

We're hiring: Program Principal

March 2024

Introduction and overview




The Education Outcomes Fund (EOF) is dedicated to improving education and employment outcomes for children and youth globally. Our small but mighty team is working at the cutting edge of development finance, leveraging our platform at the UN and our innovative, results-focused approach to change the way education is financed to support the next generation of youth.







EOF is looking for an exceptional senior professional to fill the role of **Program Principal** in EOF's Program Team. If you are an outstanding problem solver, passionate about improving education and employment outcomes for children and youth, and looking for a challenge in a fast-paced, entrepreneurial environment, we would love to hear from you. Please send your CV and cover letter to hr@edufundmea.org by **End of Day Sunday 21 April**. Please ensure that you include **the role** you're applying for in the email subject line.







About the Education Outcomes Fund

There are few greater challenges faced by the global community than the twin crises of learning poverty and youth unemployment. In response, the Education Commission (chaired by Gordon Brown, former UK Prime Minister and UN Special Envoy for Global Education) and the Global Steering Group for Impact Investment (chaired by Sir Ronald Cohen) came together with our founding CEO (Her Excellency Dr.) Amel Karboul to create EOF. We aim to improve the education and employment outcomes of 10 million children and youth, by supporting governments to utilize a range of innovative finance instruments at scale, including outcomes funds and other results-based financing (RBF) instruments.

EOF is backed by [a range of world leaders](#) who support us to shape our approach and achieve our ambitious aims, as well as leaders in education and impact investing:

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| An initiative of: |  GSG Driving real impact |  the Education Commission | Hosted by: |  unicef | Hosted at UNICEF, as the first UN-hosted platform for outcomes funds at scale |
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| Executive Committee: |  | Sir Ronald Cohen <i>Chair</i> Co-founder of Apax Partners, Chair of the Global Steering Group for Impact Investment |  | Sir Michael Barber <i>Vice Chair</i> Founder and Chair of Delivery Associates, former advisor to Tony Blair |  | Dolika Banda Non-Executive Director at CDC Group; former CEO of African Risk Capacity Insurance Ltd |
| |  | George Werner Former Minister for Education in Liberia & former Director General of the Civil Service of Liberia |  | Amel Karboul Education Commissioner; formerly Minister of Tourism of Tunisia; BCG; Mercedes Benz |  | Rob Jenkins Chief of Education and Associate Director at UNICEF |

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| Select High Level Steering Group Members: |  | Aicha Bah Diallo Former Minister of Education of Guinea |  | Aliko Dangote President & CEO of the Dangote Group |  | Jakaya Kikwete Chair of the Board of Directors at GPE and former President of Tanzania |
| |  | Phyllis Costanza Co-Founder and President of OutcomesX |  | Felipe Calderón Former President of Mexico |  | Liesbet Steer Director, Education Commission |



Leadership team:



Amel Karboul
Chief Executive Officer
Education Commissioner;
formerly Minister of Tourism of
Tunisia; BCG; Mercedes Benz



Max McCabe
Chief Operating Officer
Formerly at Teach First, Rising
Academy Network & Diageo PLC



Milena Castellnou
Chief Program Officer
Former Associate Partner at
Instiglio

Select sponsors / supporters:



UKaid
from the British people



The LEGO Foundation



ATLASIAN
FOUNDATION · INTERNATIONAL

Sir Ronald
Cohen



UBS Optimus
Foundation



UBS



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



دبي العطاء
Dubai Cares



BANK OF AMERICA



Big Win



KOICA
Korea International
Cooperation Agency



Aliko Dangote
Foundation

Key institutional Program partners:



THE WORLD BANK



Government of
Ghana



Government of
Sierra Leone

EOF supports improvements in the quality of education and skills programs, with a special focus on girls and underserved populations, including those in the hardest to reach rural areas. It measures (and pays for) what matters – both core skills like literacy and numeracy, but also critical 21st Century skills such as socio-emotional skills, ICT skills, and other broader fundamentals of a quality education. It helps close the persistent gap between the skills needed by employers and those attained by today's youth.

For all the above, EOF pays primarily on the basis of the results achieved, ensuring that taxpayer-funded domestic resources, aid, and philanthropic funds are only used to pay for what works. This is a game-changing way to finance results in education, focusing attention and realigning systems on the most challenging but most important measure of a program's performance: whether it is improving lives.

Together with our supporters, we believe this is the early stages of a much larger movement, with huge potential to increase learning outcomes for children and youth around the world, though improved aid effectiveness and government spending.

Since our inception in 2018, EOF has:

- Partnered with governments in Ghana and Sierra Leone to establish the two largest outcomes funds to date in developing countries, mobilising ~\$50M for these programs.
- Established itself as a leading global player in RBF, and the only dedicated center of expertise for RBF in education and skills.
- Become the first outcomes fund hosted by the United Nations within UNICEF, as a scalable platform to partner with governments around the world.
- Established a major partnership with the LEGO Foundation, to develop a scale portfolio of RBF programs in early childhood across a diverse range of countries, as well as to amplify the movement and ecosystem of partners around this approach.
- Had our innovative approach featured in the Stanford Social Innovation Review, FT, Economist, Brookings, and more.
- Built our institutional capacity to contract and implement large-scale outcomes funds more efficiently and effectively than historic impact bonds.
- Established a strong culture of performance and an active focus on ongoing professional development for all our team.



Endorsements:

"EOF has changed the way the education sector talks about RBF"

- David Sengeh, Chief Minister and the Chief Innovation Officer in Sierra Leone and GPE board member.

"... I would invest in the Education Outcomes Fund, which is an emerging player in the global landscape, and is showing what can be done with results-based approaches. That needs GPE doing Systems work but is a way of accelerating and modelling change that can be picked up by the system overall."

- Julia Gillard, former GPE Board Chair and former Australian Prime Minister

"The pay for performance revolution is coming to the education sector"

- Devex on EOF

The next chapter of EOF's growth is particularly exciting, as we look to build on this foundation in the coming years. We will shift focus towards implementation of our first large scale programs, developing public goods and policy insights on 'what works' both in education and RBF. We will develop new RBF models that can be replicated and scaled across regions, as well as continuing to roll out our existing models. Ultimately, we want to improve the way governments and donors fund and implement education programs around the world.

The opportunity

As EOF continues to expand, we are seeking an outstanding **Program Principal** to play a leading role in developing our rapidly growing pipeline of programs. The Program Principal role is a key leadership position to help determine the strategic direction of our programmatic portfolio, and we need a highly motivated and capable individual who shares our passion for the mission and has the capacity to ensure we succeed.

You will become a leader in our Program Team, working closely with governments, donors, and service providers/impact investors to oversee the design and implementation of programs and provide day to day guidance to Program Managers, as well as build on EOF's thought leadership in this space. The Program Principal will report to EOF's Chief Programs Officer and work in collaboration with the rest of the Program Team, as well as with the EOF CEO and Executive Committee.

If you want to contribute to a rapidly growing organisation, with an exciting mission, opportunities for a high level of responsibility and growth, and to become part of a strong team with a culture of growth and professional development, then EOF could be the place for you.

Travel to our program countries to work closely with Government and local stakeholders is an exciting part of this role, with occasional travel for organisational retreats as well. Within the program team, 4-6 trips per year would be typical, although more may be required.

A detailed list of activities is available in the appendix.

About you

We'd love to hear from you if the following sounds like you:

1. Education:

- A minimum of a Master's degree in economics, political science, finance, education or a related field.



2. Work experience:

- A minimum of **10 years** relevant professional experience, including experience managing complex programs and teams. Relevant experience includes, but is not limited to, the following sectors:
 - International development;
 - Charity or public sectors;
 - Strategy consulting;
 - Think tanks/research institutes;
 - Investment or development banking.
- Experience managing grants programs with required reporting requirements is required. Experience managing large complex projects (>10M USD) is an asset.
- Experience in education or skills for employment is required.
- Experience working at a senior level with governments and donors (comfortable working with and engaging at a C-Suite or Ministerial level) is required.
- Experience in innovative financing, in particular with RBF instruments or incentive structures, is strongly preferred.
- Experience working in Africa and/or the Middle East is preferred.
- Experience managing teams and supporting team members with their professional development is required. Experience managing remote teams is preferred.

3. Key competencies

We expect you to have the following skills and competencies:

- **Exceptional problem solving skills:** You are intellectually dexterous, able to pull insights from complex information, and recommend action based on these insights.
- **Clear and confident communication skills:** You are comfortable communicating with a range of stakeholders and can adapt your style according to the audience.
- **Drive to achieve results:** You take responsibility for and ownership of your performance, and are proactive in finding solutions to problems.
- **Think and act strategically:** You understand the big picture and are able to anticipate risks and identify strategic opportunities.
- **Entrepreneurial mindset:** You are dynamic and would be excited to contribute to EOF as a young and rapidly growing organisation. When you see things that could be improved, you put your hand up and help improve it, rather than being a passive bystander.
- **Work collaboratively with others:** You enjoy contributing to a wider team effort and collaborating with people from different backgrounds to achieve your goals, respecting differences and ensuring that all can contribute and succeed.
- **Embrace change and uncertainty:** You understand that our work is complex and dynamic, and respond to shifting priorities with composure and agility
- **Demonstrate self-awareness and ethical awareness:** You are self-aware of your own strengths, limitations, working style, and deeply held convictions and biases. You display ethical awareness through behaviours that are consistent and compliant with the standards of conduct for international civil servants, UNICEF's values, and relevant UNICEF policies and procedures.

4. Languages

- Fluency in English is required.
- Fluency in French is preferred.



General information and application process

General information

- We have a global mandate and a global team, with staff based across most continents. However, most of our team are London-based, and candidates may need to be available during a significant portion of UK working hours (to be determined on a case-by-case basis).
- The indicative gross annual salary package is between **GBP 90,000-110,000**, with flexibility depending on the skills and experience of the selected candidate. This is for applicants based in London and will be adjusted based on the place of residence, in line with UN post adjustment rates. Upward mobility in salary is expected for strongly performing team members.
- This position will initially be for a 12-month consultant contract, although we are looking for permanent, full-time staff to join and help grow the organisation, subject to performance. Contracts will be renewed annually for all core team staff subject to performance, and there is the potential for some long-term core staff to move onto UN staff contracts, again subject to funding and performance.

Application process:

Shortlisted applicants will be invited to a written test, followed by multiple rounds of interviews and reference checks.

We encourage interested applicants to apply early as we will review applicants on a rolling basis.

Unfortunately, due to the potentially large number of applications, we will not be able to provide feedback to candidates that are not shortlisted.

EOF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. EOF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.



Appendix: Detailed roles and responsibilities

This role offers vast opportunities and will entail substantial responsibilities from the outset. The successful candidate must be adept at switching between high-level strategic decision-making and partner engagement to the finer details of program management and overseeing multiple workstreams.

The Program Principal is expected to work in close collaboration with the Program Managers to deliver the activities listed below. Each program is resourced with a team including a Program Manager and other team members (interns, analysts and/or associates depending on the needs of the program), and the Program Principal's main responsibility will be to oversee the development of programs in their portfolio, providing strategic guidance and feedback on key aspects of program design and implementation to ensure quality. Depending on the workload in the Program Team, the Principal may also need to occasionally play a more hands on role in delivering programs, dependent on needs.

Detailed responsibilities may include (but are not limited to):

Program oversight:

- Provide strategic oversight for one of EOF's thematic portfolios (basic education and / or skills for employment), ensuring that lessons learned from existing programs are integrated into future programs, and that key decisions within a portfolio are made in a consistent and strategic manner.
- Lead strategic thinking on the development of the relevant thematic portfolio, resourcing of the program team and adaptations of EOF's operating model, in close collaboration with the Chief Programs Officer.
- Oversee concept development studies to assess the opportunity for Results-based Financing (RBF) programs and outcomes funds, identifying the barriers to outcomes and the value add of the RBF mechanism.
- Engage key senior government stakeholders and donors to secure interest and financial commitment to fund the programs and ensure consistent and strategic communication with key funders across the portfolio.
- Oversee the technical design process of outcomes funds, including the selection of outcome metrics, evaluation methodologies, target setting, pricing and financial model, and applying EOF's approach to the context and objectives of the program in a solution-oriented and creative manner.
- Build strong relationships with senior government partners and co-outcome funders as the primary point of contact for the most strategic stakeholders.
- Ensure strategic and consistent engagement with the ecosystem of providers and investors across programs in the portfolio (
- Engage the EOF Executive Committee (ExCom) on the design for approval and other strategic considerations for EOF's program team, including reviews of our resourcing and operating model. Oversee the selection of providers, investors, and evaluators, as well as the contracting process using EOF's templates.
- Oversee the governance structure, establishment of in-country teams, and relevant management processes to support program implementation.
- Ensure that Program Managers are keeping track of workplans and delegate tasks to team members as appropriate and oversee sequencing and resourcing for programs in the portfolio.
- Provide quality control of strategic documents/pieces developed by the different program teams, bringing only the most strategic and critical pieces for decision making with the Chief Programs Officer.



- Support identification of learning needs from the team and the content curation and organization of learning sessions to ensure professional development and capacity strengthening of the team.
- Support the efforts to codify EOF's approach to program design and create adequate frameworks to guide the work of the team in order to ensure quality and consistency across programs, in partnership with relevant internal stakeholders.

Support to EOF's team and leadership:

- Support EOF's communication and advocacy strategy through publications and participation in relevant events in representation of EOF.
- Support fundraising and pipeline development activities through participation in key meetings and collaboration with EOF's partnerships team to provide a programmatic perspective and share the program team's expertise and lessons learned.
- Contribute to EOF's operations and lead recruitment processes as needed for the program team.
- Ensure the line management of Program Managers, providing regular feedback and promoting their growth and development as well as their effective management of more junior team members, and conducting mid-year and end-of-year reviews.
- Participate in relevant meetings of EOF's leadership team to share perspectives on the development of the portfolio and program team and discuss risks and opportunities.

