

Terms of Reference and Selection Process

Provisional Independent Technical Advisory Panel (ITAP)

1. Introduction

The TOR responds to the Coordinating Committee agreement in January 2021 for the Secretariat to stand up a provisional ITAP to support implementation of country pilots, with the TORs and selection process developed and used for the provisional ITAP shared with the GPC and Board for information in March 2021.

2. Background

The GPE Board recently approved the GPE 2025 strategic framework, in which the partnership agreed to a “system transformation” approach which seeks to source, support, and sustain transformative education reforms in partner countries with the potential for impact at scale. Within this framework, partners agreed on the importance of catalyzing progress in, and unlocking bottlenecks related to, four system transformation enabling factors:

- Equity, efficiency, and the volume of domestic financing of education;
- Gender responsive sector planning, policy, and monitoring;
- Use of data and evidence; and
- Sector coordination.

In line with the strategic framework, the [GPE 2025 operating model](#) outlines a process for consideration of these enabling factors (also identified as “operating model requirements”), as well as mechanisms which can be drawn on to support and finance desired change.

One of the new features of the operating model is the use of an Independent Technical Advisory Panel (ITAP) to provide an assessment of country status against the four operating model requirements. The ITAP assessment will feed into country dialogue on system transformation priorities and bottlenecks and inform GPE Board decision-making on GPE financing of country education reform agendas.

3. Mandate

The Provisional ITAP performs two key functions:

- **Assessment and Advisory:** The ITAP mandate is to provide an independent assessment of country status against the GPE 2025 operating model requirements

(i.e., enabling factors) to local education groups (LEGs) at the country level and to the GPE Board. The provisional ITAP will conduct assessments for five country pilots.¹ Countries applying for a Multiplier grant may choose to follow the new operating model, inclusive of ITAP review; El Salvador has opted for this path and an estimated one or two other countries may opt similarly.

The draft assessment will be shared with the government and the LEG to further country dialogue and for fact-checking and a final assessment will be provided to the GPE Board as an input to Board decision-making on the system transformation grant.

Based on the lessons learned under the prior funding model, there is an expectation of a shift toward a more contextualized and multi-dimensional approach to the assessment of operating model requirements, inclusive of placing a greater emphasis on incentivizing country progress relative to its own context.

- **Reporting on lessons learned:** Based on the experiences of the country pilots, the provisional ITAP will produce a lessons learned report providing summary reflections on the functioning of the ITAP and the new approach to assessment of operating model requirements. The Coordinating Committee decision (January 2021) adds that the ITAP will provide a peer review of the draft methodology for assessing requirements and transformative change. In addition, the report will include a section on ITAP independence and compliance with the GPE Conflict of Interest Policy. A detailed TOR will be developed for the lessons learned report in consultation with the ITAP Chair, with the final report to be shared with the GPE Board and relevant committees.

4. Composition, Roles, and Member Profile

Provisional ITAP Composition and expertise.

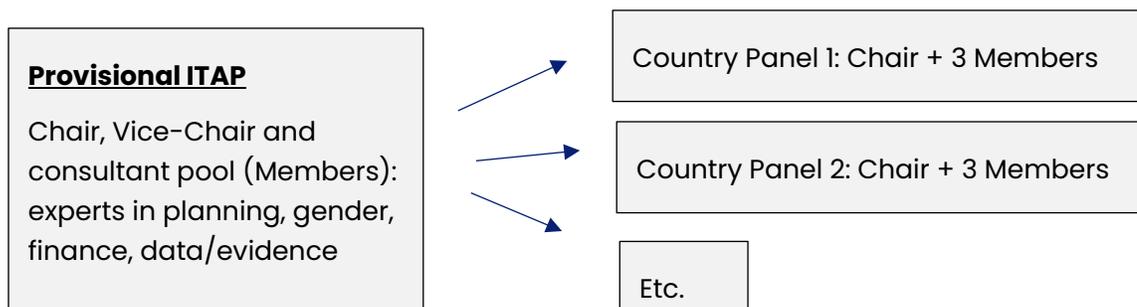
The provisional ITAP will be comprised of a Chair, a Vice Chair and a pool of 8-10 seasoned consultants (Members). The Chair is responsible for coordinating the work of the ITAP, including identifying Members to serve on country panels (CPs) for each of the pilot countries.

For the provisional ITAP, it is expected that the ITAP Chair will serve as the Chair for at least four CPs and that the Chair will identify 3-5 Members to staff CPs. This approach will allow each Member to work on 3-4 CPs which is expected to support assessment continuity

¹ Democratic Republic of Congo, Kenya, Nepal, Tajikistan, and Uganda (BOD/2020/11/12 DOC 05)

across panels and the development of lessons learned. A Vice-Chair will be identified, with the mandate to support the ITAP in the Chair's absence, serve on CPs, and, at the Chair's discretion, lead one CP.

Composition of Provisional ITAP and Country Panels



For each assessment, 3 to 4 Members would be mobilized (including the Chair or Vice chair). Among panel Members the following areas of expertise will be covered: (i) education policy and planning, (ii) education finance, (iii) gender equality and education, (iv) sector coordination and alignment, and (v) data and evidence. TORs for the Chair and ITAP Members are included as an annex to this document.

- **Country panel profile.** Each CP is expected to meet the below profile. Collectively, the CP should have:
 - Strong technical expertise (methodological, programmatic, and operational) in the five thematic areas of education planning, finance, gender, data and evidence, and sector coordination. TORs for each technical area provide further detail. However, expertise in areas of education equity and inclusion, fragile and conflict affected contexts, public financial management, teacher policy, and aid effectiveness would further strengthen the panel.
 - Diverse professional experiences and backgrounds and include persons who work or have worked with a broad range of organizations and government at country levels across multiple countries and reflect geographic and gender diversity. It will be particularly important to ensure each CP reflects gender diversity and include persons from the Global South.
 - Regional experience, with country-specific experience preferred.
 - Be familiar with state of the art thinking across requirement areas.
 - Have proven experience in delivering strategic assessments based on in-depth technical analysis.

- Have proven experience in effectively communicating strategic assessment to diverse stakeholders at country and global levels.
- **Member profile:** Members for each CP will be identified based on relevant expertise, skills, knowledge and availability (see expert TORs). While it is not a pre-requisite that Members are familiar with GPE to serve on the ITAP, it will be important for each Member to become familiar with GPE 2025 and the role of the ITAP within the operating model.
- **Language:** GPE working languages include English and French. All panel members will have advanced English language skills. Where relevant to the country context the working language of specific county panels will be French; fluency in Portuguese, Spanish, Arabic, Russian, or any other language is a major asset.
- **Eligibility.** ITAP membership is restricted to individuals who are not employed by a GPE member. Each CP is composed with due consideration of any potential, actual or perceived conflict of interest (COI). Specific COI guidance is under development.
- **Role of the Chair.** The Chair is responsible for ensuring the timely completion of five CP assessments and a Provisional ITAP lessons learned report. The Chairs' work will include to compose and coordinate the work of country panels, ensure the methodology for assessing requirements is followed, facilitate consensus among different reviewers, and consolidate panel conclusions and recommendations.

5. Review Modality and Key Products

The provisional ITAP will complete five country assessments, one for each of the five pilot countries. The proposed country assessment process is as follows:

1. *Compose a country panel:* Two weeks in advance of receipt of the country file, the ITAP Chair will identify Members to staff the CP and clarify the expected contributions of each Member to the assessment.
2. *Submission of country file:* The ITAP will receive a file comprising elements required to make an assessment of the country status against the operating model requirements.
3. *Initial review/Q&A:* CP Members will make an initial assessment of materials provided and identify queries/information gaps to be requested of the country. Follow-up should only be required in cases where critical information is missing.
4. *Q&A:* The ITAP Chair, through the Secretariat, will share a list of questions with the LEG.
5. *Preliminary assessments:* CP Members share draft assessments and recommendations with the ITAP Chair in accordance with agreed formats, level of detail, and timelines.

6. *Internal consultation:* The ITAP Chair will call a half-day virtual meeting for CP Members to discuss their assessment and arrive at a consensus on the assessment and key messages. Following the meeting, CP Members collaborate on the summary report virtually under the leadership of the ITAP Chair.
7. *Complete and clear draft report:* The ITAP Chair finalizes and clears draft report and shares with the LEG, through the Secretariat.
8. *LEG reviews and responds to the draft report.*
9. *Report finalization and clearance:* The ITAP Chair completes the report, taking into consideration LEG fact-checking, and sends the cleared report to the Secretariat for inclusion in the Compact package for Board decision. *ITAP Assessments will follow GPE guidelines and templates for assessment of funding requirements and communication to the LEG and Board.*

The proposed timeframe is two weeks for completion steps 2–7; and an additional week to clear the final report, starting from the time the ITAP receives government/LEG feedback.

The ITAP Chair will lead completion of a lessons learned report, with the TOR for this report to be developed by mid-March and the report expected to be completed by mid-July.

6. Engagement with the Secretariat and the Board

Secretariat

- **ITAP Recruitment**
 - Conducts an open and transparent process (see Annex 1) to recruit and present candidates for the positions of Chair and Vice Chair to the CEO for appointment as short-term consultants. A similar recruitment process will be followed for recruitment of ITAP Members with the final selection of candidates to be made by a selection task force, and cleared through the hiring manager. The Secretariat will manage the HR process to ensure smooth and timely appointment of panelists.
- **Requirements assessment**
 - With support from the Secretariat, the LEG conducts a review of the operating model requirements. Initial review of the status of the country relative to the requirements shared with the ITAP CP, along with the country documents on which the review is based.
 - Once the LEG has submitted the Partnership Compact package to the Secretariat, the Secretariat conducts a quality assurance review of the package under the leadership of the country team lead and submits it, along with the summary report

of the ITAP country panel, to inform Board decision-making on GPE financing of country education reform agendas.

- In case of any issues identified in the quality of ITAP reports, the Secretariat will raise these with the Chair and Vice Chair for resolution, with concurrent communication to the appropriate Board Committee.
- **GPE Board / Governance Structures**
 - Governance Review decisions are expected to further inform the nature and modalities of the relationship between the ITAP and GPE governance structures.
- **Government and LEG**
 - Roles and responsibilities of Government and LEG will be outlined in complementary documents.

7. Staffing, Term, Costs

Staffing: For the provisional ITAP, 8-10 independent consultants will be recruited, with one designated Chair, and one Vice Chair, and a minimum of two Members to cover each requirement area.

Recruitment and Selection: The recruitment of the Chair, Vice Chair, and roster of Members takes place via an open and transparent process in accordance with World Bank policies and procedures (see below).

ITAP Term and Level of Effort : Each CP is expected to require 25 days of time, with 4-6 days from each Member and an additional eight days from the Chair to deliver draft and final reports. There are five pilot countries, making this level of effort sum to 125 days. An additional 20 days is required to ensure completion of a lessons-learned report, inclusive of a peer review of the draft methodology for assessing requirements and transformative change. Induction of ITAP Members on GPE guidance and methodology is expected to require an additional 10 consultant days. In total, the operation of the provisional ITAP is estimated at 155 days. This initial estimate is provided in the context of piloting a new methodology which stresses the importance of multidimensional and contextualised assessment of requirements, which could mean that initial targets on level of effort may be underestimated.

The period of performance is from March 2021-July 2021, with an expectation that the Chair, and a sufficient number of Members have the flexibility to accommodate timely

assessment of pilot country applications. At an estimated daily rate of US\$800/day, the estimated staffing costs of running the provisional ITAP are US\$124,000.²

8. Selection process: Recruitment of ITAP Chair and Member Pool

Selection is based on an open and transparent process for recruitment of ITAP Chair and Members. Please see Annex A for details.

9. Ethics, Conflicts of Interest and Confidentiality

ITAP members will be subject to the GPE Guidance on Ethics and Conflict of Interest Procedures for ITAP Members [under development] and sign an acknowledgement statement for the policy, as well as a confidentiality statement. They would agree to uphold the integrity and independence of the panel and disclose any affiliations that may affect their independence in assessing the requirements of a particular country.

10. Oversight and Accountability / Point of Contact and Reporting

The Chair of the Provisional ITAP will be appointed by the CEO, who will inform the Board of this appointment, and will liaise with the Secretariat ITAP Coordinator, Finance and Grant Operations. ITAP Members will report to the ITAP Chair regarding technical work on country panels and liaise with the Secretariat on HR matters.

11. Resources

In its work the provisional ITAP is guided by the following:

- BOD/2020/11/12 DOC 05 – GPE Operating Model Framework
- GPE Methodology for Assessing Funding Requirements
- Completion reports for GPE grants
- Global evidence and best practices
- GPE Guidance on Ethics and Conflict of Interest Procedures for ITAP Members
Confidentiality Statement

Annex A – Provisional ITAP Selection Process

Annex B – Provisional ITAP Chair Terms of Reference

Annex C – Provisional ITAP Member Terms of Reference

² BOD/2020/11/12-DOC 05 *Operational Model Framework* estimates the annual cost of the ITAP to be around \$300,000, based on the following assumptions: 20 days of work per assessment (4 persons for 5 days), 2 days for the chair or vice-chair per assessment (coordination and consolidation), average daily fee 800\$ (seasoned international expert); 90 assessments done in a 5-year period. The Board paper estimates \$16,000 per assessment; the above estimate is \$20,000 per assessment.