

We're hiring: Evaluation Manager

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 Evaluation Manager to join our Programs 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 **COB Sunday 19 May**. Please ensure that you include the role you're applying for in the email subject line.









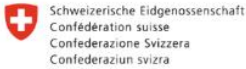








About the Education Outcomes Fund

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



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	
	 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 of the Government of the Republic of 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

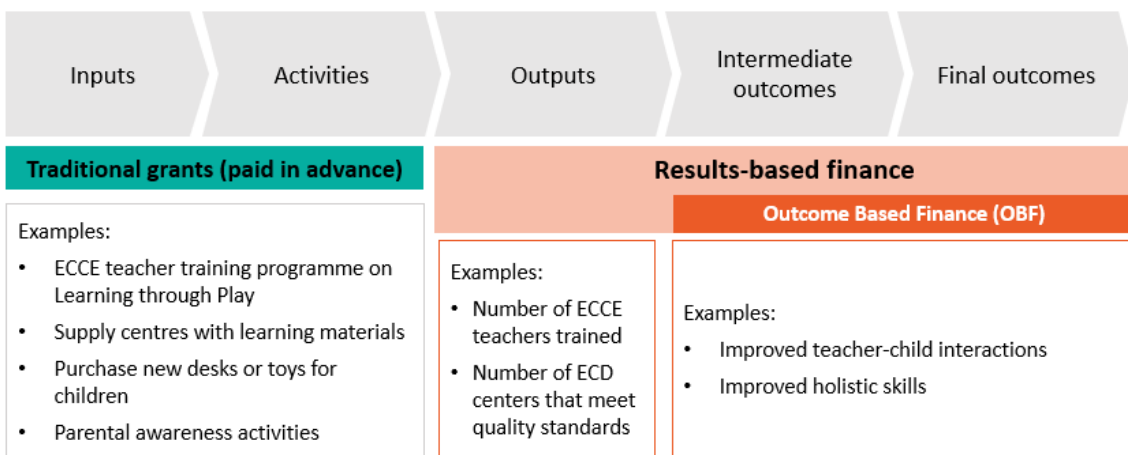
The next chapter of EOF's growth is particularly exciting, as we are launching our portfolio of programs in early childhood education, as well as our first skills for employment program. In basic education, our programs under implementation are entering a critical moment in which important results will start to be more accurately captured. Also, new programs are in process of being confirmed, which represents a great opportunity to improve results in education using outcomes-based finance (OBF).

The importance of evaluation in OBF

Broadly speaking, Results-Based Finance (RBF) is any financing model where payments are made upon the achievement of pre-specified objectives, including outputs and outcomes (see illustrative table below). Unlike traditional grant funding where payments are usually made upfront for pre-specified activities, under RBF the funder and recipient of funding pre-agree a set of outputs and outcomes that must be achieved and verified to trigger payments.

RBF is an umbrella term that includes a variety of models that differ in rationale and design. EOF differentiates between RBF and OBF – with OBF being defined as a sub-category of RBF with a focus on outcomes, where service providers are selected for the achievement of pre-agreed outcomes as opposed to a focus purely on outputs. The model offers fewer boundaries to the types of interventions that will be delivered, which contributes to foster a robust learning agenda around the understanding of what works in which context.

Differences between traditional grants, RBF and OBF



In OBF, there is a strong focus on measurement and evaluation of results. The results of the programme are independently verified so that service providers can receive payments for their achievements. Through rigorous data collection processes for the verification of results, OBF helps generate disaggregated data which allows governments and other players from the sector to make informed decisions. By generating data and evidence and paying only upon achievement of results, OBF is a value-for-money solution to improve effectiveness of spending of public and aid funds in different countries and sectors where it has been implemented.

As funds are only disbursed after the agreed-upon outcomes have been achieved, a fair and transparent evaluation of results achieved by a third-party is a key component of every OBF programme. The definition of the right evaluation methodology should consider the local context including government priorities, its feasibility under certain conditions, and the tools available. In the absence of a clearly defined evaluation methodology, the likelihood of disputes regarding the achieved outcomes significantly increases. Also, a poor design of evaluation methods and protocols may also lead to the creation of perverse incentives that can ultimately damage children's development.

An efficient management of evaluation in each program is crucial to ensure results are accurately measured, communicated in a transparent and constructive manner with implementing partners, and meeting government's objectives to improve results, inform policy and ultimately strengthen the system.

The opportunity

Evaluation is central to the RBF programs we design, and the policy insights they generate are a key part of their value. We are seeking to recruit a high-calibre **Evaluation Manager** to join our program team and lead the design and implementation of country-level monitoring, evaluation and learning across all three of our portfolios: early childhood care and education, basic education, and skills for employment.

The Evaluation Manager will work in close collaboration with each country program team to ensure evaluation is aligned with the program objectives and design for joint decisions around the best method and protocols for each context, the creation of mechanisms to mitigate perverse incentives (cream skimming, teaching to the test) and cost implications of decisions around the number of metrics, types of verification and timeline of measurement.

You will become a core part of EOF, working closely with governments, donors, service providers/impact investors and evaluation firms to design and implement evaluation pieces of each program. The MEL Manager will report to EOF's Chief Programs Officer and work in collaboration with the rest of the Program Team, as well as with other internal stakeholders, including Learning & Engagement and Communications teams.

The Evaluation Manager role is at the heart of what we do, and we need a highly motivated and capable individual who shares our passion for the mission and has the capacity to ensure we succeed.

Travel to EOF's program countries is an integral part of this role and it is likely the successful candidate would **travel internationally 4-6 times per year**.

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.



Detailed responsibilities of the Evaluation Manager may include (but are not limited to):

Evaluation Management during Program Design

- **Lead the selection of the evaluation firms for the design of evaluation methods, protocols and estimated evaluation budget** when this is to be outsourced. This includes defining the objectives and deliverables, expertise and experience required to undertake the assignment, drafting the ToR and leading the selection process by putting in place a selection panel, evaluation criteria, as well as leading negotiation with bidders, in consultation with each program team and program team's leadership.
- **Lead the work for the definition of the evaluation methodology and protocols for each country.** This includes either leading the work with the contracted evaluation firms and each country program team (when this work is outsourced) or working on the evaluation and protocols design when there is enough information and expertise to undertake this work in-house. This includes defining the best evaluation method for each program, recommendation of protocols and estimated budget, in close collaboration with each country program team and program team's leadership. Questions for decision making include decisions around experimental, quasi-experimental and observational methods, calculation of standard deviation improvements in learning, assessment of benchmark data of improved results in similar programs for decision on target setting, etc. Recommend mechanisms to mitigate risk of perverse incentives and discuss design implications for an informed decision with country program teams. Define clear ways of working with the evaluators and protocols for internal quality assurance for the design and implementation stages. This includes the preparation of reports, presentations and dedicated materials to support discussions and decision making.
- **Work with the country program teams around the selection of measurement tools for the different metrics,** supporting conversations on trade-offs to be considered for informed decisions, adaptation and validation processes and any design implication. Whenever applicable, lead the selection process to contract the firm to undertake the adaptation and validation of tools, as well as lead the technical work during the adaptation and piloting processes, similarly to the work that will be done with the evaluation firm.
- **Support the discussions for the definition of the programs' learning agenda scope,** definition of research questions, data collection methods, tools to be used, learning opportunities on evaluation, in close coordination with the program teams and for the ECCE portfolio with the learning & engagement team. Conduct the technical assessment and support the consultation process to confirm and finalize the scope of the learning agenda for each program and the definition of data collection, analysis and reporting of findings during implementation.
- Beyond the specific work with evaluation firms, **support drafting of relevant materials related to monitoring, evaluation and learning components of each program,** including the Terms of Reference for the selection of grantees.
- **Support strategic conversations on evaluation and protocols with relevant stakeholders,** including governments, implementing partners, impact investors,



technical partners and experts, in close collaboration with country program teams and program's leadership.

Evaluation Management during Program Implementation

- **Lead the selection of firms for implementing the output and outcome verification and impact evaluation**, based on the recommendations made during the design phase. This includes defining the objectives and deliverables, expertise and experience required to undertake the assignment, drafting the ToR and leading the selection process by putting in place a selection panel, evaluation criteria, as well as leading negotiation with bidders, in consultation with each program team and program team's leadership.
- **Lead the selection of firms for designing and conducting complementary studies for evidence generation on sector-specific topics including the OBF-effect (learning agenda)**, in close collaboration with the learning & engagement team for the ECCE portfolio and the country program teams. This includes defining the objectives and deliverables, expertise and experience required to undertake the assignment, drafting the ToR and leading the selection process by putting in place a selection panel, evaluation criteria, as well as leading negotiation with bidders, in consultation with each program team and program team's leadership.
- **Lead the monitoring, evaluation and learning components of each program undertaken by external contractors, in close collaboration with the country program teams and in the case of the learning agenda for the ECCE portfolio, also with the learning & engagement team.** This includes being the focal point with evaluation and learning agenda firms, reviewing evaluation and learning agenda reports, but also fieldwork preparation materials, results reports and fieldwork reports to ensure a high quality in every evaluation cycle. Help make strategic decisions when issues arise (e.g., paying for significance or not, implications of using a cross-section vs tracked cohort on the statistical power, lack of transparency of results, etc.). Represent EOF in the communication of results to government and selected grantees, clarifying questions, mediating disputes and using the results in a constructive and formative purpose to help set the programs for success. Oversee ongoing sharing of findings and lessons with program partners (e.g., ministries, service providers, outcome funders). All this work to be done in close collaboration with the respective country program team, the learning & engagement team, and the program team's leadership (in some cases, with EOF's leadership).
- **Coordinate the work of the contractors involved in verification/impact evaluation and learning agenda components of each program**, ensuring coordination between data collection, analysis and production of program-specific final products, ways of working, protocols for quality assurance, etc. All this work to be done in close collaboration with the respective country program team, the learning & engagement team for the ECCE portfolio, and the program team's leadership (in some cases, with EOF's leadership). For the ECCE portfolio, coordinate closely with the learning & engagement team who will oversee the management of global knowledge partnerships.



Organizational level

- **Support codification work on evaluation in OBF**, helping draw conclusions and lessons-learned across the different programs to structure a process adapted to the needs and specificities of OBF and EOF, derive lessons around design implications from different methods and adaptations made by the evaluation firms to accommodate the specific needs from OBF model. Lead the development of EOF's approach to evaluation in each of the 3 portfolios, define in which cases we should consider experimental vs quasi experimental vs non-experimental methodologies, for instance, to establish an approach that is fit for purpose to deliver EOF's mission and facilitate replication at scale in future programs.
- **Support capacity building at EOF**, leading learning sessions with the team to structure and discuss challenges and disseminate lessons learned on evaluation during design and implementation.
- For the ECCE portfolio, support the learning & engagement team with the production and external dissemination of knowledge products emerging from the ECCE outcomes funds.

About you

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

1. Education:

- **Advanced degree (Ph.D. or Master's)** in education, economics, statistics or a related field with a strong quantitative research component.

2. Work experience:

- **Minimum of 10 years** of progressively responsible experience in quantitative research, with a focus on education programs in international development contexts.
- Demonstrated expertise in designing and implementing quantitative research studies and impact evaluations, including experience with experimental and quasi-experimental research designs, survey methods, and statistical analysis.
- Experience with integrating quantitative and qualitative data collection and analysis methods to provide comprehensive analysis of program impact.
- Demonstrated track record of designing MEL frameworks, methodologies and tools, and leading complex MEL initiatives, including impact evaluations and performance monitoring of large-scale programs.
- Previous experience or familiarity with piloting, adaptation and validation of measurement tools in education.
- Strong project management skills, including the ability to manage research projects from conception to completion, allocate resources effectively, and meet deadlines, working effectively with external evaluation firms and internal teams.
- Experience working in complex contexts and managing competing priorities from different stakeholders (e.g., governments, evaluation firms, grantees, etc.), with a collaborative mindset and ability to work effectively and manage competing priorities.
- Excellent written and verbal communication skills, with the ability to effectively communicate complex technical information to diverse audiences. Capacity to communicate highly technical pieces in a simple manner to non-technical audiences.
- Experience in innovative financing, in particular with RBF instruments or incentive structures, is desirable.

3. Key competencies:

We expect you to have the following skills and competencies:

- **Build and maintain partnerships:** With your excellent communication skills, you are able to build a network of external stakeholders and alliances with government counterparts, civil society, the media, and the private sector.
- **Think and act strategically:** Whether working on programs or contributing to the growth and development of the EOF team, you understand the big picture, are able to anticipate risks, and identify strategic opportunities.
- **Nurture, lead and manage people:** You provide exemplary management and leadership, motivating and developing colleagues to perform at their best, and are comfortable providing and requesting regular constructive feedback.
- **Drive to achieve results for impact:** You commit to action and assume responsibility and ownership for your performance and the associated outcomes.
- **Innovate and embrace change:** You have an entrepreneurial mindset and thrive in a nimble start-up environment, where everyone can and should take initiative beyond a narrow scope of work and respond to shifting priorities with agility.
- **Work collaboratively with others:** You enjoy teamwork and are mindful of the need to collaborate with people outside your immediate area of responsibility.



- **Manage ambiguity and complexity:** You demonstrate resilience and composure, get things done despite challenges, and maintain performance levels in pressured, adverse, and uncertain environments.
- **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.
- Proficiency in French, Portuguese or Arabic is an asset.

General information and application process

General information

- We have a global mandate and a global team, with staff based across most continents. However, the majority 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 60,000 - £85,000**, 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:

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 written assignment, 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.

