

STRATEGY AND IMPACT COMMITTEE¹

A. PURPOSE

The Strategy and Impact Committee is a standing committee established by the Board of Directors (Board) of the Global Partnership for Education (GPE) to oversee the development of strategies and policies of GPE to ensure that they promote best practices, including innovation in the education sector.

As a principle, Committee 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 and **communicate the views of their constituency category to the committee during discussion and deliberation, based on prior consultation wherever reasonably practical** (e.g., assuming other constituencies give timely feedback at the GPE committee member's request), 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.

B. COMMITTEE OPERATING PROCEDURES

The Committee Operating Procedures (COPs), as approved by the Board and amended from time to time, shall apply to the Strategy and Policy Committee. In cases of conflict between the provisions of the COPs and this document, the provisions contained in this document shall apply.

C. COMPOSITION AND MEETING FREQUENCY

1. Size and Composition

The Committee shall be composed of a maximum of eleven (11) members, including the following:

- a. A Chair.
- b. No more than ten (10) representatives from the following constituencies represented on the Board:
 - Three (3) from the donor countries.
 - Three (3) from the developing countries.
 - Two (2) from the civil society constituencies (northern/international, developing country, members of the teaching profession) or the private sector/private foundations constituency.
 - Two (2) from the multilateral agencies (multilateral and regional banks, United Nations agencies).

The Committee composition shall seek balance in representation with regard to gender and the Partnership. In addition, the inclusion of Board or Alternate Board members in the composition is considered a benefit.

¹Approved by the Board of Directors at its meeting in Siem Reap, Cambodia, December 1-2, 2016 (decision BOD/2016/12-12)

2. Skills, Knowledge and Experience

It is expected that all Strategy and Impact 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, each Strategy and Impact Committee member must have a demonstrated track record in at least one of the following:

- a. Knowledge of and experience in innovative funding mechanisms
- b. Knowledge of and experience in monitoring, performance, evaluation
- c. Knowledge of an experience in policy development
- d. Knowledge of an experience in program development or monitoring
- e. Knowledge of and experience in evidence-based best practices in partner developing country education.
- f. Knowledge of an experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.
- g. Experience serving on Board/Committee with multi-stakeholder composition.

3. Meetings

The Strategy and Impact Committee meets face-to-face two times a year. Additional virtual meetings are organized as needed.

D. ROLES AND RESPONSIBILITIES

Committee Member Responsibilities

General: Committee members serve as representatives of and communicate the views of their constituency category and are expected to act in the best interests of GPE. They use best endeavors to consult with the relevant constituency grouping 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.

Attendance: In recognition of the importance of continuous participation of Committee members appointed by name for the work of the Committee, Committee members are expected to attend all Committee meetings, including face-to-face meetings and virtual meetings. Representation by an Alternate does not constitute attendance.

Should a seat be declared vacancy by a constituency category after a Committee member has not attended two consecutive face-to-face meetings, the vacancy will be filled in the manner indicated by the constituency category on its the nominations form.

Time Commitment: Generally, Strategy and Impact Committee members are expected to spend two days a month on average on Committee service and should be available for up to eight days annually to participate in two multi-day face-to-face meetings (includes travel time) and virtual meetings as needed.

Committee Chair Responsibilities

The responsibilities of Committee members apply equally to the Committee Chair. In addition, the Committee Chair:

- Chairs Committee meetings.
- Develops the Committee work plan and meeting agenda in collaboration the Coordinating Committee and with the support of the Secretariat.
- Facilitates Committee meetings.
- Makes decision on requests for meeting Observers and requests for Alternates to participate in meetings in lieu of the Committee member.
- Determines the need for the participation of an expert to advise the Committee.
- Calls for conflict of interest declarations as applicable.
- Ensures all Committee members have the opportunity to communicate and represent the views of their constituency grouping during meetings.
- Plays a key role in consensus-building.
- Uses best efforts to ensure decision are made, are duly reached by consensus if at all possible, and ensures any abstentions or objections are included in the meeting summary.
- Represents the Committee on the Coordinating Committee.

The time commitment of the Chair of the Strategy and Impact Committee is significant. The Chair is expected to be available for at least 40 days annually. This includes two multi-day face-to-face meetings, travel time to those meetings, virtual meetings as needed, preparations for Committee meetings, and consultations with the Secretariat leading up to and in between meetings. It also includes participation in and preparations for Coordinating Committee meetings.

Committee Responsibilities

Committees are accountable for serving in accordance with their Board approved terms of reference. Generally, GPE Committees undertake tasks as mandated by the Board, including maintaining oversight of GPE's fiduciary duties, risk management and performance in accordance with the strategic plan and established policies and periodically recommending change to policies, strategic direction and performance improvements.

The Strategy and Impact Committee has the following roles and responsibilities:

- 1. Strategic Plan**
 - a. Oversee the development of a new strategic plan for Board consideration.
 - b. Monitor implementation of the existing strategic plan annually, providing advice to the Board on alleviating bottlenecks to facilitate implementation.

2. Results Framework

- a. Monitor results annually and make recommendations to the Board on significant adjustments to core indicators, specifically adjustments exceeding 10% of agreed targets for core indicators, changes of core indicators (addition or dropping of indicators).
- b. Make decisions on significant adjustments to non-core indicators or minor adjustments to core indicators, specifically adjustments to the Results Framework exceeding 10% of agreed targets for non-core indicators, changes of non-core indicators (addition or dropping of indicators), and adjustments to core indicators not exceeding 10% of agreed targets for core indicators.

3. Results Report

- a. Annually analyze, provide advice on and review the Results Report to the Board, including, where relevant, recommendations for any changes to GPE global-level strategies, objectives or policies. Recommendations for any action needed to address portfolio or grant-specific performance issues identified, including but not limited to canceling uncommitted allocations, shall be referred to the Grants and Performance Committee for recommendation to the Board.

4. GPE Policies and Global-Level Strategies

Review and recommend changes to GPE global-level strategies (for example, the knowledge and good practice exchange strategy), objectives, and policies based on findings in the Results Report (for example, gender).

5. Global Education Policy

Provide advice to the Board, and develop policies, guidelines or other measures or mechanisms for Board approval to ensure that:

- a. GPE is shaping and responding to the global debate on education by promoting evidence-based best practice, including innovation, in education programming, in particular with regards to the global education agenda.
- b. GPE is responding to implications of global-level education outcomes and results.

6. Evaluations

- a. Oversee periodic independent evaluations of GPE.
- b. Oversee evaluations set out in the monitoring and evaluation strategy.

7. GPE Funding Frameworks and Grants

In collaboration with the Finance and Risk Committee recommend to the Board:

- a. Eligibility, allocation, and prioritization frameworks and/or policies for GPE resources at the global and country level.
- b. New innovative funding mechanisms.

8. GPE Risk Management

In accordance with the Risk Management Policy, review and assess and provide input on the status of those GPE risks in the risk management matrix for which the Committee has been assigned ownership or which it helps mitigate and report any resulting recommendations to the Finance and Risk

Committee for consideration in its semi-annual Risk Management Report and recommendations to the Board.

9. Other

- a. Participate in performance review of the Committees conducted by the Governance and Ethics Committee, including commenting on the effectiveness of their respective terms of reference.
- b. Undertake any other responsibility or task delegated to it by a Board decision.

E. CONFLICTS OF INTEREST

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. Committee members are required to sign the GPE Policy on Conflicts of Interest acknowledgement form.

F. SECRETARIAT ROLE

The Secretariat supports the work of the Committee in the following ways:

- a. Propose adjustments to the Results Framework.
- b. Identify emerging trends/innovations in funding frameworks and/or mechanisms.
- c. Identify global trends/opportunities which may impact the GPE value proposition.

G. KEY DOCUMENTS AND GPE POLICIES

In its work the Strategy and Policy Committee is guided by the following key document and GPE policies, recommending revisions to the GPE policies to the Board as needed.

Key Document:

- *Sustainable Development Goal 4 on Education*

GPE Policies

- *Strategic Plan*
- *Results Framework*
- *Results Report*
- *Knowledge and Good Practice Exchange Strategy*
- *Financing and Funding Framework (joint responsibility with Finance and Risk Committee)*
- *Gender Equality Policy, Strategy and Action Plan*