Concept Note

Operationalizing PACE

April 2010

BACKGROUND AND OBJECTIVES

After the FTI Board of Directors developed and approved a Concept Note for a new EPDF, to be called *Policy and Capacity for Education* (PACE) in 2009, the FTI Secretariat was tasked, in close consultation with a few Local Education Groups, with developing *"an operational and business plan of PACE. It should include specific examples of activities that could be financed if the plan were implemented. The plan should take into consideration all the issues presented in the proposal submitted by the Task Team and how it fits in with FTI's strategic evolution."*

The purpose of this note is to outline how the Secretariat is proposing to operationalize PACE with a focus on integrating PACE objectives and activities into the Secretariat's overall work program.

OPERATIONALIZING PACE

In developing a strategy for the next three years and detailed work plans for the coming twelve months, the Secretariat has focused on embedding the PACE program across relevant work streams. This approach allows us to:

- **Coordinate PACE with the overall FTI reform agenda.** The PACE Concept Note anticipated many of the conclusions of the EFA FTI mid-term evaluation and the resulting reform agenda. We have therefore drawn heavily on PACE objectives and proposed activities to frame our new work streams. In this way, PACE is not ring-fenced as a separate program but underpins how we provide financial and technical support to partner countries.

- **Reconcile PACE to the emerging single EFA FTI Fund.** An EFA FTI Single Fund approach offers the opportunity for our partner countries to include capacity development in their three-year requests for EFA FTI funds. This promotes a longer-term, more strategic approach to capacity development, one of the core aims of the PACE program. Further flexible annual allocations will be available but must demonstrate how they build on existing activities and help with effective education plan implementation.

- **Plan for an integrated, streamlined, and efficient FTI.** Rather than establish discrete staff, structures, and processes to deliver the PACE program, we have looked for ways to ensure that core governance and management structures as well as Secretariat staff can deliver on PACE

objectives.

PACE: A REMINDER…

Goal:

- *All countries have the knowledge and capacity to design, manage, and monitor policies and interventions to achieve their education goals.*

Objectives:

- *Strengthen country capacity to develop and effectively implement good education policies.*
- *Support initiatives that help countries address thematic challenges.*
- *Reinforce the role of the Local Education Group (LEG) in coordinating support to the education sector.*

Main focus areas:

- *Funding directly to LEGs through a Grant Manager.*
- *A knowledge hub of evidence and contacts.*
- *Direct and regular engagement between **PACE** staff and the existing form of LEG in country.*

OPERATIONALIZING PACE

We propose to operationalize PACE as follows through our major work streams:

Single Fund: As before, countries will be able to access EFA FTI funding for education sector plan development (research/studies, technical assistance to support planning, etc.) and plan implementation. During implementation, countries can make a make a request for three-year funding, which includes both sector development activities as well as more specific capacity development or knowledge activities, that previously EPDF would have financed separately. Local Education Groups will decide how to best implement these activities (see Action Plan and Timetable for Transition to a Single Fund). It will also be possible for countries to request additional (smaller-scale) funding on an annual, rolling basis. Activities funded should focus on capacity building or lesson learning, including the funding of pilots. Guidelines on eligibility will be developed and will reflect original PACE thinking.

Facilitating Country Results: This work stream captures the majority of PACE objectives and activities. In particular, a core group of **country support staff** will:

- ❖ Facilitate rapid external quality reviews of draft education plans, country appraisals, and requests for funding.
- ❖ Offer technical advice to develop strong education plans and associated capacity development strategies.
- ❖ Facilitate access to technical capacity (e.g. consultants) or other knowledge services.
- ❖ Develop tools and guidelines to support partner countries to assess and improve their education strategies.
- ❖ Make available a knowledge bank of evidence-based good practices that emerge from our work on Global Good Practice.
- ❖ Offer training for Local Education Groups to assist them in accessing and managing FTI funds, including an FTI Roadshow to bring interested partners together to understand FTI reforms and modified FTI processes.

The FTI Secretariat will scale up country support staff to allow each to focus on no more than 8 countries (implying a body of 5-6 full-time staff). In addition, Resource Centers will offer countries technical support through a "call-down" arrangement. Through this, the FTI Secretariat will contract specialist institutions to provide an agreed number of days to support countries that wish to use this option. Support will focus on plan development and the development of a systemic, strategic, and results-

focused approach to Capacity Development at a country level. The Resource Centers will provide high-quality advice, expertise, and knowledge in education to FTI partner countries through LEGs. This includes the provision of consultancy services as well as information services that will be strategically targeted to ESP development and implementation. This arrangement is intended to facilitate FTI partner countries' timely access to quality expertise and reduce transaction costs. Only institutions from developing countries or partnered with institutions in the developing world will be considered. This is an optional facility and countries should draw on domestic or regional capacity where available.

Global Good Practice: As proposed in the PACE Concept Note, the Secretariat will focus on a number of key thematic challenges to EFA each year. Tentative suggestions include out-of-school children and learning outcomes. The Secretariat will identify and disseminate evidence-based good practice policy papers around these issues and ensure EFA FTI funding is available to help countries develop and try innovative approaches in these areas. A very small group of technical specialists, working in close collaboration with other expert multilateral and technical organizations, will provide support on a range of key policy issues. Regional training and lesson-sharing events will be offered to FTI partner countries by a small number of international institutions with which the Secretariat will establish three-year service agreements. We will work with our partners to make sure these activities are demand-driven.

Detailed work plans for each work stream are being developed.

Getting results

The functions of the proposed PACE Strategy Committee, intended to provide strategic oversight and accountability, make decisions, and report back to the Board on PACE, will be carried out through the governance arrangements established for the EFA FTI Fund. All FTI activities will be monitored through one M&E Strategy, one Results Framework and one Accountability Framework. The LEG will collaborate with the FTI country support team to ensure that EFA FTI Fund reports (for three-year and annual funding) focus on results and lessons learned.

RISK ANALYSIS

Risk	Impact	Likelihood	Mitigation Strategies
Lack of demand for FTI technical support at a country level	High	Medium	1. Establish a representative consultation group to feed into the design of FTI support 2. Develop effective communication strategy to ensure awareness of what is available
Countries lack capacity to develop and implement coherent capacity development strategies	Medium	High	1. Develop medium-term package of support for use of Capacity Development Guidelines 2. Prioritize and provide stepped-up support to countries with weaker capacity
Local Education Groups find it difficult to manage different Supervising Entities	Medium	Medium	1. Prioritize and provide stepped-up support to countries with weaker capacity 2. Support countries to find

			solutions that are right for them (e.g. one single Supervising Entity able to fund other partners)

TIMETABLE FOR IMPLEMENTATION

What	When	Who	Additional Support	Detail
Draft FTI work plans finalized	May 2010	FTI Secretariat		
Consultations	June 2010	FTI Secretariat	FTI Partners	
Agree on TORs for Resource Centers (RCs) and launch procurement process	June 2010	FTI Secretariat	Small number of LEGs; other FTI Partners	
Develop EFA FTI Fund templates	May 2010	Consultant	Country Support Team	
Single Fund preparation	April-August 2010	FTI Secretariat	World Bank Consultant	Develop templates including annual funding requests; annual reporting. Define what activities are eligible for funding.
Begin recruitment of 2 or 3 new country support staff	July 2010	Country Support Team		
Agree and begin procurement for institutions to support training/regional lesson sharing				
Nominate 3 RCs	August 2010	Country Support Team	Representatives from LEGs and FTI donors	