

Terms of Reference *for*
GPE Grant Agent for the Knowledge
and Innovation Exchange (KIX)
mechanism

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USEFUL DOCUMENTS

Documents
referenced in these
terms of reference

- [GPE Charter](#)
- [Policy and Communications Protocol on Misuse of GPE Trust Funds](#)
- [GPE Fund Governance](#)
- [Financing and Funding Framework](#)
- [Decision Framework](#)
- [Policy on Education Sector Program Implementation Grants](#)
- [KIX Board paper December 2017](#)

1. Introduction

The Global Partnership for Education (GPE) provides financial and technical support to developing country partners to facilitate the development, implementation and monitoring of Education Sector Plans (ESPs) and Transitional Education Plans (TEPs) with the aim of strengthening national education systems so that these systems deliver stronger outcomes in the areas of learning and early childhood development, equity, gender equality and inclusion. GPE works through three different country level grants¹ that have specific purposes at different stages of the education sector plan and policy cycle, and which are transferred to the country level through grant agents. In 2017, GPE adopted its new Financing and Funding Framework which authorizes GPE to provide financial and technical support to global activities through the Advocacy and Social Accountability (ASA) mechanism and the Knowledge and Innovation Exchange (KIX) mechanism. These two new funding mechanisms replace the Global and Regional Activities (GRA) program and the Civil Society Education Fund (CSEF) as of end 2018. Any interested bilateral or multilateral agency as well as international organizations that meet GPE's minimum standards for grant agents and have the capacities described in Annex 3 can be selected to act as a grant agent.

The Knowledge and Innovation Exchange (KIX) mechanism will support developing country partners to create, access and use knowledge and innovation to strengthen national education systems. It has three objectives:

1. Ensure more effective and impactful national education sector planning, monitoring and implementation efforts.
2. Ensure that knowledge and innovation is effectively aggregated, curated and exchanged across the Partnership.
3. Accelerate the availability and utilization of global and regional public goods, knowledge and innovation.

These objectives will be realized through two integrated operational components:

1. The **Learning Exchange** will broker and support knowledge and innovation across the partnership by coordinating peer learning, mobilize knowledge and utilization from across GPE's operations and serve as the learning platform in support of the Advocacy and Social Accountability (ASA) activities. The Learning Exchange will uphold rigorous technical standards, follow international standards of transparency and aim to ensure that the knowledge curated under the Learning Exchange is made publicly available as global goods.

¹ The three grants are: 1) Education Sector Plan Development Grant (ESPDG); 2) Program Development Grant (PDG); and 3) Education Sector Program Implementation Grant (ESPIG).

2. **Knowledge and Innovation Funds**, comprising the majority of KIX funding, will support thematic-focused global and regional activities and the development of public goods in six thematic areas – Early Childhood Care and Education, Gender Equality, Strengthening Learning Assessments, Strengthening Data Systems, Teaching and Learning, and Equity and Inclusion.

The GPE has contracted an external firm to develop by July 2018 a holistic design framework that integrates the Learning Exchange and the Knowledge and Innovation Funds. The design will ensure that the Learning Exchange and Knowledge and Innovation Funds work synergistically to reflect the evolving needs and priorities of Developing Country Partners and other members of GPE through ongoing consultation and analysis of Partnership opportunities. The KIX Grant Agent will be expected to work with the Secretariat to finalize the design, operationalize and implement the KIX mechanism. The KIX Grant agent will manage the KIX knowledge and innovation funds. It may also host or provide services linked to the Learning Exchange. It will support effective linkages between Learning Exchange activities and the KIX funding, to ensure a strong and holistic KIX mechanism.

This document:

- a) **Lays out the Grant Agent roles and responsibilities for KIX.**
- b) **Describes the selection process of a Grant Agent, minimum requirements needed, and the criteria that will be used to assess and select from among potential applicants.**
- c) **Provides a formal Terms of Reference for Grant Agents that can be used to solicit expressions of interest.**

The role of grant agents

Grant agents are key in ensuring that the GPE grants are appropriately managed and fully aligned with broader education sector developments in line with SDGs and GPE 2020.

Their operational role is to support the design of grant programs; disburse the GPE transferred funds to the implementing partners, and provide monitoring, quality assurance, fiduciary oversight and technical support as appropriate to the context and in line with the specific purpose of the grant.

The grant agent for KIX will manage the portfolio of Knowledge and Innovation Fund grants in the six thematic areas using appropriate operational and fiduciary mechanisms. In addition, the grant agent will be expected to work with the Secretariat to ensure integration of all KIX activities into a holistic design, ensuring strong linkages to the Learning Exchange. The grant agent will be selected on the basis of how well the arrangements and capacities proposed meet GPE objectives around systems building and capacity strengthening relative to the context.

These terms of reference set out the objectives and responsibilities of the grant agent with the purpose of developing a common understanding of their expected role in relation to the Knowledge and Innovation Funds, the learning exchange and the GPE Fund and the Secretariat. The document also briefly summarizes the selection process (Annex 1), minimum standards for all GPE grant agents

(Annex 2) and specific selection criteria for the KIX grant agent, summarizing additional capabilities that would be beneficial for the successful implementation of the KIX mechanism (Annex 3).

2. Grant Agent Roles and Responsibilities

The KIX Grant Agent will complete an operational plan for, and implement the Knowledge and Innovation Funds, working with the Secretariat to ensure a holistic integration of the Knowledge and Innovation funding with the Learning Exchange Platform and GPE's country level activities.

In particular, the Grant Agent manages the portfolio of grants, provides fiduciary oversight, monitoring, quality assurance and reporting on grants, and provides technical support, as appropriate, to the contextual needs and purpose of the specific grant or portfolio of grants to ensure that:

- Grant and program designs are relevant and technically strong and are built on realistic assessments of what is achievable in the timeframe proposed and on a solid understanding of the capacity of partners involved and any fiduciary risks.
- Grant portfolio objectives and expected results are supported by a budget that will maximize impact of available funds, and transferred funds are disbursed and/or managed in a timely manner to support the grant recipient towards achieving its objectives both technically and financially.
- Grant activities occurring at the country level are aligned with broader sector dialogue, priorities, and contextual circumstances as appropriate.
- Grant implementation complies with: (i) the approved proposal; (ii) the applicable GPE policies and guidelines for the specific grant; (iii) the grant agent organization's or agency's own policies and procedures, and (iv) the Financial Procedures Agreement with the GPE Trustee.
- Grant monitoring detects and resolves problems early, and results are reported in a way that demonstrate that the grant is meeting its objectives.

Within the framework of the minimum standards for grant agents, and the partnership's general compact of mutual accountability, the grant agent carries out its overall roles and responsibilities as follows:

2.1 The grant agent in relation to the grant recipients

The grant agent:

- Supports the solicitation of proposals for grants provided through the KIX mechanism. It advertises the call for proposals, provides appropriate guidance to potential applicants and prepares submitted proposals for review and selection by the appropriate body – which shall be an independent technical panel – on an agreed timeline.
- Enters into grant agreements with the selected recipients. Implementation arrangements should be agreed upon and detailed already in the specific grant application. If agreed and appropriate to the context, the grant agent can sub-contract non-state actors, UN agencies, or both to support implementation in line with its own policies and procedures.
- Offers technical resources and expertise as agreed during the grant proposal development and as relevant to the specific grant context for effective implementation of the relevant grant. It is expected that the grant agent be responsive to evolving situations and ready to adapt its role according to emerging needs, if for instance a situation calls for more flexibility in terms of time and/or technical assistance. Adjusts planned activities and budget when unforeseen circumstances, capacity gaps, or other situations arise that affect implementation.
- Ensures that all grantees report on a routine basis and share information about their activities, products and publications with the GPE Secretariat and the Partnership.
- Reports formally at least twice per year to the GPE Secretariat on outputs, outcomes, impact of GPE investments, and financial performance of the grant, following agreed standards and timeline for monitoring and evaluation.
- Ensures that all contracts entered into with grantees include clauses that outline that if the Grant Agent determines that Trust Fund funds are used in a manner inconsistent with the agreement, the grantee shall promptly refund the funds to the Grant Agent and the Grant Agent shall promptly return such funds to the GPE Fund.
- Develops and implements an operational manual for the KIX program which details specific directions for this portfolio of grants with respect to approval and notification processes, implementation period, reporting requirements, revisions, and amendments.

2.2 The grant agent in relation to the GPE Trustee

A 'zero tolerance' policy

The *'Policy and Communications Protocol on Misuse of GPE Trust Funds'* establishes a Zero Tolerance of misuse of GPE Trust Fund resources. Grant agents have special fiduciary responsibilities with respect to GPE Trust Funds, and only grant agents that have policies and procedures in place to mitigate risks and address misuse, should it occur, are accepted by the Board.

More Information:

Policy and Communications Protocol on Misuse of GPE Trust Funds, see link, page iii

The grant agent:

- Enters into a Financial Procedures Agreement with the GPE Trustee | World Bank, which defines the terms and conditions between the grant agent and the Trustee, including fiduciary and reporting responsibilities.
- Ensures disbursements for implementation of the grants in accordance with the purpose for which the specific allocation was approved and any specific provisions communicated by the Board or its delegated committee to the grant agent upon approval of the grant portfolio.
- Provides fiduciary oversight of the specific grant, including corrective action to ensure effective implementation in accordance with the grant agent's own oversight policies and procedures including those related to audit, eligible expenditures, employment and supervision of consultants and the procurement of goods and works, and in accordance with GPE policies. In the event of suspected or identified misuse of funds, the grant agent implements its own internal procedures on misuse of funds and the GPE policy in this regard. In case of inconsistencies between the two, the GPE policy supersedes.
- Maintains books, records, documents and other evidence in accordance with its usual accounting procedures to sufficiently substantiate the use of the cash transfers, and provides periodic financial reports as agreed with the Trustee in the Financial Procedures Agreement.
- Ensures that GPE funding is acknowledged in all published reports, digital materials, events and activities.

2.3 The grant agent in relation to the Secretariat

The grant agent:

- Is cognizant of GPE policies and processes and uses the KIX grant guidelines and templates to ensure that the proposals meet the expected criteria, while also carrying out quality assurance in line with the agency's own procedures.
- Indicates its own value-add in the grant application in terms of financial, technical and/or other aspects and uses its comparative advantages for effective implementation of the specific grant.
- Maintains regular contact with the Secretariat's assigned KIX lead during the whole grant cycle, from application to programmatic and financial closing of the grant, and particularly in cases where risk action plans are agreed.

- Reviews the overall progress of the grant portfolio and individual grants within it at least once every six months with the Secretariat and proactively shares evidence and lessons learned from administering and managing the grant in question.
- Prepares a progress and/or grant completion report(s) as required for the grant portfolio and its specific grants, using agreed standard templates, and submits biannually and annually in a timely manner to the Secretariat. Grant agents should also provide to the Secretariat, any mission and monitoring reports that relate to the GPE grants.

2.4 The grant agent in relation to the Learning Exchange

The Grant will complete an operational plan for, and implement the Knowledge and Innovation Funds, working with the Secretariat to ensure a holistic integration of the Knowledge and Innovation funding with the Learning Exchange and GPE's country level activities and partnership.

Dependent upon the final design blueprint for the Learning Exchange and the expertise of the Grant Agent, the Grant Agent may also be requested to manage all or part of planned activities to the Learning Exchange (either by direct provision or outsourcing) in addition to the Knowledge and Innovation Funds:

- Participates in GPE's Learning Exchange and makes the intellectual and technical products produced through the KIX grant programs available to GPE.
- Participates in and contributes to the discussions of periodic Grant Agent and Learning Exchange provider meetings.
- Works with Learning Exchange provider and GPE Secretariat to co-construct a common monitoring and evaluation framework to align indicators and reporting on KIX activities.
- Participates in the development of learning opportunities for all KIX grantees and contributes to the development of shared guidelines, lessons learned and good practice in the field of KIX.

3. Selection of grant agent

The selection process for the KIX grant agent should follow the specific guidance provided (see **Annex 1**), outlining the basic steps to ensure a transparent process. The selection of the KIX grant agent should follow a transparent process and be kept as simple as possible to avoid high transaction costs.

The Grant Agent will be selected through a criteria-based process, in which agents are formally reviewed and ranked, and subsequently presented for endorsement by the Strategy and Impact

Committee (SIC). If the selected organization is not already a Grant Agent, the GPE Secretariat will conduct an institutional capacity assessment of the nominated Grant Agent and make a recommendation to the Finance and Risk Committee (FRC), which has final authority to accredit grant agent candidates as per the Board’s decision in June 2017.

The grant agent selection will be made from a list of potential grant agents who meet minimum requirements and have formally expressed their interest in the grant agent role, and will be based on a rigorous assessment of each interested agency/organization. Applicants will be asked to provide documentation related to the minimum standards and selection criteria for the KIX grant agent (Annexes 2 and 3), and follow-up interviews may be arranged to complement this information and answer any applicant questions as needed.

Criteria for grant agent selection will take into account the capability of interested agencies or organizations to meet the minimum standards (see **Annex 2**) required for administering for GPE Trust Fund resources. The anticipated direct management, administrative, and overhead costs to perform the role along with expected indirect cost recovery rates (a maximum of 7% permitted) will factor into final considerations.

Criteria for grant agent selection will also address the most appropriate implementation modality for the grants in the given context, as well as the added value that each interested agency can provide, such as sectoral knowledge, experienced personnel, and ability to offer technical, fiduciary, monitoring resources. The ability of grant agents able to offer additional support in terms of resources and in-kind contributions, will be considered. Additional selection criteria related to the requirements of KIX grants will inform the evaluation and ranking of grant agents can be found in Annex 3.

Every effort must be made to reach a consensus. In cases where a consensual decision cannot be reached, recourse can be made to GPE’s *Conflict Resolution Procedures*. As soon as the grant agent has been selected (or, if new, approved by the FRC), the selected agency or organization needs to take appropriate steps with its Headquarters to establish a Financial Procedures Agreement with the GPE Trustee/World Bank, unless such an agreement is already in place.

Step	Responsibility	Trigger	Comments
Selection of grant agent	SIC	Completion of expression of interest process	The recruitment and evaluation of grants agents will be done by an external firm supported by the GPE Secretariat in consultation with the Trustee in an open and transparent process. If the grant agent is new, it will be accredited as grant agents

			by the FRC upon successful completion of institutional capacity assessments.
Accreditation of new grant agent	FRC	Institutional capacity assessment	The GPE Secretariat in consultation with the Trustee will arrange for an institutional capacity assessment of new grants agents nominated by the SIC. Per the “Decision Framework” approved by the Board in June 2017, accreditation of new grant agents is delegated to the FRC.
Signing of FPA for new grant agent	Trustee/Secretariat	FRC accreditation of new grant agents	The Trustee will sign an FPA with each new grant agent after accreditation by the FRC.
Provision of program development grant for the grant agent	Grant agent	Secretariat approval of proposal for program development grant of up to \$200,000	The Secretariat may approve a program development grant to cover the costs of developing the operational framework and KIX portfolio application
Approval of KIX grant agent application for financing	Board	Quality assurance review (QAR) by Secretariat and recommendation by delegated committee. Final approval by the Board.	The Secretariat will do a quality assurance review of the Grant Agent grant management proposal that will include the proposed structure for selecting, financing, funding and monitoring grantees as part of the KIX grant portfolio. A delegated committee of the Board will review the Grant Agent application and make a recommendation to the Board about the overall financing of this grant portfolio.
Funding transferred to the Grant Agent	Trustee	Recommendation by Board or its delegated committee.	

3.1 Minimum standards

Certain minimum standards are required for all grant agents, ensuring that each agency or organization selected as grant agent for GPE Trust Fund resources has all the required capabilities with respect to 1) financial management; 2) institutional capacity and 3) self-investigative powers, to perform its role as intended (see **Annex 2**).

In cases where an assessment against the minimum standards for grant agents has not already taken place, the Secretariat proceeds with a vetting process of the grant agent upon its selection to systematically assess whether the organization or agency meets the minimum standards. Per the “Decision Framework” approved by the Board in June 2017, accreditation of new grant agents has been delegated to the Finance and Risk Committee. In vetting the selected grant agent, the Secretariat makes sure that it can be entrusted the responsibility of providing due fiduciary oversight of GPE Trust Fund resources, using its own existing policies and procedures.

While managing the Knowledge and Innovation Funds grant portfolio, grant agents are expected to use and meet the minimum standards in the agency’s daily practices and procedures relating to all related GPE grant matters. The standards should therefore be well understood by the agency’s or the organization’s own staff.

In addition, should any INGO seek to become a grant agent for KIX (which are not yet accredited by GPE), they must meet the minimum standards as set out in Annex 2, as well as the following criteria specific to international organizations. They must:

1. Be a not for profit organization.
2. Have demonstrated experience operating in a fragile country context where applicable.
3. Have demonstrated experience in the education sector.
4. Have demonstrated experience managing bilateral or multilateral donor-funded projects in excess of US\$10 million in a country and across more than one country.
5. Have demonstrated experience working with national authorities to strengthen local capacity to implement basic social services.

4. Financial and budgetary arrangements

4.1 Cost Recovery

Grant agent office costs: The administrative costs of grant agents should always be based on the principle of fair and needs based costs. The costs of the grant agent to perform its expected role must be specified within the proposed budget of the grant agent application and financed from within the grant allocation ceiling. Any requests for revisions to the grant agent country costs after approval will be subject to reprogramming provisions in line with agreed rules and procedures.

Agency fees: often known as indirect cost recovery are permitted to help defray the costs of performing the Grant Agent role that can't be directly attributable to the grant budget. They're considered to be additional to the grant allocation ceiling and should be indicated in the application form. Agency fees are agreed at the time of signing the Financial Procedures Agreement in line with the organizations own policy. The maximum rate of Agency fees is 7 percent.

An estimate of cost recovery will be requested in the expression of interest applications by potential candidates.

4.2 Financial Procedures Agreement

An agency or organization selected as the grant agent must have a Financial Procedures Agreement in place with the GPE Trustee/World Bank to be able to receive any transferred funds and before any commitments can be made towards the selected agency or organization.

A Financial Procedures Agreement is any agreement or arrangement established between the GPE Trustee/World Bank and the organization or agency that has been selected as grant agent. It sets out the regulatory framework for the GPE Trust Fund resources, including detailed roles and responsibilities of the grant agent in relation to transfer, use and disbursement of funds, standard of care, record keeping and reporting.

If a Financial Procedures Agreement does not already exist, the legal representative(s) of the grant agent will negotiate the details of the Financial Procedures Agreement with the Trustee. This process should begin as soon as the grant agent has been selected by the SIC.

Once the grant allocation has been announced by GPE, and once the Financial Procedures Agreement has been signed at Headquarter level, the grant agent is ready to negotiate and enter a grant agreement with the grant recipients. Ideally, the Financial Procedures Agreement should be in place and signed by the Trustee and the grant agent by the time the allocation decision is made by the Board.

The grant agreement with the grant recipients follows the grant agent's own format, policies and procedures and specifies the basis on which funds will be transferred.

ANNEXES

- Annex 1: Standard Selection Process for the KIX Grant Agent
- Annex 2: Minimum Standards for all GPE Grant Agents
- Annex 3: Selection Criteria for the Evaluation and Ranking of KIX Grant Agent Candidates

Selection Process for the KIX Grant Agent

1. Roles and Responsibilities

The Strategy and Impact Committee (SIC) has overall oversight of the design of the KIX funding mechanism. It will approve the selection process and criteria for the KIX grant agent, in its delegated authority from the Board. These criteria will be used for formal evaluation and ranking of grant agents to inform the final selection of the grant agent by the SIC. The SIC will nominate one KIX grant agent for approval by the FRC in the event the nominated organization is not already a GPE grant agent. The SIC will also approve the call for proposals process and criteria, reporting, monitoring and grant restructuring or extensions. If delegated authority from the Board, the SIC will review and recommend the final grant agent application for approval by the Board. The processes and sequencing are summarized below.

The Finance and Risk Committee (FRC): will accredit any new grant agent nominated by the SIC.

The Board of Directors approves the final KIX grant agent application, upon recommendation from the relevant committee.

The Secretariat: acts as a facilitator, making sure that the SIC is informed on the minimum required processes, GPE principles, guidelines and example good practices. The Secretariat will facilitate the open call for expressions of interest, ensure that clear criteria based review of Grant Agent expressions of interest is completed by an independent firm, and ensure that a ranking of grant agents is completed by a firm in a fair and transparent manner. The Secretariat will prepare a final recommendation with options for presentation to the SIC. The Secretariat will also undertake an institutional capacity assessment, if required, of any new international organizations or agency which have been selected to act as grant agent, subsequent to nomination by the SIC. The Secretariat will also undertake a quality assurance review of the grant agent final grant management proposal. Through its advisory and quality assurance role the Secretariat will flag early on in the process any risks related to minimum process and standards.

The Trustee: will enter into contractual agreements with the final grant agent(s) through the Financial Procedures Agreement.

2. Key steps and sequencing for the selection of a grant agent

These steps provide a sequential process by which the selection of the Grant Agent can take place efficiently and transparently.

Step		Responsibility	Others involved
1	Development of roadmap for grant agent selection that includes all key steps and sequences	GPE Secretariat	SIC
2	Development of criteria and deliberative process for the selection of grant agent	GPE Secretariat	SIC
3	Input to and approve final selection criteria and process for KIX grant agent	SIC	Secretariat
4	Public call for expressions of interest	GPE Secretariat	Firm
5	Outreach to potential candidates	GPE Secretariat	Firm
6	Candidate(s) present(s) their expression(s) of interest	Grant agent candidate(s)	GPE Secretariat, Firm
7	Solicitation of additional information as needed	Secretariat	Firm
8	Formal Assessment of grant agent candidate(s) against minimum standards and selection criteria with recommendations and options.	Firm	GPE Secretariat
9	SIC deliberations based on formal assessment of potential grant agents and recommended options, expression(s) of interest, on the basis of agreed process and criteria, towards consensus	SIC	GPE Secretariat
10	SIC nominates single grant agent and forwards to FRC if the grant agent is new	SIC	GPE Secretariat
11	Institutional assessment of new grant agent (if required)	Secretariat	FRC
12	Formal accreditation of the grant agent if required	FRC	Secretariat, Trustee

13	Financial Procedures Agreement (FPA) agreed between trustee and grant agent(s), if required	Trustee	Grant agent
14	Program development grant proposals reviewed and funding provided to the grant agent	Grant agent	Secretariat
15	Grant Level assessment (of new grant agent) if above US\$5 million	Grant agent	GPC
16	Operational manual, rules and guidelines for grant-making developed	Grant agent	Secretariat
17	Quality assurance review of grant agent application and final readiness report	Secretariat	Grant agent(s)
18	Submission and review of grant agent application for recommendation to the Board	Delegated committee	Secretariat, grant agent
18	Board review and approval of grant agent application	Board	Secretariat, Grant agent
20	Transfer of KIX allocation to grant agent by trustee	Trustee	Grant agent
21	Launch of KIX call for proposals	Grant agent	Secretariat

Minimum Standards for all GPE Grant Agents

Note to the reader

The provisions of the minimum standards were originally defined in Annex 10 BOD/2013/11/DOC 6A as guidelines for assessing newly eligible grant agents, and subsequently adopted by the Board in October 2015 as minimum standards for all GPE grant agents as part of the Board's efforts to create a more effective operational platform (BOD/2015/10 DOC 06).

The standards are used to screen newly selected grant agents prior to the Board's approval to systematically assess whether the organization or agency has all capacities, policies and procedures needed to provide due oversight of GPE Trust Fund resources.

MINIMUM STANDARDS	Illustrative means of verification
1. Financial Management	
1.1 Financial management and accounting systems	
<p>Robust financial management and accounting systems ensure accuracy of financial management and reporting. The entity has adequate systems, including systems for cash management and production of budgets, and for the production of reliable financial statements prepared in accordance with internationally-recognized accounting standards.</p>	<ul style="list-style-type: none"> • The entity produces reliable charts of accounts, which are prepared in accordance with recognized accounting standards, and provide the necessary level of detail to monitor expenditure. • Robust and reliable accounting systems are integrated with other Financial Management systems, in order to facilitate reconciliation with budget, and reporting requirements. • Budgeting procedures are robust, and provide donors with assurances related to expenditure. • Banking arrangements provide for effective cash management. • Based on available information, the entity's credit risk is acceptable.
1.2 External financial audit	
<p>The external financial audit function ensures an independent (if possible, as defined by the International Federation of Accountants (IFAC) review of financial statements and internal controls. An independent auditor audits the entity's financial statements according to internationally recognized auditing standards on an annual basis.</p>	<ul style="list-style-type: none"> • The entity has appointed an independent external audit firm or organization. • The work of the external audit firm or organization is consistent with recognized international auditing standards. • There is a transparent and competitive process for the selection of a suitable external auditor.

1.3 Control frameworks	
<p>An internal control framework (if possible, as defined by internationally recognized frameworks such as COSO, Cadbury and CoCo) is a risk-based process designed to provide reasonable assurance and feedback to management regarding the achievement of financial management objectives. The entity's control frameworks are in place, documented, and have clearly defined roles for management, internal auditors, the governing body and other personnel.</p>	<ul style="list-style-type: none"> • The entity's accounting and finance organizational structure is clearly defined, with documented roles and responsibilities and sufficient segregation of duties, including for implementing any Global Partnership for Education grants. • The entity has adequate policies and procedures in place for risk assessment and management. • There are adequate policies and procedures in place to guide activities and ensure staff accountability.
1.4 Internal audit	
<p>Internal auditing is an independent, objective activity designed to add value and improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The entity demonstrates capability for functionally independent internal auditing in accordance with internationally recognized standards (such as International Standards on Auditing (ISA).</p>	<ul style="list-style-type: none"> • The entity has an internal audit mechanism in place and its activities are subject to review by an internal audit unit. • The internal audit function is independent and objective, has a risk based methodology for preparing its annual plan, and its findings are disseminated to management, who follow up on recommendations.
2. Institutional capacity	
2.1 Legal status	
<p>The entity must have the appropriate legal status and legal authority to enter into contractual arrangements with GPE and other third parties, and must have the legal authority to receive funds.</p>	<ul style="list-style-type: none"> • The entity is a legally registered organization. • The entity has the authority to enter into legal agreements and receive funds.
2.2 Project appraisal	
<p>The entity has the ability to identify, develop and appraise projects. Project appraisal functions include the establishment of standards and appropriate safeguards that are used to determine whether projects and activities will meet their development goals before funds are disbursed.</p>	<ul style="list-style-type: none"> • The entity has a good track record for timely implementation of similar projects, and has a good track record of achieving appropriate programmatic results.
2.3 Management and organization	

<p>The entity's organizational structure and quality of management enables it to competently manage or oversee the execution of funded projects, including through management of sub-recipients.</p>	<ul style="list-style-type: none"> • The entity has a board of directors that meets regularly and has statutes or terms of reference for its functions. • The entity has an independent Audit Committee, which reviews the integrity of the financial statements, has oversight of internal controls and reviews the effectiveness of internal audit. • The entity has a management structure that is suitable for undertaking funded projects. • The entity is well acquainted with the work of the GPE and the grant work involved • The entity's staff—at all levels--have the requisite skills and experience to undertake funded projects. • The entity's physical assets, including IT systems, are adequate to undertake funded projects.
<p>2.4 Oversight of sub-recipients</p>	
<p>The entity's organizational structure and quality of management enables it to competently manage or oversee the execution of funded projects through management of and program delivery and implementation support to sub-recipients.</p>	<ul style="list-style-type: none"> • There are adequate procedures and criteria in place for a transparent selection of sub-recipients. • The entity has adequate plans and resources in place to ensure sub-recipients have the capacity to implement the proposed activities and safeguard grant funds. • The entity has had previous experiences with managing sub-recipients and disbursements of similar magnitude. • The entity has Operational Procedures and plans in place for managing sub-recipients, including for monitoring the program implementation at sub-recipient level, reviewing sub-recipients' financial and program reports for completeness and technical soundness and ensuring the safeguarding of assets held by sub-recipients.
<p>2.5 Procurement procedures</p>	
<p>The entity's procurement procedures, covering both internal/administrative procurement and procurement by recipients of funds, include written standards based on widely recognized processes and an internal control framework to protect against fraud, corruption and waste.</p>	<ul style="list-style-type: none"> • Documented procurement processes include the following: (1) A code of conduct to avoid occurrence or perceptions of conflicts of interest; (2) Methods of procurement and when different methods should be applied; (3) Procedures for requests for tenders; (4) Procedures for bid evaluation; (5) Procedures that are transparent and competitive. • Procurement approval systems are in place, with certifying and approving officers; and there are appropriate segregation of duties and levels of delegation.

	<ul style="list-style-type: none"> • Procedures are in place to ensure that the goods / services delivered are of an acceptable quality.
<p>2.6 Monitoring, evaluation and project-at-risk systems</p>	
<p>The entity can demonstrate existing capacities for monitoring and independent evaluation of projects and evidence that a process or system, such as project-at-risk system, is in place to flag when a project has developed problems that may interfere with the achievement of its objectives, and to respond accordingly to redress the problems.</p>	<ul style="list-style-type: none"> • The entity has Operational Procedures and plans in place for monitoring the program implementation at both the entity and sub-recipient levels and reviewing entity and sub-recipients' financial and program reports for completeness and technical soundness. • The entity has systems in place for early identification of problems/capacity gaps at the entity and sub-recipient levels and for initiating effective remedial actions.
<p>3. Transparency, self-investigative powers and anti-corruption measures</p>	
<p>3.1 Misuse of Funds Procedures</p>	
<p>In accordance with GPE's Policy on Misuse of Trust Funds, which requires that the Board only choose agencies with robust policies and procedures for addressing Misuse to act as Supervising Entities or Implementers, the entity can demonstrate competence to deal with financial mismanagement and other forms of malpractice.</p>	<ul style="list-style-type: none"> • The entity has clear written policies and procedures regarding issues of misuse of funds. There is a system of adequate safeguards to provide reasonable assurance as to the protection of assets, including the GPE grant, from loss, fraud, waste and abuse at every step of the grant life cycle. • The entity has publicly available avenues to confidentially report suspected fraud or misuse of funds. • The entity has the ability to ensure independent, objective investigation of allegations of misuse • The entity has terms and conditions in its agreements with sub-recipients and contractors in relation to the ability to recover funds in cases of misuse.
<p>3.2 Protection of whistle-blowers</p>	
<p>The entity protects individuals from retaliation due to providing information in relation to misuse.</p>	<ul style="list-style-type: none"> • The entity has policies and procedures in place in relation to whistle-blowing and the protection of employees or contractors.

Additional Selection Criteria for KIX Grant Agent

Note to the reader

The selection criteria provided herein are provisional, and subject to additional feedback from the Strategy and Impact Committee and Trustee. These will be finalized prior to the call for expressions of interest in the KIX Grant Agent role.

1. Criteria to be considered for the selection of KIX grant agent

Based on inputs from the Board Finance and Funding Working Group, discussions of the SIC to date, and consultations on KIX with GPE constituencies, a number of desirable criteria for KIX Grant Agents have emerged.

Criteria	Description and example indicators
Experience in education innovation, knowledge exchange and mobilization grant-making, grant-management and support	<p>Relevance and strong performance of the organization's education grant making in KIX thematic areas related to innovation, knowledge exchange and mobilization.</p> <p>Evidence of managing multi-year grants to support cross-national knowledge, evidence and innovation activities between USD500,000 and USD\$2,500,000 within a portfolio size in the region of USD\$20,000,000 per annum with diverse grantees.</p> <p>Experience in developing operational procedures, tools, manuals and accounting systems that reflect the size of the grant and are appropriate for a diverse range of grant recipients.</p> <p>Ability to support grantees to shape programs of relevance to GPE developing country partners.</p> <p>Ability to provide ongoing support to grantees throughout the grant cycle as needed, including on reporting and opportunities for experience sharing between different funded projects.</p> <p>Expertise in developing creative designs for funding disbursements that are not limited to calls for proposals/grant windows.</p>
Experience in knowledge mobilization, uptake and utilization	<p>Experience in developing and implementing knowledge transfer strategies and approaches in partnership with national or regional learning partners including universities, research institutes, think tanks, INGOs or others.</p> <p>Experience of working with knowledge mobilization platforms to disseminate and utilize grantee outputs, lessons learned and global and regional public goods.</p>

	<p>Experience in working with developing country governments and their partners to meet the demands for policy relevant knowledge and learning and sharing of best practices.</p>
Management capacity	<p>Experience in managing fair and transparent calls for proposals and grant-selection processes with experience in utilizing an independent technical selection panel and online application systems.</p> <p>Experience in management, monitoring and reporting on a diverse portfolio of multi-year grants in terms of grant size (\$500,000 - \$2.5 million), geography, type of recipient (academic organizations, think tanks, or others), type of innovation, knowledge exchange and mobilization activities, etc.</p> <p>Ability to provide strong reporting on grant portfolio to the GPE as funder and its Board.</p> <p>Experience, in country and internationally, with managing fiduciary and administrative risk, relative to the modality and scope of the grants.</p> <p>Evidence of developing monitoring and evaluation strategies to demonstrate the impact of grants and include feedback mechanisms and using grantee feedback to make changes in how programs are managed.</p> <p>Capacity to communicate routinely to the public and the partnership about the portfolio of activities, outputs and events funded under KIX.</p>
Conflict of interest	<p>Neither the grant agent nor any of its affiliates shall be eligible for funding from KIX.</p>
Languages	<p>Ability to work in English and French.</p>
Regional networks and expertise	<p>Strong partnerships and experience in at least 3 of the 4 regions where KIX will be active (Africa, Asia Pacific, Latin America and the Caribbean and the Middle East). The majority of GPE's partner countries are in Africa so preference will be given to those with extensive experience in this region.</p>
Cost effectiveness	<p>Economical approach to the percentage of direct management, administrative, and overhead costs requested as part of the overall program</p> <p>Low or preferably no indirect cost recovery percentage requested.</p> <p>Ability to provide match or in-kind resources to the KIX programs.</p>