

GPE Management Response to the evaluation of the Knowledge and Innovation Exchange (KIX) (as of 24 July, 2025):

Overall response to the evaluation

The GPE Secretariat welcomes the two-phase external evaluation of the Knowledge and Innovation Exchange (KIX), conducted between September 2024 and April 2025 to analyse the overall program and investigate five key areas: effectiveness, efficiency, relevance, internal and external coherence, and sustainability. Phase One was conducted by a consultant from July to September 2024; Phase Two by Technopolis Group from September 2024 to April 2025. The evaluation will inform design adaptations within the current program period (2019–2027) and frame the next phase of KIX under GPE2030.

Adaptations to the current KIX program – presented below under the ‘Short/Medium Term Recommendations’ – will be undertaken with the grant agent in the next six months (through to end of 2025). For the next phase of KIX (post-2027) – presented below under ‘Long Term Recommendations’ – an initial design framework and implementation roadmap will be proposed to the Performance, Impact and Learning Committee in October 2025.

Overall, we find the evaluation findings helpful and the recommendations useful to improve the relevance, effectiveness, efficiency, and sustainability of KIX and its coherence with GPE’s mission, objectives and country engagement – some through immediate adaptation to the remainder of KIX’s first phase and others through the new iteration of the program from 2027 onwards. We note in particular the conclusion that KIX has contributed to strengthened links between evidence and policy, but that this link should be strengthened and systematized going forward to support the effective implementation of GPE2030.

Response to the recommendations

Short/Medium Term Recommendations (up to mid-2027)	
Recommendation	Management Response
<p>1. <i>Design and implement a structured coordination mechanism between the two main KIX components (Hubs and research projects) to minimize fragmentation.</i></p> <p><i>RLPs are effective at knowledge exchange and applied research projects at knowledge generation. However, they remain insufficiently connected and the generated knowledge needs to be further integrated</i></p>	<p>GPE Management agrees there is an opportunity to strengthen the uptake and impact of knowledge and evidence for policy dialogue and decision making, including through strengthening the coordination between KIX components. It agrees with the recommendation that to increase impact, KIX should strengthen integration between research and Hub activities, increase focus on inclusive engagement by and with policy makers, and tailor its approaches to better</p>

<p><i>into policy dialogue and country-level decision-making. Moreover, the knowledge generated is often dispersed and lacks a coherent dissemination strategy, which hinders its effective utilization. Also, while the integration of RLPs, country representatives and research projects is anticipated, the evaluation evidence indicates that the different roles and involvement in this process can be unclear and needs enhancement to ensure mutual benefits and synergies.</i></p>	<p>support diverse needs of partner countries. To strengthen connections with policy dialogue, the Secretariat will work closely with the grant agent and ensure closer direct engagement of Secretariat regional teams with KIX Hubs and research grantees, where relevant.</p> <p><i>To be agreed with the grant agent for implementation by Q4 2025 and strengthened in the new design of KIX by Q3 2025.</i></p>
<p>2. Further enhance the cross-Hub learning mechanisms.</p> <p><i>Hubs operate independently – a reflection of their diverse regional contexts and mandates – they face many common challenges and work on overlapping themes. The analysis shows alongside existing opportunities for learning and exchange, additional value could be gained by strengthening mechanisms that facilitate voluntary and flexible cross-Hub learning, collaboration and sharing of practices.</i></p>	<p>GPE Management agrees with the recommendation and will work with the grant agent to develop and facilitate an inter-hub learning agenda where good practices – and challenges – are shared and explored with the aim to sharpening Hub functions and providing targeted support to countries.</p> <p><i>To be agreed with the grant agent for implementation by Q4 2025 and strengthened in the new design of KIX by Q3 2025.</i></p>
<p>3. Institutionalize the Country Support Mechanism (CSM) as a core part of the Hub offering.</p> <p><i>The CSM is highly valued in pilot implementations, with Hubs already integrating it into their activities. However, it is not yet sufficiently known.</i></p>	<p>GPE Management agrees and will work with the grant agent to ensure that each Country Support Mechanism is well aligned with national priorities and coordinated with relevant GPE country grants and processes. This will include both content and funding and require closer engagement with Regional Teams at the Secretariat.</p> <p><i>To be addressed with the grant agent by Q4 of 2025 and strengthened in the new design of KIX by Q3 2025.</i></p>
<p>4. Simplify and enhance the Monitoring, Evaluation, and Learning (MEL) system to</p>	<p>GPE Management agrees and will work with the grant agent to enhance the KIX MEL</p>

<p>emphasize learning and adaptive management.</p> <p><i>While IDRC's grant management is well-regarded and there has been work done on the Monitoring, Evaluation, and Learning (MEL) framework based on the MTR recommendations (2022), there is still room for further simplification of the system. There is an opportunity to increase understanding of KIX's reach relevance and influence on policy and capacity.</i></p>	<p>system, promoting simplification and usability, also ensuring adaptations are included to support GPE2030 monitoring and reporting needs.</p> <p><i>To be agreed with the grant agent and implementation started by Q4 2025 and strengthened in the new design of KIX by Q3 2025.</i></p>
<p>5. Develop clear sustainability strategies for both Hubs and research projects and further support follow-up funding for promising innovations.</p> <p><i>As the KIX program is progressing, both, KIX Hubs and research projects should concentrate on the sustainability of their activities.</i></p>	<p>GPE Management agrees with the recommendation. It will work with the grant agent to address constraints of making knowledge mobilization more routine, not only in GPE partner countries but more broadly as public goods. It will focus on strengthening evidence use at national level, strengthening demand for relevant research. And it will be explored how KIX contributes to value for money arguments that bolster financing for education, including scaling promising innovations.</p> <p><i>To be agreed with the grant agent and implementation started by Q4 2025.</i></p>
Long term recommendations (post mid-2027)	
Recommendation	Management Response
<p>6. Clarify GPE modalities and KIX integration through a unified communication strategy.</p> <p><i>There is missing clarity (by definition and by communication) with respect to the different instruments and engagements being deployed through GPE in and with its partner countries.</i></p>	<p>GPE Management agrees. KIX has significant potential to further drive GPE's goal to support education system transformation, GPE 2030 and its three objectives on system transformation, education financing and effective partnership. Connections between KIX and GPE's broader country level engagement are increasing yet further integration would yield greater impact and value for money.</p> <p>GPE Management agrees that - after clarifying how to better integrate KIX in GPE's</p>

	<p>broader country level engagement - a unified strategic communication strategy that leverages GPE, KIX and KIX partners' communications platforms will be needed. This should include a simple and easy-to-access explanation of how KIX can add value and complement other GPE efforts.</p> <p>Augmenting strategic communications around KIX will be a priority of the GPE Secretariat's support to KIX going forward, undertaken jointly with the grant agent, and will begin in the existing program period. The Secretariat will also build on its broader partner engagement strategies to build greater understanding about KIX as a core component of GPE2030.</p> <p>To be included in the new design of Kix by Q3 2025 and initiated by Q4 2025.</p>
<p>7. Clarify positioning and mandates of Regional Learning Partners (RLPs) within the broader GPE architecture to ensure support for systematic reforms in partner countries.</p> <p><i>There is ambiguity around how RLPs complement, contribute and inform different GPE country processes (such as grants and compacts) and which roles RLPs have in interacting with Local Education Groups (LEGs). While the RLPs do not have the capacity to interact with the numerous LEGs in each country of their region, much uncertainty was voiced toward the expectations and structure of engaging with different parts of the GPE architecture (e.g. engagement via RLPs, via country representative or national stakeholders).</i></p>	<p>GPE Management agrees. Closely linked with the previous point, Regional Learning Partners could play both enhanced and expanded roles in supporting system transformation in partner countries. This could include tighter coordination with core national stakeholders (Government GPE Focal Points, CSO and teacher representatives, grant agents, coordinating agencies, and local education group members more broadly) as well as Secretariat Regional Teams. Tightened links should be guided by needs and relevant processes in different contexts (partnership compacts, mid-term reviews, joint sector reviews, grant applications, etc.), support cross-regional exchange, and service GPE as a learning organization.</p> <p>To be included in the new design framework of Kix by Q3 2025.</p>

<p>8. Clarify the positioning of applied research projects within GPE's country-level processes.</p> <p><i>There is currently a lack of clarity on how applied research projects (and the outputs/knowledge generated) is, can and should be used for and within GPE's country-level processes. While some promising practices are emerging in certain regions and Hubs, these efforts are still inconsistent and underdeveloped. IDRC, GPE, and the Hubs are beginning to address this challenge through new formats and more regular engagement, but further steps are needed to ensure the research is systematically applied and recognized as a strategic input into national reform processes.</i></p>	<p>GPE Management agrees and strongly supports strengthened links between local education groups, KIX Hubs, and research grantees in partner countries. Additionally, tightened coordination with Secretariat teams could help explore a wider range of options for Hubs and future research grantees to respond to countries' immediate evidence needs and priorities for system transformation and consider differentiated modalities for grant making to provide opportunities for governments to co-create research directly related to their system transformation priorities and approaches.</p> <p>To be included in the new design of KIX by Q3 2025.</p>
<p>9. Deepen the integration of intersectional GESI [Gender Equality and Social Inclusion] approaches throughout the program life cycle.</p> <p><i>Although gender considerations were well covered in KIX, broader aspects of inclusion - such as addressing the needs of children with disabilities or those from marginalized ethnic groups - received less attention.</i></p>	<p>GPE Management partially agrees. Gender Equality and Inclusion (GEI) is a key commitment and guiding principle of GPE driven by the Secretariat Gender Equality and Inclusion practice. Efforts to date by the grant agent to hardwire GESI across KIX programming have been strongly supported and commended by GPE, and IDRC has emphasized in its own management response the intent to reinforce these efforts during the remainder of KIX phase 1. The Secretariat will engage its GEI team and its pioneering work to inform ongoing integration of intersectional approaches across all KIX work with a particular focus on areas identified as lacking, namely children with disabilities and those from marginalized ethnic groups.</p> <p>To be included in the new design of KIX by Q3 2025.</p>

<p>10. Establish a more integrated and adaptive governance model to steer KIX strategically and sustainably.</p> <p><i>As KIX and its structures grow and adapt, there is a need to steer the evolution of its governance. This shift involves moving away from a project-centric approach towards a more overarching stewardship of the system. Evidence suggests that adaptive management, which recognizes regional differences and balances grant management, reporting, and strategic development, is essential for success.</i></p>	<p>GPE Management agrees. Building off existing KIX impact and strength areas, growing country demand, and previous recommendations, a more dynamic governance model that catalyses closer synergy between KIX Hubs, applied research and GPE country engagement could deepen impact, create higher value for money and lead to longer term sustainability.</p> <p>To be included in the new design of KIX by Q3 2025.</p>
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