance Portal.

F. EXCEPTION TO TRANSPARENCY FOR ETHICS MATTERS AND MISUSE OF FUNDS

It is recognized that Committee members may routinely have conflicts of interest, most often with respect to specific funding frameworks and specific grant applications, as beneficiaries of related allocations. Conflicts of interest for matters discussed at the Executive Committee will be handled in accordance with the Policy on Conflicts of Interest.

Due to the sensitivity of the matters delegated by the Board in the Policy on Conflicts of Interest and confidentiality of information related to misuse of funds:

a. Members of the Executive Committee shall sign the Misuse of Trust Funds – confidentiality statement and the Conflict of Interest Policy acknowledgment.

b. Members of the Executive Committee shall not consult with their constituencies or constituency categories and should maintain the confidentiality of the Committee's deliberations on such matters as appropriate and as directed by the Chair of the Executive Committee.

MARCH 2021

FINANCE AND RISK COMMITTEE

TERMS OF REFERENCE

A. PURPOSE

The Finance and Risk Committee is a standing committee established by the GPE Board of Directors (the "Board") to ensure that resources are being managed efficiently, effectively, and consistently with GPE's mission, goals, objectives, and policies. The Committee will oversee risk management practices and financial management and audit arrangements of GPE.

B. FUNCTIONS

The Board has delegated its authority to the Finance and Risk Committee to exercise the following powers and perform the following functions:

Decision-making authorities

- Establish risk management and financial management policies and practices, based on periodic reviews of the adequacy of policies and practices.

Monitoring and oversight (with recommendations to the Board for any major changes)

- Review financial and operational risks in order to advise the Board on strategic risks in relation to GPE's business model, operating model and strategic plan delivery.
- Review the risk matrix and make recommendations to Board (as well as advising the Executive Committee) as to whether responsibilities set out are sufficient.
- Review the overall efficiency, transaction costs and value for money of GPE operations at global and country levels and make recommendations to the Board on improvements.

Reporting to the Board

- Written recommendations on GPE funding, financing and risk and on actions to drive improvement – twice-yearly (or more frequently if required).

C. ROLES OF THE COMMITTEE CHAIR AND MEMBERS

As a principle, Committee chair and members should be able to act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of GPE. They must (a) perform a monitoring and oversight role over GPE's financing, funding, and risk, and (b) where delegated authority by the Board, make decisions in the best interest of GPE, to achieve the strategic plan adopted by the Board. As applicable, they use their best endeavors to consult with their constituency category before committee meetings, prepare for and attend all meetings unless there is a notified and valid reason not to do so, and actively participate and contribute during meetings.

Information on committee operations can be found in the Board and Committee Operating Procedures. (revision forthcoming).

D. COMPOSITION, SKILLS AND RULES OF PROCEDURES

1. Size and Composition

The Committee will be composed of nine to eleven (9-11) members, including the following:

a. A Chair; the Finance and Risk Committee will be chaired by a Board Member or Alternate or another constituency representative of equivalent seniority, acting in her/his capacity in the best interests of GPE and not as a representative of her/his constituency.
b. Eight (8) to ten (10) Committee members in addition to the Chair.

In addition to the nominations and appointment of Committee Chair and members according to the Board and Committee Operating Procedures, the following considerations shall apply:

a. There will be a consideration of gender balance in Committee composition;
b. There will be a consideration of constituency balance in Committee composition;
c. In the case of a gap in the specialized skills, there is the option to appoint one independent member from outside the constituencies.

2. *Skills, Knowledge, and Experience*

Committee members will be selected on the basis of relevant expertise and relevant experience, as noted in Annex A.

3. *Rules of Procedure, Member Roles and Responsibilities*

The rules of procedure of the Committee, including procedures for quorum, and the roles and responsibilities of Committee chair and Committee members shall be as set forth in the Board and Committee Operating Procedures. The Committee is expected to meet approximately quarterly in virtual session, and additionally as needed.

Prior to service, Committee members must acknowledge the GPE Conflict of Interest Policy and Code of Conduct.

E. TRANSPARENCY

Committee discussions are part of the deliberative process of the Board. They are therefore considered confidential and Committee documents and meeting summaries are not considered to be public documents. It is expected that Committee members will circulate meeting documents and meeting summaries to the constituency categories they represent for consultation and report-back purposes. Committee meeting documents and summaries are also made available to Board constituencies via the GPE Governance Portal.

F. EXCEPTION TO TRANSPARENCY FOR ETHICS MATTERS AND MISUSE OF FUNDS

It is recognized that Committee members may routinely have conflicts of interest, most often with respect to specific funding frameworks and specific grant applications, as beneficiaries of related allocations. Conflicts of interest for matters discussed at the Finance and Risk Committee will be handled in accordance with the Policy on Conflicts of Interest.

Due to the sensitivity of the matters delegated by the Board in the Policy on Conflicts of Interest and confidentiality of information related to misuse of funds:

a. Members of the Finance and Risk Committee shall sign the Misuse of Trust Funds – confidentiality statement and the Conflict of Interest Policy acknowledgment.

b. Members of the Finance and Risk Committee shall not consult with their constituencies or constituency categories and should maintain the confidentiality of the Committee's deliberations on such matters as appropriate and as directed by the Chair of the Finance and Risk Committee.

ANNEX A

Skills, Knowledge and Experience:

The Finance and Risk Committee members shall possess the following:

a. General knowledge of GPE's mandate, vision, mission, global aid architecture, the education sector, issues of gender equality, and other matters of equity and access.
b. Knowledge of learning issues in developing country education systems.
c. Significant knowledge and experience in financial management, risk management and systems of internal control, and audit.

In addition, each Finance and Risk Committee member shall have a demonstrated track record in at least one of the following:

a. Experience developing and overseeing complex budgets or work plans.
b. Knowledge of donor or grant agent legal and administrative agreements.
c. Knowledge of and experience in innovative funding mechanisms.
d. Experience with managing a multi-million multi-year budget.
e. Knowledge of trust fund issues.
f. Experience serving on a comparable body.
g. Competency in accounting and finance, including development finance.
h. Competency in assurance processes, including internal and external audit.
i. Experience in risk management policies and frameworks
j. Experience serving on Board/Committee with multi-stakeholder composition.

Annex B

Criteria for independent members of the Finance and Risk Committee

1. Members of the governance and administrative bodies of the Global Partnership for Education (hereafter "Global Partnership") [1]

2. In addition, a candidate will not be considered independent if he or she:

    a. Has been a Global Partnership official at any time within the last three years;

    b. Has been within the last three years an employee of a firm that has provided audit, assurance or other oversight services to the Global Partnership;

    c. Has been withing the last three years an employee of a firm that has provided services to the Global Partnership;

    d. Has participated or attended deliberations of the governance, advisory and administrative bodies of the Global Partnership within the last three years as a delegate for a constituency of the Board;

    e. Has been within the last three years an employee of a company or an organization that has directly or indirectly funded or received funding from the Global Partnership in any of the last three calendar years;

    f. Holds any professional responsibilities that might infringe on her/his independence.

[1] Global Partnership for Education officials include, but not limited to, Board members and alternates, members of Board Committees, members of the Independent Technical Advisory Panel (ITAP) and other advisory bodies, and employees, consultants and contractors of the Secretariat.

Declaration of Independence for the Finance and Risk Committee

I declare to the best of my knowledge that having read the criteria for independence appended to the Terms of Reference of the Finance and Risk Committee (the "Committee"), I am eligible to serve as an independent member of that Committee. I undertake to discharge my functions and responsibilities as a member of the Committee with the interests of the Global Partnership for Education alone in mind, and I will not seek or accept instructions regarding the performance of these functions from any constituency of the Global Partnership for Education, including any government, constituent organization or other authority, other than through action by the Board.

Should there be any change in my relationship with the Global Partnership for Education concerning the criteria for independence, I will immediately inform the Board Chair and Committee Chair.

Signed:

Date:

MARCH 2021

PERFORMANCE, IMPACT AND LEARNING COMMITTEE

TERMS OF REFERENCE

A. PURPOSE

The Performance, Impact and Learning Committee (PILC) is a standing committee established by GPE Board of Directors (the "Board") to perform a monitoring and oversight role over the GPE's performance, impact and learning, with a dedicated focus on results and based on data and evidence. In addition, the Committee will oversee the implementation of GPE's Monitoring, Evaluation and Learning framework and champion GPE's engagement in wider global education initiatives.

B. FUNCTIONS

The Board has delegated its authority to the Performance, Impact and Learning Committee to exercise the following powers and perform the following functions:

Decision-making authorities

- Approve the appointment of Independent Technical Advisory Panel members (based on a process managed by the Secretariat).

Monitoring and oversight (with recommendations to the Board for any major changes)

- Oversee the implementation and periodic review of GPE's Monitoring, Evaluation and Learning framework.

- Review of standard annual performance reports (e.g., Results Report, Grants Status Report, mid-year status updates on specific grants), and identify any major changes needed to improve GPE's programmatic performance.
- Oversee the performance of all dimensions of GPE's programmatic delivery to provide positive incentives for results accountability and mutual accountability, including coverage of:
    - Grants and funding (e.g., System Capacity Grants, System Transformation Grants, Gender window, GPE Multiplier, Covid-19 window)
    - Platforms and initiatives (e.g., Knowledge and Innovation Exchange, Education Out Loud), and other strategic capabilities
    - Implementing agents (e.g., Grant Agents, Coordinating Agencies)
    - Local Education Groups
    - Independent Technical Advisory Panel
- Review periodic independent evaluations of GPE's performance and impact, and identifying any major changes needed to improve GPE's impact.
- Oversee GPE initiatives (led by the Secretariat) to encourage knowledge-sharing and lesson-learning within and among GPE countries, and champion engagement by the Board with these initiatives.
- Champion and monitor GPE's engagement in wider global education system platforms, initiatives and partnerships.
- Provide technical advice to the Board on international evidence, experience and lessons (e.g., comparative practice and innovations in the programming of external support for strengthening country education systems).

Reporting to the Board

- Written recommendations on GPE annual results and on actions to drive improvement – twice-yearly.
- Written recommendations on high-level change arising from major evaluations of GPE's impact – periodically.

C. ROLES OF THE COMMITTEE CHAIR AND MEMBERS

As a principle, Committee chair and members should be able to act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of GPE. They must (a) perform a monitoring and oversight role over GPE's performance, impact and learning, and (b) where delegated authority by the Board, make decisions in the best interest of GPE, to achieve the strategic plan adopted by the Board. As applicable, they use their best

endeavors to consult with their constituency category before committee meetings, prepare for and attend all meetings unless there is a notified and valid reason not to do so, and actively participate and contribute during meetings.

Information on committee operations can be found in the Board and Committee Operating Procedures (revision forthcoming)

D. COMPOSITION, SKILLS AND RULES OF PROCEDURES

1. Size and Composition

The Committee will be composed of nine to eleven (9-11) members, including the following:

a. A Chair: The Performance, Impact and Learning Committee will be chaired by a Board Member or Alternate, or another constituency representative of equivalent seniority, acting in her/his capacity in the best interests of GPE and not as a representative of her/his constituency.
b. Eight to ten (8-10) Committee members, including a target of three (3) representatives from partner developing countries.

In addition to the nominations and appointment of Committee Chair and members according to the Board and Committee Operating Procedures, the following considerations shall apply:

a. There will be a consideration of gender balance in Committee composition;
b. There will be a consideration of constituency balance in Committee composition;
c. In the case of a gap in the specialized skills, there is the option to appoint one independent member from outside the constituencies (e.g., academia or think tanks).

2. Skills, Knowledge, and Experience

Committee members will be selected on the basis of relevant expertise and relevant experience, as noted in Annex A.

3. Rules of Procedure, Member Roles and Responsibilities

The rules of procedure of the Committee, including procedures for quorum, and the roles and responsibilities of Committee chair and Committee members shall be as set forth under the Board and Committee Operating Procedures. The Committee is expected to meet quarterly (approximately) in virtual session, and additionally as needed.

Prior to service, Committee members must acknowledge the GPE Conflict of Interest Policy and Code of Conduct.

E. TRANSPARENCY

Committee discussions are part of the deliberative process of the Board. They are therefore considered confidential and Committee documents and meeting summaries are not considered to be public documents. It is expected that Committee members will circulate meeting documents and meeting summaries to the constituency categories they represent for consultation and report-back purposes. Committee meeting documents and summaries are also made available to Board constituencies via the GPE Governance Portal.

F. EXCEPTION TO TRANSPARENCY FOR ETHICS MATTERS

It is recognized that Committee members may routinely have conflicts of interest, most often with respect to specific funding frameworks and specific grant applications, as beneficiaries of related allocations. Conflicts of interest for matters discussed at the Performance, impact and learning Committee will be handled in accordance with the Policy on Conflicts of Interest.

ANNEX A

Skills, Knowledge, and Experience

Committee members shall have relevant expertise and relevant experience (e.g., background in monitoring and evaluation, education policy, organizational learning, program implementation, etc.).

It is expected that all Performance, Impact and Learning Committee members possess the following:

a. General knowledge of GPE's mandate, vision and mission, global aid architecture, the education sector, issues of gender equality, as well as other matters of equity and access.
b. Knowledge of learning issues in developing country education systems.

In addition, Committee members should have:

c. A broad understanding of the role of monitoring and evaluation in:
    - organizational accountability and learning
    - design, implementation, and assessment of policies and programs
    - communications regarding results

    And/or knowledge of and skills in understanding:
    - social science methodologies underpinning monitoring and evaluations
    - education data
    - evaluation standards
d. Knowledge of and experience in developing, managing, and evaluating education policies, strategies and programs in developing countries.
e. Knowledge of and experience in evidence-based best practices in partner developing country education.
f. Knowledge of and experience in domestic financing issues, systems alignment, innovative funding mechanisms, public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.
g. Experience serving on Board/Committees with multi-stakeholder composition.

ANNEX B

Criteria for independent members of the Performance, Impact and Learning Committee

1. Members of the governance and administrative bodies of the Global Partnership for Education (hereafter "Global Partnership") [1]

2. In addition, a candidate will not be considered independent if he or she:

    a. Has been a Global Partnership official at any time within the last three years;

    b. Has been within the last three years an employee of a firm that has provided audit, assurance or other oversight services to the Global Partnership;

    c. Has been within the last three years an employee of a firm that has provided services to the Global Partnership;

    d. Has participated or attended deliberations of the governance, advisory and administrative bodies of the Global Partnership within the last three years as a delegate for a constituency of the Board;

    e. Has been within the last three years an employee of a company or an organization that has directly or indirectly funded or received funding from the Global Partnership in any of the last three calendar years;

    f. Holds any professional responsibilities that might infringe on her/his independence.

[1] Global Partnership for Education officials include, but not limited to, Board members and alternates, members of Board Committees, members of the Independent Technical Advisory Panel (ITAP) and other advisory bodies, and employees, consultants and contractors of the Secretariat.

Declaration of Independence for the Performance, Impact and Learning Committee

I declare to the best of my knowledge that having read the criteria for independence appended to the Terms of Reference of the Performance, Impact and Learning Committee (the "Committee"), I am eligible to serve as an independent member of that Committee. I undertake to discharge my functions and responsibilities as a member of the Committee with the interests of the Global Partnership for Education alone in mind, and I will not seek or accept instructions regarding the performance of these functions from any constituency of the Global Partnership for Education, including any government, constituent organization or other authority, other than through action by the Board.

Should there be any change in my relationship with the Global Partnership for Education concerning the criteria for independence, I will immediately inform the Board Chair and Committee Chair.

Signed:

Date: