

# We're hiring: Program Associate

April 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 **Program Associate** to support 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, cover letter, and salary expectations to [hr@edufundmea.org](mailto:hr@edufundmea.org) by **COB Sunday 19 May**. 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:

<p>An initiative of:</p>  <p><b>the Education Commission</b></p>	<p>Hosted by:</p>  <p>Hosted at UNICEF, as the first UN-hosted platform for outcomes funds at scale</p>	
<p><b>Executive Committee:</b></p> <div data-bbox="308 1422 662 1541">  <p><b>Sir Ronald Cohen</b> <i>Chair</i> Co-founder of Apax Partners, Chair of the Global Steering Group for Impact Investment</p> </div> <div data-bbox="308 1556 662 1675">  <p><b>George Werner</b> Former Minister for Education in Liberia &amp; former Director General of the Civil Service of Liberia</p> </div>	<div data-bbox="675 1422 1019 1541">  <p><b>Sir Michael Barber</b> <i>Vice Chair</i> Founder and Chair of Delivery Associates, former advisor to Tony Blair</p> </div> <div data-bbox="675 1556 1019 1675">  <p><b>Amel Karboul</b> Education Commissioner; formerly Minister of Tourism of Tunisia; BCG; Mercedes Benz</p> </div>	<div data-bbox="1026 1422 1369 1541">  <p><b>Dolika Banda</b> Non-Executive Director at CDC Group; former CEO of African Risk Capacity Insurance Ltd</p> </div> <div data-bbox="1026 1556 1369 1675">  <p><b>Rob Jenkins</b> Chief of Education and Associate Director at UNICEF</p> </div>
<p><b>Select High Level Steering Group Members:</b></p> <div data-bbox="308 1727 662 1823">  <p><b>Aïcha Bah Diallo</b> Former Minister of Education of Guinea</p> </div> <div data-bbox="308 1839 662 1935">  <p><b>Phyllis Costanza</b> Co-Founder and President of OutcomesX</p> </div>	<div data-bbox="675 1727 1019 1823">  <p><b>Aliko Dangote</b> President &amp; CEO of the Dangote Group</p> </div> <div data-bbox="675 1839 1019 1935">  <p><b>Felipe Calderón</b> Former President of Mexico</p> </div>	<div data-bbox="1026 1727 1369 1823">  <p><b>Jakaya Kikwete</b> Chair of the Board of Directors at GPE and former President of Tanzania</p> </div> <div data-bbox="1026 1839 1369 1935">  <p><b>Liesbet Steer</b> Director, Education Commission</p> </div>



**Leadership team:**

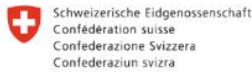

**Amel Karboul**  
Chief Executive Officer  
Education Commissioner;  
formerly Minister of Tourism of  
Tunisia; BCG; Mercedes Benz



**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:**


The LEGO Foundation



Sir Ronald Cohen

UBS Optimus Foundation



BANK OF AMERICA



KOICA  
Korea International  
Cooperation Agency


**Key institutional Program partners:**


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, Minister for Education 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

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We are seeking to recruit a high-calibre **Program Associate** to support our growing pipeline of programs.

You will become a core part of our Program Team, working closely with governments, donors, and service providers/impact investors to design and implement programs, as well as build on EOF's thought leadership in this space.

Associates are the 'engine room' of EOF's program work and are crucial to our success. As such, we are looking for people who are:

- Passionate about the mission of EOF
- Intellectually curious and excited to learn
- Strong analytical and problem-solving skills, for decision making
- Team players who can build solid working relationships with a variety of internal and external partners
- A demonstrated ability to independently drive both process and content for own workstreams, as well as manage more junior staff

These roles will be dynamic, and no two days will look the same, with potentially broad ranging assignments and responsibilities. However, typical responsibilities could include:

### Country scoping:

- Working with a Program Manager to assess the feasibility and recommended scope of RBF programs in different contexts, based on research into the education sector, an assessment of RBF suitability criteria, and engagement with local stakeholders (Government, UNICEF, donors, providers, etc.)

### Program Design:

- Working with the Program Manager to establish the objectives, theory of change and key parameters of the program, including target population, payment metrics, financial model, and overall funding envelope.



- Conducting analysis, presenting the key considerations, and making recommendations to the rest of the Program Team on key design choices.
- Engaging stakeholders (central and local governments, donors, service providers) to tailor the program design to the local context.
- Researching the provider and investor markets and engaging with market participants as input to the program design.
- Preparing materials for workshops to engage government officials and donors.

### **Research and public goods:**

- Research into developments in results-based financing and the education sector globally, including the cost-effectiveness of existing education programs, or emerging models or best practices in RBF.
- Developing public goods (reports, blogs, etc.) on topics relating to EOFs work, including best practices in RBF, as well as 'what works' in education and skills
- Preparing briefs on strategies and policies of international donor agencies and other relevant stakeholder, to support donor and stakeholder engagement.

### **Supporting wider organisation-building at EOF:**

- Supporting the professional development of your peers, through regular experience sharing and training on your areas of relative expertise
- Contributing to the development of the culture and team, including supporting recruitment and other organisational development activities.

## About you

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

### **1. Education:**

- A minimum of a bachelor's degree in economics, political science, finance, education, or a related field. A master's degree would be preferred but is not required.
- Strong academic credentials – distinction grade average or above.

### **2. Work experience:**

- A minimum of 3 years of relevant professional experience, within the following fields (or related):
  - Strategy consulting
  - Think tanks / research institutes
  - Investment or development banking
  - Charity or public sectors
  - International development
  - Education
- Experience or an interest in international development, the global education sector, and international aid is essential.
- Experience in education, early childhood development, or skills/employment programs is preferred.
- Experience in innovative financing, particularly with RBF instruments or incentive structures, is preferred.
- Experience working in Africa/the Middle East is preferred.
- Experience in evaluation design and/or management 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 Arabic, French or Portuguese is preferred.

## General information and application process

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### 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 40,000 and GBP 55,000**, 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 and position is expected for strongly performing team members.
- This position will initially be for a **12-month 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:

- Please send your CV (maximum 2 A4 pages) and cover letter to [hr@edufundmea.org](mailto:hr@edufundmea.org).
- Please include the position title in the subject of the email when you apply.
- Applications will be considered on a rolling basis as they are received. Interested candidates are encouraged to apply early.
- Shortlisted applicants will be invited to a 3 hour written test, followed by multiple rounds of interviews and reference checks.

Unfortunately, due to the potentially large number of applications, we will only be able to contact applicants who are invited to the next stage of the process and 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.