INDEPENDENT ASSESSMENT OF EDUCATION SECTOR PLANS - COSTED OPTIONS

For Decision

REV.1 – This paper was revised to correct costing figures in Table 1 beginning on page 9 and Table 2 on p. 10. Changes are highlighted in yellow.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is for the Board to consider options for a costed proposal for the independent assessment of education sector plans (ESPs), as requested by the Board in BOD/2015/10-03.

2. REQUESTED DECISION

2.1 The Secretariat recommends the Board approve the following decision:

BOD/2015/12-XX – Independent Assessment of Education Sector Plans: The Board of Directors approves the proposal for the independent assessment of education sector plans as set out in Option X of Annex 1 to BOD/2015/12 DOC 09.

3. INTRODUCTION

3.1 As a result of the review of the Global Partnership for Education (Global Partnership or GPE) Operational Model within the framework of the Strategic Planning process, the Board of Directors has requested the Secretariat to develop costed options for the independent assessment of Education Sector Plans as set out in the following decision:

BOD/2015/10-03 – Strengthening Education Sector Plans: The Board of Directors:

1. emphasizes that the development and adoption of an Education Sector Plan (ESP) is the responsibility of the government and re-iterates the importance of GPE support to developing country partners for the development of robust ESPs;

2. agrees that an independent assessment should be used in order to strengthen ESPs and improve GPE financing decisions;

3. requests the Secretariat to develop options for decision at the December 8-10, 2015 Board meeting for a costed proposal for the independent assessment of ESPs taking into account the following:

a. the independent assessment needs to be linked to the support provided to the planning process, including education sector analysis, by the Secretariat and Partners;

b. the timing of the independent assessment should allow for suggested improvements to be considered on a timely basis in the finalization of the sector plan;

c. the independent assessment should contribute to building capacity and include a mechanism to capture and share lessons learned across the Partnership;

d. the findings of the assessment should be incorporated into the quality assurance review process for consideration by the CGPC and Board; and

e. the timing and sourcing of expertise should balance the need for country ownership and independence.

3.2 This paper presents three options for how to strengthen independent assessments of Education Sector Plans in fulfilment of the Funding Model's requirement for a robust ESP as a basis for the allocation of an Education Sector Program Implementation Grant (ESPIG).

4. BACKGROUND

4.1 **In May 2014, the Global Partnership for Education's Board of Directors decided to require countries, as part of its revised funding model, to submit a credible[1], endorsed ESP as a basis for the allocation of an Education Sector Program Implementation Grant.** However, recent results of a desk review[2] of the quality of education sector plans based on the dimensions of soundness, coherence and sustainability reveal weaknesses in the majority of Education Sector Plans endorsed between 2008 and 2013.

4.2 **Recognizing that the development and adoption of ESPs are the responsibility of governments, the Global Partnership plays an important role in supporting an**

[1] Henceforth referred to as 'robust' ESPs in line with the Board's agreement in October 2015 that this is a more appropriate term.

[2] Preliminary results are synthetized in the paper "Education Sector Planning in Developing Countries: An Analysis of 42 Education Sector Plans" (Bernard & De Chaisemartin, 2015), which was presented in the UKFIET International Conference on Education and Development at the University of Oxford, England in September, 2015. The paper concludes that the use of evidence by policy makers for formulating relevant strategies was limited in many countries, that 69% of plans were missing basic information that compromised its ability to be implemented effectively, and that a quarter of plans had a problem with coherence, as it is not clear what activities would be implemented, why they would be implemented, or how they would produce the expected results, revealing serious theory of change and results chain weaknesses in the plans.

inclusive and participatory policy dialogue to ensure the development of robust ESPs, **and to facilitate capacity across member countries in this domain.** Supported by in-country development partners as well as the Education Sector Plan Development Grant (ESPDG), the appraisal process is a key element of this support, as it identifies areas of improvement to ensure ESPs are robust and promote inclusive policy dialogue around the identified areas. However, in many countries, the appraisal process has not been sufficiently strong to substantially enhance the quality of ESPs. Specifically, the roles and responsibilities of Partners have not been clearly defined, appraisal reports have not been of a consistent quality, and the recommendations of appraisal reports have not been consistently addressed.

4.3 **The operationalization of the revised funding model created an opportunity to improve the technical support provided to developing country partners (DCPs) to develop robust ESPs.** It gave the Secretariat a clear mandate to support the ESP development and appraisal process. As a result, the Secretariat has implemented the following improvements:

- In collaboration with IIEP, the Secretariat revised guidelines for Education Sector Plan Preparation and Appraisal[3] (see Guidelines for Education Sector Plan Appraisal. The revision adjusted the guidelines to the funding model requirements by providing more clarity on minimum standards that define a "credible" (robust) ESP, and strengthening the assessment methodology;

- The revision clarified the recommendation in the Appraisal Guidelines that the appraisal process "be independent of the actors who contributed to the education plan preparation" and "be conducted by external operators in order to avoid situations of conflict of interest involving the political decisions that have prevailed in the development of the ESP and its future implementation";

- The revised Education Sector Program Implementation Grant guidelines require that the Appraisal Report be released before the finalization of the ESP so that countries may finalize the ESP based on the conclusions and recommendations of the appraisal in compliance with the minimum standards for credibility. The guidelines also request that an ESP Memo be submitted to the Secretariat as part of the application package to explain how the

[3] Reference to the Education Sector Plan Preparation and Appraisal Guidelines also include reference to the Transitional Education Plan Preparation and Appraisal Guidelines. This latter set of guidelines focus on assisting low resource and countries with fragile contexts or those which have experienced disaster or shocks with preparing interim or transitional plans to help move countries progressively from where they are towards improvement.

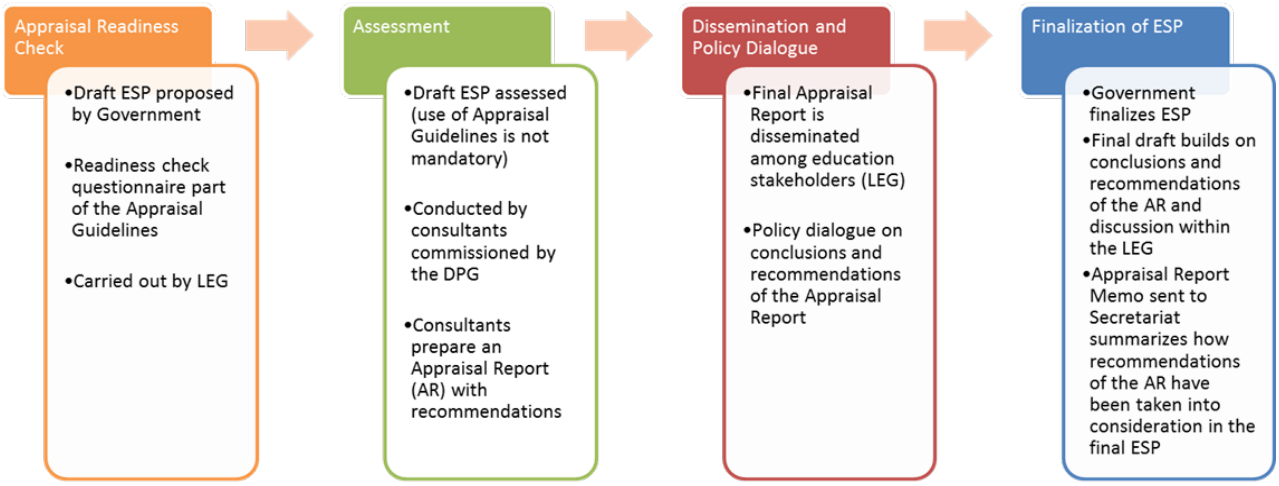
recommendations of the Appraisal Report have been taken into consideration in the finalization of the ESP.

5. OVERVIEW OF THE CURRENT APPRAISAL PROCESS

5.1 Currently, developing country partners applying for an ESPIG are required to follow a quality assurance process for Program Document proposals. This Quality Assurance Review (QAR) process for grants is comprised of three phases (QAR 1, 2 and 3) and is mandatory. There is no such process in place to ensure the quality of ESPs: DCPs are only required to present an appraised and endorsed ESP.

5.2 The current appraisal process involves several phases which are standard practices that all countries applying for an ESPIG should follow according to the ESPIG Guidelines revised in 2015. They include: (i) an appraisal readiness check; (ii) the independent assessment of the draft ESP; (iii) dissemination of the appraisal report and inclusive policy dialogue around the conclusions and recommendations; and (iv) finalization of the ESP.

5.3 The graphic below provides an overview of the **current appraisal process**:



- The **appraisal readiness check** verifies that a draft ESP is ready to be assessed. Local Education Groups (LEGs), supported by the Secretariat as needed, carry out the check using a common checklist included in the Appraisal Guidelines to verify that the ESP draft has been sufficiently developed and contains key elements to undergo an independent assessment.

- If the ESP is deemed ready by the LEG, the **assessment of the ESP** is carried out by consultants commissioned by the Development Partner Group (DPG). Any assessment methodology can be used, but use of the Appraisal Guidelines is recommended. Consultants

prepare an **Appraisal Report** based on their assessment. The Appraisal Report should contain clear recommendations on areas for improvement in the finalization of the ESP.

- The **report is disseminated to the LEG for discussion between the government and development partners** to agree on recommendations for improvements in the final ESP.
- The government, with support from its partners, then **finalizes the ESP**, building on the recommendations of the Appraisal Report and LEG discussion. Once the ESP is finalized, the government prepares an **Appraisal Report Memo** providing a summary on how the Appraisal Report recommendations were addressed in the final version of the ESP. The Appraisal Report and the Appraisal Report Memo are used by the Secretariat to inform the Final Readiness Review (FRR) for the Country Grants and Performance Committee (CGPC).

5.4 The current appraisal process presents at least two shortcomings:

- There are no agreed standards or criteria for the selection of independent experts (consultants) hired to carry out the independent assessment of ESPs;
- The use of the appraisal methodology developed by IIEP and the Secretariat is neither mandatory nor systematic, which leads to a lack of consistency among partner countries on how their draft ESPs are assessed against the minimum standards as defined in the IIEP/GPE Guidelines for Education Sector Plan Preparation.

5.5 **Further strengthening the independence and technical quality of the assessments of draft ESPs** for partner countries that intend to apply for an ESPIG would (i) **facilitate learning and capacity building for quality ESPs**, especially in contexts where resources in the LEG are limited; (ii) allow experts to deliver sound technical conclusions by **separating roles in developing and supporting the development of an education plan on the one hand, and assessing it on the other hand**, to avoid situations of conflict of interest; and, (iii) **ensure better consistency in the use of a common methodology** within the Partnership so that the recommendations of Appraisal Reports support GPE member countries to meet the minimum standards defined in the Plan Preparation Guidelines developed by UNESCO's International Institute for Educational Planning (IIEP) and the Secretariat.

6. THREE OPTIONS FOR THE INDEPENDENT ASSESSMENT OF ESPS

6.1 The options presented below intend to strengthen the independence of the assessment phase, which is the cornerstone of the appraisal process, in order to bring more consistency, technical soundness and objectivity to the Appraisal Reports, and thus provide better advice to DCPs on how to finalize their ESPs. Each assessment option is described very briefly in the paragraphs below; then detailed in Table 1 (**using five key dimensions[4]: Assessment, Accountability and Reporting, Training, Quality Control, and Learning and Knowledge Sharing**).

6.2 **In all options**, to ensure consistency among countries, experts participating in the assessment would be **required to use the Appraisal Guidelines** to assess whether the ESP meets the minimum standards required to be considered a robust plan by the IIEP/GPE definition. All experts participating in the assessment would be trained to use the Appraisal Guidelines. The training of the experts/consultants in the use of the Appraisal Guidelines could be done by the Secretariat in collaboration with IIEP (as co-developer of the guidelines), or be outsourced to an organization/firm.

6.3 ***Option 1A. Strengthened In-Country Independent Assessment***

Option 1A proposes a substantial upgrade of the assessment phase that would fit into the current appraisal process. The assessment phase would still be conducted by experts commissioned by the Development Partner Group (DPG). However, in this option, DPGs would be required to select experts within a roster of consultants, or college of reviewers, certified by the Secretariat in consultation with the CGPC. Consultants on the roster would be selected using clear criteria and a competitive process led by the Secretariat and supervised by the CGPC. Consultants on the roster would also be provided with annual training in the GPE/IIEP guidelines and expected to use these as a tool for their appraisal. As in the current process, the assessment would be funded by in-country development partners and/or the Global Partnership through the Education Sector Plan Development Grant (ESPDG).

[4] The **Assessment** dimension provides a description of who is commissioning the assessment, how the assessment will be carried out and how consultants will be selected. The **Accountability and Reporting** dimension describes who independent consultants report to and who reviews and receives the appraisal reports and how their conclusions and recommendations will be used. The **Training** dimension describes who and how training will be provided on the appraisal guidelines/methodology. The **Quality Control** dimension describes who will provide oversight for ensuring the appraisal process has been followed and appropriate guidelines used. The **Learning and Knowledge Sharing** dimension describes how knowledge and lessons learned on the appraisal process will be feedback and shared among relevant stakeholders.

6.4 ***Option 1B. Strengthened In-Country Independent Assessment and Independent Technical Review Panel***

Option 1B builds on Option 1A. The independent assessment at country level would remain the same but in addition, a Board-appointed Independent Technical Review Panel (ITRP) would be added to further strengthen the appraisal process. The main roles of the ITRP would be to: (i) review the draft Appraisal Reports developed by consultants and assess the use of the Appraisal Guidelines and the strength/appropriateness of the recommendations provided to improve the quality of ESPs; (ii) provide a recommendation to the CGPC as part of the FRR as to whether the validated and endorsed ESP fulfills the funding model requirements; and (iii) to build knowledge among GPE partner countries on areas for improvement of policies and strategies included in the ESPs. The ITRP would be composed of a maximum of six high-level experts, including at least three from DCPs. The ITRP would be vetted by the Board and operate as an independent body reporting to the CGPC. **Annex 2 provides draft Terms of Reference for the ITRP.**

6.5 **These two options can be seen as modular. Option 1A could be introduced on a trial basis for one or more years while the Independent Technical Review Panel could be added later on based on an** evaluation of implementation Option 1A. In other words, Option 1A could be strengthened if needed by adding an ITRP to make it more robust.

6.6 ***Option 2. Outsourced Independent Assessment***

Option 2 involves outsourcing independent assessments of ESPs in countries intending to apply for an ESPIG to an organization or firm at the global level. Following a competitive call for proposals, a CGPC and Secretariat Task Force would select the organization or firm. The selected organization or firm would be awarded a two-year contract to manage and conduct independent assessments prior to grant applications as needed. The firm would be responsible for hiring the consultants that would conduct the assessments, training them in the use of the Appraisal Guidelines, ensuring consistency among all appraisal processes, and performing quality control on the Appraisal Reports.

6.7 Annex 1 provides more details on the different options.

7. COSTING

7.1 The costs of the three options have been estimated using key assumptions and proxies where the underlying parameters are not available. The results summarized in the table below (Table 1 – base case scenario) should be used with caution, as they entail caveats. The main driver is the volume of work, which is estimated at 30 ESPs in the pipeline over the two-year period 2016–2017. Drawing

from 2013-2015 data, the estimated unit cost per appraisal varies from US$50,000 to US$68,000; and 80% of plan appraisals were funded from the ESPDG. Alternative lower and higher cost scenarios are presented with only the additional cost of 25 and 40 ESPs respectively to the Global Partnership over the same period (Table 2).

7.2 The line item entitled, "Overall Aggregated Costs" represents a summary of the costs of carrying out four key activities needed to undertake an independent assessment for all three options. These activities include:

- the cost of developing training materials, which is covered by the existing Secretariat budget;
- the actual training to be delivered;
- the cost of the independent assessment, based on the assumption that this would be done by two consultants, working for a total of 20 days, including field missions; and
- the cost of organizing four regional workshops (two per year) for knowledge sharing/dissemination of lessons learned.

7.3 The line item entitled, "[Cost] covered by existing funding mechanism" summarizes the estimated cost of activities related to independent assessment that is covered by the Global Partnership under the existing appraisal process. This estimated cost is comprised of three elements: (i) activities covered through Secretariat staff; (ii) estimated financing available from Education Sector Plan Development Grants; and (ii) estimated costs covered by development partners.

7.4 Lastly, the line item entitled, "Additional cost to the Global Partnership" represents the additional budget amount that the Secretariat would require in order to undertake a specific option. The additional costs were calculated by taking the difference between the "Overall Aggregated Cost" of an independent assessment option and the amount available for funding it, represented by "[Costs] covered by existing funding mechanisms."

Table 1. Base Case Scenario (30 ESPs)

Costed Options (Amounts in US$)			
	Option 1A	Option 1B	Option 2
Section 1: Overall aggregated cost	1.989,400	2,965,000	3,014,400
Of which: Covered by existing funding mechanisms	1,065,000	1,065,000	15,000
Additional cost to the Global Partnership	**924,400**	**1,900,000**	**2,999,400**

Section II: Details of the costing			
Development of the training guides/materials	15,000	15,000	15,000
Of which: Existing materials and staff resources	(15,000)	(15,000)	(15,000)
Delivery of the training (Consultants/IIEP)	124,400	124,400	124,400
Of which: Additional costs	(124,400)	(124,400)	(124,400)
ESP appraisals (In-country and Sec. support)	1,250,000	2,225,600	2,290,000
Of which: Covered by existing funding mechanisms	(1,050,000)	(1,050,000)	---
Of which: Additional costs	(200,000)	(1,175,600)	2,290,000
- Additional staff/Consult. for the Secretariat	(200,000)	(200,000)	(40,000)
- Additional cost for TRP under Option 2	(---)	(975,600)	(---)
Knowledge generation, dissemination, workshops	600,000	600,000	600,000
Of which: Covered by existing funding mechanisms	---	---	---
Of which: Additional costs	600,000	600,000	600,000
Memorandum items:			
- Average cost per ESP	*66,313*	*98,833*	*100,480*
- Average cost per Round	*497,350*	*741,250*	*753,600*
- Average cost per Year	*994,700*	*1,482,500*	*1,507,200*

Note: Average cost per ESP 2011-15: US$56,081

Table 2. Alternative scenarios (25 or 40 ESPs)

Costed Options (Amounts in US$)			
	Option 1A	*Option 1B*	*Option 2*
Low-Case Scenario (25 ESPs)	914,400	1,890,000	2,734,400
High-Case Scenario (40 ESPs)	944,000	1,920,000	3,529,400

8. PROS AND CONS

8.1 In response to the shortcomings of the current appraisal process outlined in section 5.4, the below table summarizes the pros and cons for each proposed option along the **dimensions of independence** (as regards possible conflicts of interest), **consistency** (in the use of methodology), and **knowledge sharing**. It also uses **country ownership** as a key dimension and summarizes **costing** for each option.

Table 3. Summary of Pros and Cons of the Three Options

	Option 1A: Strengthened In-Country Independent Assessment	*Option 1B: Strengthened In-Country Independent Assessment with Independent Technical Review Panel*	*Option 2: Outsourced Independent Assessment*
Pros	• **Strong on independence** (Secretariat qualifies experts with independence criteria) • **Strong on consistency** (use of common methodology and training of consultants) • **Strong in-country ownership** (with the process led by DPG at country level) • **Least expensive option** as it represents an additional cost of **US$924,400** over the current cost of independent assessments for the next two years	• **Very strong on independence** (Secretariat qualifies experts with independence criteria, and ITRP reviews the Appraisal Reports and makes final recommendation to CGPC) • **Strong on consistency** (use of common methodology and training of consultants) • **Very strong on knowledge sharing** (ITRP would draw lessons from the assessments and disseminate them among GPE Partners)	• **Very strong on independence** (as a third party) • **Strong on consistency** (use of common methodology and training of consultants) • **Strong on knowledge sharing**
Cons	• **Weak on knowledge sharing** (though annual workshops would facilitate some structured knowledge sharing)	• The final assessment of the validated ESP by ITRP may be viewed as fostering **weak country ownership** • **Expensive option:** The addition of ITRP represents and additional cost of **US$975,600** above the current cost of Option 1 (for two years) which yields an overall total cost of **US$1,900,000** for this Option (for two years)	• May be viewed as fostering **weak country ownership** • **Most expensive option:** This option would represent an additional total cost of **US$2,999,400** over two years

9. PLEASE CONTACT Karen Mundy at kmundy@globalpartnership.org for further information.

10. ANNEXES AND FURTHER INFORMATION

10.1 This paper contains the following annexes:

Annex 1 – Summary of Proposed Options for Independent Assessment

Annex 2 – Draft Terms of Reference for Independent Technical Review Panel

10.2 For further information, please see BOD/2015/10 DOC 06 posted on the GPE website

ANNEX 1 – SUMMARY OF PROPOSED OPTIONS FOR INDEPENDENT ASSESSMENT

	Option 1A – Strengthened In-Country Independent Assessment	***Option 1B: Strengthened In-Country Independent Assessment with Independent Technical Review Panel (ITRP)***	***Option 2: Outsourced Independent Assessment***
Assessment	• DPG commissions assessment • DPG selects independent consultants from a roster of qualified experts • Experts are qualified by Secretariat (with possible validation by CGPC) based on agreed criteria and competitive process • Secretariat ensures inclusion of DCP experts in the roster • Consultants conduct assessments in-country using the Appraisal Guidelines	**In addition to Option 1A** • ITRP comprised of six high-level international experts (including at least three from DCPs) commissioned by the CGPC/Board • ITRP reviews the draft Appraisal Reports developed by qualified consultants from the roster to assess consistent use of Appraisal Guidelines and appropriateness of recommendations in relation to the funding model requirements • ITRP reviews validated and endorsed ESPs and makes recommendation to CGPC on whether they meet the requirements of the funding model	• Board commissions external organization/firm based on competitive procurement process • Selected organization/firm is responsible for conducting all assessments of ESPs submitted for ESPIG funding on behalf of the Global Partnership • Selected organizations' staff/ consultants conduct assessments in-country • Selected organization/firm will include 50% independent experts from DCP countries

	Option 1A – Strengthened In-Country Independent Assessment	***Option 1B: Strengthened In-Country Independent Assessment with Independent Technical Review Panel (ITRP)***	***Option 2: Outsourced Independent Assessment***
Accountability and Reporting	• Independent consultants report to DPGs • Conclusions and recommendations of the Appraisal Reports are discussed with the LEG prior to the finalization of the ESP • Conclusions and recommendations of the Appraisal Reports are documented in the Final Readiness Review for consideration by CGPC	• ITRP reports to CGPC • ITRP review of the Appraisal Reports, and ITRP final review of the ESP are documented in the Final Readiness Review for consideration by CGPC	• Selected organization/firm reports to CGPC and Board on compliance with TORs • Conclusions and recommendations of the Appraisal Reports are documented in the Final Readiness Review for consideration by CGPC
Training	• Consultants are trained in the use of the Appraisal Guidelines	• Consultants are trained in the use of the Appraisal Guidelines	• Selected organization is trained in the use of the Appraisal Guidelines • Selected organization/firm trains its consultants/experts

	Option 1A – Strengthened In-Country Independent Assessment	***Option 1B: Strengthened In-Country Independent Assessment with Independent Technical Review Panel (ITRP)***	***Option 2: Outsourced Independent Assessment***
Quality Control	• Draft Appraisal Reports are shared with the Secretariat for quality control purposes • Secretariat verifies compliance of draft Appraisal Reports with Appraisal Guidelines methodology • The appraisal process is documented by the Secretariat to verify that the assessment has been independent and recommendations discussed with the LEG prior to the finalization of the ESP. Documentation is submitted to CGPC as part of the application package (FRR)	• The appraisal process is documented by the Secretariat to verify that the assessment has been independent and recommendations discussed with the LEG prior to the finalization of the ESP. Documentation is submitted to CGPC as part of the application package (FRR)	• Selected organization/firm's management verifies compliance with process for selection of consultants and use of Appraisal Guidelines methodology • The appraisal process is documented by organization/firm's to verify that the assessment has been independent and recommendations discussed with the LEG prior to the finalization of the ESP. Documentation is submitted to CGPC as part of the application package (FRR)
Learning & Knowledge Sharing	• Secretariat organizes workshops with DPGs and relevant stakeholders to share lessons learned on the quality of ESPs, and provide feedback on appraisal process and methodology	• Secretariat organizes workshops with DPGs and relevant stakeholders for ITRP to share lessons learned and provide feedback on process and methodology	• Selected organization/firm organizes workshops with relevant stakeholders and the Secretariat to share lessons learned on the quality of ESPs, and provide feedback on process and methodology

ANNEX 2 – DRAFT TERMS OF REFERENCE FOR INDEPENDENT TECHNICAL REVIEW PANEL

The Global Partnership for Education's Independent Technical Review Panel (ITRP) will serve as an independent advisory body to the Country Grants and Performance Committee (CGPC). The ITRP would be comprised of six high-level competitively selected, independent experts appointed by the Global Partnership's Board to provide rigorous technical assessments of Education Sector Plans (ESPs). ITRP experts will be drawn from across the international development and education sectors with at least 50% of experts being nationals of developing country partners. ITRP experts would serve in their personal capacities (not representing their employer, government, or any other organization). The ITRP would carry out its role with Secretariat support.

A. ROLE

1. The main role of the ITRP will be to intervene and provide assessment and recommendations to the CGPC and the Secretariat at two points in time. The first will be during the Appraisal Process when the ITRP will review the Appraisal Reports developed by consultants to assess the usefulness of the recommendations in the report to improve the quality of ESPs. The ITRP would intervene a second time in the case of countries seeking GPE financing. After the ESP has been endorsed, the ITRP would conduct a final evaluation of the whole ESP package to ensure alignment with GPE strategic objectives, assess robustness of the Plan and technical merit **in order to determine whether it is a sound investment for the Global Partnership**. This final evaluation would be incorporated into the Final Readiness Review for the CGPC and inform on whether the ESP fulfills the funding model requirements.

2. Overall the ITRP will be responsible for:

(i) Reviewing the draft Appraisal Reports developed by consultants to assess whether their recommendations can help improve the quality of ESPs;

(ii) Providing a recommendation to the CGPC as part of the FRR as to whether the validated and final endorsed ESP fulfills the funding model requirements and is a sound investment for the Global Partnership; and

(iii) Recommendations on areas for improvement on the content of policies and strategies within ESPs and support that the Global Partnership could provide to countries to improve the quality of plans.

B. METHODOLOGY

1. In order to ensure consistency in reviewing the Appraisal Report, the ITRP will use the Appraisal Guidelines, to assess the quality of the report and recommendations for the Plan.
2. In the case of countries seeking an Education Sector Plan Implementation Grant (ESPIG), it is expected that for the final evaluation of the ESP package, the ITRP will develop its own methodology aligned with that of the Appraisal Guidelines.
3. ITRP experts will be provided with training on the Appraisal Guidelines by the Secretariat in conjunction with IIEP or another organization.
4. It is expected that two ITRP members will prepare the review of the Appraisal Report and the final evaluation of the whole ESP package. In both cases, they would then share their reports with the rest of the ITRP who will review them and provide feedback/comments in order to finalize the documents. Once the documents have been finalized they will be sent to the Secretariat and CGPC.

C. MEMBERSHIP, SELECTION, GOVERNANCE & OPERATIONAL ARRANGEMENTS

1. ITRP experts will be selected based on specific criteria (to be developed, such as experience working with developing country partners in the sector) and through a rigorous competitive process managed by the Secretariat. Candidates will be selected by the CGPC and vetted by the Board. ITRP members will serve in their personal capacities and do not represent their employer, government, or any other entity. The ITRP will have a Chair and Vice-Chair, who will act as an alternate. All members will be appointed for two-year terms with possibility of renewal for one additional year, based on performance.

2. The ITRP will report to the CGPC. The Committee will be responsible for providing a brief annual report synthesizing findings and lessons learned and providing recommendations for improving the quality of ESPs which will be presented to both the CGPC and Secretariat and eventually the Board.

3. The ITRP will be required to hold at least one face-to-face meeting per year with the Secretariat and CGPC to discuss its annual report. Members of the ITRP may also be requested to participate in other knowledge sharing/learning events.

4. The Secretariat shall facilitate the effective functioning of the ITRP and its activities, coordinate communication with other parties and manage logistics in a manner that supports the ITRP's independence, confidentiality of internal deliberations and safeguards the anonymity of ITRP members.

D. OPERATIONAL COSTS

1. Serving ITRP members may receive an honorarium for actual services provided, in addition to travel expenses. The amount of the honorarium and any additional remuneration will be determined in accordance with policies approved by the Board. The preliminary estimate of the annual operational costs is based on the following assumptions: (i) average panel size of six (6) people paid US$75,000 per annum for services rendered (i.e., 30% of a level GH mid-point compensation); (ii) meeting face-to-face twice a year for US$3,000 cost per trip; and (iii) any cost of logistics for the ITRP would be covered under the "high unit cost" of US$75,000 per member and per year for two years (US$900,000). Adding that to the cost for the three-day meetings once a year for US$75,600, leads to the total cost for the whole ITRP of US$975,600 for two years.

E. BOARD OVERSIGHT

1. The ITRP shall undertake and submit an annual assessment of its own performance to the CGPC, which will review the assessment, evaluate the ITRP effectiveness in fulfilling its terms of reference, and respond accordingly.