

Results Agreement with UNESCO on Improving teacher support and participation in LEGs under the Global and Regional Activities (GRA) program

Date: Feb 12, 2014

1. Thematic Area¹	Delivering on the Strategic Objective on Teachers
2. Subtheme	<ul style="list-style-type: none">▪ Improving the technical and organizational capacity of teachers' organizations to participate in LEGs▪ Analysis of salary scales, work conditions and standards▪ Pilot programs for improved in-service mechanisms
3. Managing Entity Contact Information (Program manager)	UNESCO. David Atchoarena at d.atchoarena@unesco.org 7, Place de Fontenoy. 75007 Paris (France) Phone 0033145680880
4. Amount out of GPE Fund	\$US 1,984,850 (includes agency fee of US\$ 129,850)
5. Proposed Start Date/End Dates	Start date: tbd End date: 24 months later
6. Reporting on Implementation	Monitoring reports due June 30 and December 31; completion report due within 3 months after end date of implementation
7. Regional Focus/Beneficiary Countries	<ul style="list-style-type: none">▪ 8 African countries (DRC, Ivory Coast, Liberia, Sierra Leone, Benin, Mali, Senegal and Uganda)▪ 1 Asian country (Nepal)▪ 1 Latin American country (Haiti)
8. Knowledge/Capacity Gap to be Addressed (in very brief form)	<ul style="list-style-type: none">▪ Gap in teachers' organizations capacity to participate meaningfully in LEGs.▪ Gap in professionalization and professionalism of contract teachers.

¹ The information under 1 – 9 should be taken from Form A of the final GRA program proposal and be updated where necessary

Detailed Expected Results, Outcomes and Outputs (Please see the Instructions in the Annex):

Overall Goal to which program will contribute: Enhance teacher effectiveness.			
Indicator 1: Increased engagement of the teaching profession on teaching standards and quality teaching Indicator 2: National education plans increased focus on issues affecting teacher effectiveness Indicator 3: Improvement in the deployment, remuneration and working condition of teachers, particularly of contract teachers			
Expected Outcomes (What will be delivered?)	Indicators, timescales, milestones and targets for expected Outcomes	Program Outputs (Program Deliverables) with indicators and targets	Activities (planned to obtain or to contribute to achieving stated outcomes)
Outcome 1 Teachers' organizations embrace and promote enhanced teacher effectiveness	<p>Indicator 1: teachers organizations develop policy proposals and mobilize their members to take action on issues around quality teaching² Timescale: within first 12 months following receipt of grant Milestone(s): Target: in 10 participating countries</p> <p>Indicator 2: National Education Plans, GPE grant applications- where applicable- and Joint Sector Reviews address issues affecting teacher effectiveness in participating countries Timescale: as of 6 month of implementation of programme Milestone(s): Target: at least 5 participating countries</p>	<p>Output 1: teachers' organizations increased capacity to participate meaningfully in LEGs Indicator: assessment of current issues affecting teacher effectiveness and action plan to develop policy proposal and mobilize membership Target: 10 participating countries</p> <p>Output 2: increased participation of teachers' organizations in LEG and related country-level GPE processes. Indicator: level of attendance in LEG meetings and related country-level GPE processes, as reflected in participants' lists and minutes. Target: at least 6 participating countries³.</p>	<ul style="list-style-type: none"> ▪ Production of training modules and practical toolkits ▪ Training workshops
Outcome 2	Indicator 1: improvements in relevant aspects of management	Output 1: increased capacity analyze teacher	<ul style="list-style-type: none"> ▪ Training workshops for relevant government

² Including, but not limited to, professional development; teacher evaluation, assessment and feedback; development of assessment tools; effective use of EGRA results; workload; class size; teachers' licensing, credentials, standards for entry and retention; pedagogical support and professional ethics.

³ Currently, out of the 10 participating countries teachers are represented in the LEG only in Nepal.

<p>Increased social dialogue and reduced number of school days lost due to industrial action by teachers' organizations</p>	<p>of teachers human resources issues⁴ identified as a priority by relevant government staff and teachers representatives, as measured through adoption of policies, legislation, changes to teachers' service regulations or other process applicable in the country.</p> <p>Timescale: as of 12 month of implementation of programme Milestone: Target: at least 6 participating countries</p> <p>Indicator 2: better collaboration between relevant government authorities and teachers' organizations on issues affecting management of teachers and quality of education, as reflected through signed agreements, memorandums of understanding, Timescale: as of 12 month of implementation of programme Milestone: Target: at least 6 participating countries</p>	<p>management and human resources issues Indicator: reports and assessments of current situation Target: at least 6 participating countries</p> <p>Output 2: exchange of experiences and best-practices on teacher human resources issues. Target: at least 6 participating countries</p>	<p>staff - ministry of education, finance, planning - and representatives of teachers' organizations</p> <ul style="list-style-type: none"> ▪ Regional dialogue forum on teacher human resource issues
<p>Outcome 3: Specific and innovative pathways to teacher qualification and certification are put in place so that contract teachers are amalgamated into the formal teaching corps.</p>	<p>Indicator 1: Number of countries where the stocktaking exercise of the issue of contract teachers has been completed, leading to a national report Timescale: 12 months Milestone: - Target: at least 6 participating countries</p> <p>Indicator 2: Number of countries where specific pathways to teacher qualification and certification for contract teachers are put in place</p>	<p>Output 1: Stocktaking of current practices regarding teacher in-service training for contract teachers. Indicator: Number of reports published. Target: one final report.</p> <p>Output 2: Development of learning/support materials disseminating the key elements of professionalism in the ILO/UNESCO Recommendation.</p>	<ul style="list-style-type: none"> • Producing one report on innovative pathways to qualification and certification for contract teachers • Production of training modules and practical toolkits for the dissemination of professionalism among contract teachers • National meetings to discuss innovative pathways to teacher qualification and

⁴ Employment and recruitment procedures; career development; professional roles and responsibilities; work environment; salaries and incentives.

	<p>Timescale: 24 months</p> <p>Milestone: -</p> <p>Target: at least 6 participating countries</p>	<p>Indicator: Number of sets produced.</p> <p>Target: one for each of the 10 participating countries.</p> <p>Output 3: National networks and knowledge-sharing activities on the issue of contract teachers are facilitated through national dialogue forums.</p> <p>Indicator: Number of meetings held.</p> <p>Target: one for each of the 10 participating countries.</p>	<p>certification for contract teachers, using the report as a starting point</p>
--	--	---	--

Annex: Information and Instructions for the detailed table on outputs, outcomes/results:

1. Definitions:

- **Overall program goal** (mauve shaded row): Higher level goal (impact) to which the program will contribute.
- **Outcomes:** Expected demand-side behavioral responses by the direct beneficiaries outside the control of the managing/implementing partner that demonstrate uptake, adoption and use of the project outputs, Example: New practices adopted, children in school, reduction in absenteeism, students show improved reading performance, Governments use new databases. **The focus should be on outcome(s) that the program is reasonably expected to lead to but are not directly within its control.**
- **Indicators:** Indicators are statements of measure: E.g. Number or Percentage of something which improve / increase / decrease. They are meant to verify an expected result is achieved, but they do not themselves express the result. E.g. "Annual training takes place on how to run parenting groups" is the result and not an indicator, while number or percentage of parenting groups trained per year could be the indicator. The indicators should be **SMART: Specific, Measurable, Attributable, Realistic and relevant, Time-bound**, meaning they can be measured, and have baselines, milestones and targets. Example: in follow up survey, X% staff use concepts/skills from learning activity, stakeholder consultations held, feedback reflected in revision of education sector policy, network of official formed after participation in program/workshop, meet regularly etc.

The indicators for the **overall goal** (in the mauve shaded row) should be publicly measurable and tracked. When formulating the **indicators for the outcomes** please ensure they can be measured by someone involved in the project including how the information will be gathered, processed and reported. Preferably the outcome indicators should not be all end of project indicators, sequencing is recommended.

- **Outputs:** Program deliverables (on the supply side) within the control of the managing/implanting partner; tangible products of services that can be counted. Examples: Training plan completed, local staff trained, report completed, new curriculum materials developed, school built, etc. For the outputs indicators and targets should be provided as well including planned dates for completion (e.g. indicate how many staff will be trained and by when).

- **Activities:** Action taken or work performed by which inputs are converted into specific outputs to achieve or to contribute to the achievement of the expected outcomes listed under the first column Training, study, workshop etc.).

2. Guidance:

- Start with providing a clear statement what is **the program's overall goal** (changes in **institutional** performance or behavior / practices of target groups) along with **1 - 3 key indicators** to measure this goal. These indicators should be publicly measurable and tracked. They should be at a higher level and relate to the MDGs and/or the GPE strategic goals and objectives the program will contribute to.

- Then list the **major expected program outcomes** in the rose colored column 1. Please make sure to clearly define what is intended to be achieved as a result of the interventions (activities) and avoid stating deliverables (which are outputs) under outcomes. Example: "Teachers trained" is an output. The respective outcome could be "students show improved reading performance". The higher level goal (overall program goal) in this example would be "literacy rates increase". There should be **not more than 3 major outcomes** for the whole program. **Please make sure that you keep this limit** unless the complexity of the program absolutely requires an exception.

- The number of key indicators per outcome should also be limited to a **maximum of 3** per outcome so that the monitoring and reporting efforts don't become too complicated. The same applies for the indicators per output. In many cases just one indicator might be sufficient. **Please also inform on the data resources** which will be used to help insure that the indicators are measurable.