

# TERMS OF REFERENCE OF THE GRANTS AND PERFORMANCE COMMITTEE

MARCH 2020

## **GRANTS AND PERFORMANCE COMMITTEE<sup>1</sup>**

### **A. PURPOSE**

The Grants and Performance Committee is a standing committee established by the Board of Directors (Board) of the Global Partnership for Education (GPE) to make decisions and recommendations on grant proposals and track progress on the portfolio of grants awarded from GPE resources.

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 Grants and Performance 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.

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<sup>1</sup>Approved by the Board of Directors at its meeting in Siem Reap, Cambodia, December 1-2, 2016 (decision BOD/2016/12-12). Last updated December 2019.

## **2. Skills, Knowledge and Experience**

It is expected that all Grants and Performance 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.
- c. Knowledge of different costing tools, budget tracking, financing modalities, country systems.
- d. Experience with developing and or analyzing, making recommendations on grant applications.
- e. Knowledge of and experience in evidence-based best practices in partner developing country education.

In addition, each Grants and Performance Committee member must have a demonstrated track record in at least one of the following:

- a. Experience managing national education policy processes.
- b. Developing, managing, overseeing education programs in developing countries.
- c. Experience in evaluating education policies, strategies and programs.
- d. Country-level sector experience.
- e. Knowledge of and experience working with statistical information.
- f. Knowledge of domestic financing issues.
- g. Knowledge of systems alignment.
- h. Experience in public expenditure analysis and/or funding civil society monitoring efforts of public expenditure.
- i. Experience serving on Board/Committee with multi-stakeholder composition.

## **3. Meetings**

The Grants and Performance Committee generally meets face-to-face four times a year to consider ESPIG and Multiplier applications. 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. While representation by an Alternate counts towards meeting quorum, it does not fulfill the expectation that Committee members attend all Committee meetings in person.

Should a seat be declared vacant 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 nominations form.

Time Commitment: Generally, Grants and Performance Committee members are expected to spend two days a month on average on Committee service and should be available for at least 24 days annually. This includes three multi-day face-to-face meetings, travel time to those meetings, virtual meetings as needed, and preparations for Committee meetings.

#### *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 with 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 Grants and Performance Committee is very significant. The Chair is expected to be available for at least 60 days annually. This includes three multi-day face-to-face GPC meetings, travel time to those meetings, virtual GPC 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 Grants and Performance Committee has the following roles and responsibilities:

### **1. Grant Proposals**

*Generally, the Committee ensures that grant proposals and proposed revisions to grants reflect GPE strategic priorities and are in compliance with applicable GPE policies.*

a. **Education Sector Program Implementation Grants (ESPIGs) and Multiplier Grants**

- At the request of the Secretariat where deemed necessary, provides feedback to applicant countries during the application process on their status in meeting the funding model requirements.
- Review and make decisions on (combined) applications for ESPIGs (including applications to access additional financing maximum country allocations), accelerated funding, and multiplier grants where the total grant value exceeds US\$10 million and does not exceed US\$25 million.
- Review and make recommendations for approval to the Board on the above mentioned applications where the total grant value exceeds US\$25 million.
- Review and make decisions on proposed material revisions to ESPIGs and Multiplier grants where the total value of an individual grant exceeds US\$10 million.
- In agreement with the Grant Agent, cancel uncommitted funds of an approved allocation following a related GPC decision to not approve a material revision to the respective grant.
- Review and make decisions on requests for additional grant agent allocations for ESPIGs approved prior to Round 2 of 2016 and that are linked to a request for a material revision to the ESPIG.

c. **Other Grants**

- Review and make recommendations on grant applications other than ESPIGs, Education Sector Plan Development Grants (ESPDGs) and Program Development Grants (PDGs). Examples include grants from GPE trust funds for the Civil Society Education Fund (CSEF), and grants under the Knowledge and Good Practice Exchange Strategy.
- Review and make decisions on proposed material revisions.

**2. Grant Portfolio Performance**

a. Track progress on the performance and results of all grants to ensure compliance with the Board's approval of the grants and any applicable GPE policies.

- Fall GPC meeting: Analyze, provide advice on and review the Secretariat's grant performance report to the Board on grant performance, including, where relevant, recommendations for any action needed to address portfolio or grant-specific performance issues identified, including but not limited to canceling uncommitted allocations. Recommendations for any changes needed to GPE global level strategies, objectives or policies shall be referred to the Strategy and Impact Committee.
- Spring GPC meeting: Discuss mid-year updates from grant agents on specific grants, based on the Grant Performance Report and identified by the GPC.
- Summer GPC meeting: Discuss the grant performance chapter of the Results Report, including but not limited to disbursements related to the variable part.
- Monitor high-risk grants in the Spring/Fall of each year.
- Receive written quarterly updates on grant agreement signing, grant effective dates, non-minor revisions approved by the Secretariat, and disbursement of variable part installments. Updates occur in conjunction with face-to-face GPC meetings and are distributed for information only.

### **3. Education Sector Plans (ESPs)**

- a. Oversee GPE ESP quality assurance processes, ensuring they have been developed and appraised independently in accordance with Board decision BOD/2015/12-14.
- b. Monitor the extent to which the *Operational Framework for Requirements and Incentives in the Funding Model of the Global Partnership for Education* (Funding Model) is driving sector progress in partner developing countries.

### **4. Country-Level Policies**

Analyze and review GPE country-level processes and operational model components, and make recommendations to the Board on new policies or revisions to existing policies. Please refer to section H for a complete listing of GPE country-level policies.

### **5. GPE Risk Management**

- a. In coordination with the Finance and Risk Committee, provide inputs on the development and implementation of the Operational Risk Framework.
- b. 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.

### **6. 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. Report annually to the Governance and Ethics Committee on the use of delegated decision-making.
- c. In the context of the Private Sector Engagement Strategy and in coordination with the Strategy and Impact Committee, annually review the application and implementation of the exceptional circumstances exemptions provisions.
- d. Undertake any other responsibility or task delegated to it by a Board decision.

## **E. RECOMMENDATION CATEGORIES FOR GRANT APPLICATIONS**

The Grants and Performance Committee shall make decisions on or provide its recommendations to the Board on new grants, using the following categories:

- a. Approve the full amount as requested.
- b. Approve a reduced amount from the amount requested, with reasons for the reduction.
- c. Do not approve, with reasons, including, where appropriate, suggestions for revisions prior to re-submission.

## **F. 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.

## **G. SECRETARIAT ROLE**

ESPIGs:

- a. During the grant application phase, work with applicant countries to facilitate the application process and enhance the quality of the application prior to submission.
- b. Quality-assure submitted proposals, including verifying that the assessment of the education sector plan (ESP) on which the proposal is based has been independently conducted and recommendations discussed with the local education group prior to finalization of the ESP.
- c. Make recommendations to the Grants and Performance Committee on ESPIG (including additional financing)/accelerated funding/Multiplier applications where the total grant value exceeds US\$10 million.
- d. Make decisions on ESPIG (including additional financing)/accelerated funding/Multiplier applications where the total grant value does not exceed US\$10 million and all applicable requirements and program standards are assessed as fully met.<sup>2</sup>
- e. Make decisions on proposed material revisions to ESPIGs where the total grant value is US\$10 million or less.<sup>3</sup>
- f. Make decisions on requests for additional grant agent allocations for ESPIGs approved prior to the second round of 2016 that are not linked to a request for a material revision to the ESPIG.

Other:

- g. Make decisions on applications for education sector program development grants (ESPDGs) and program development grants (PDGs).
- h. Specify or revise the source of funds for any allocation.

## **H. KEY DOCUMENTS AND GPE POLICIES**

In its work the Grants and Performance Committee is guided by the following key documents and GPE policies, and has been delegated the authority to approve revisions to them as needed, provided revisions do not have financial implications and are consistent with the GPE Charter, other key GPE policies and GPE strategic frameworks.

- *Policy on Education Sector Program Implementation Grants*
- *Operational Risk Framework (joint responsibility with Finance and Risk Committee)*
- *Portfolio Review*
- *Operational Framework for Requirements and Incentives in GPE Funding Model*
- *Guidelines for Accelerated Support in Emergency and Early Recovery Situations*
- *Operational Framework for Effective Support in Fragile and Conflict-Affected States*
- *Conflict Resolution Procedures*

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<sup>2</sup> Board decision BOD/2019/12-10 Increasing Efficiency Through Delegation

<sup>3</sup> Board decision BOD/2017/06-08 Decision Framework

- *Education Sector Plan Development Grant Guidelines*
- *Education Sector Program Implementation Grant Guidelines*
- *Standard Selection Process for Grant Agents*