



ECW Operational Model & Results Framework

Consultation process and overview

November 22, 2016

THE BOSTON CONSULTING GROUP

Objectives of this document

- 1 Provide background on Education Cannot Wait to date
- 2 Share BCG's objectives and guiding principles for ECW operating model and results framework design
- 3 Outline consultation process where we will seek your input
- 4 Highlight key questions where we need your input

Overview of Education Cannot Wait

Education Cannot Wait was launched at the **World Humanitarian Summit** earlier this year, to change the lives of children living in crises. It aims to tackle the \$8.5B funding gap to help the ~75 million children affected by crises globally (natural disasters, conflict, disease outbreaks).

Since its launch, ECW has raised **>\$100M**, and invited eight countries to apply for **initial investments**: Ethiopia, Chad, Yemen, Cameroon, Myanmar, Syria, Lebanon and Kenya. In addition, at the **global level**, the UNHCR, Education Cluster, and INEE were invited to apply.

The **Overseas Development Institute (ODI)** published a report in May 2016, proposing this education fund for children in emergencies and laying out a variety of **critical design factors**.

There would be **2 components** of the fund.

- The Breakthrough Fund (95%)
 - First response window: funding for projects that show impact within 1 year time frame
 - Multi year window: funding for up to five years to bridge the humanitarian/development gap
 - Pop up window: allows for earmarking to specific crises and thematic areas
- The Acceleration Facility (5%)
 - Aims to develop global goods to advance good practice and strengthen central collection of data and evidence

BCG's engagement in the design process

**BCG project
(seeking your
input today)**

Operational framework and manuals
Develop the grant management model for ECW's funding windows

Results framework and management package
Develop a full results, monitoring and evaluation framework

**Additional
efforts in
design
process**

Resource mobilization & advocacy

Managing initial investments and taking away key lessons

Long-term governance and hosting arrangement

Staffing the secretariat

Our aspiration is for ECW to fulfill key principles...



Impact

ECW strives to provide **quality** education to **most at-need children**, aiming to serve **greatest number**



Speed & responsiveness

ECW should be able to **quickly respond** to acute crises



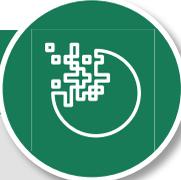
Transparency

ECW should make funding decisions in a **clear and logical** way, ensuring it is perceived as fair



Systems building

ECW should help build **capacity and systems** to ensure local ownership and crisis preparedness



Additionality

ECW should bring **new funding sources**, including innovative financing, to education in crisis settings



Complementarity

ECW should **reinforce and enhance existing efforts**, ensuring better performance where possible



Innovation

ECW should pursue **innovative approaches** in all aspects of its work



Cost-effectiveness

ECW must show **value for money** and seek efficiency in its own operations and in its grantees

Source: ODI proposal paper, stakeholder interviews
161115 ECW Overview for Country Consultations vF.pptx

... and map to 5 ECW core functions



Inspire political commitment

Expand **political commitment** to draw attention, mobilize resources, support governments, advocate and increase engagement



Joint planning and response

Promote **crisis specific assessments and sector wide plans** to connect interventions, delivery and support

Generates and disburses new funding

Mobilize and disburse **additional funding and new investments** with an emphasis on sustainability

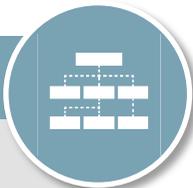


Strengthen capacity

Work with partners to **invest in capacity strengthening** for response and recovery, and fill the gaps

Improve accountability

Improve **accountability and understanding of 'what works'** through investment in data collection and analysis



Three-step consultation process to gather your input

Review overview document

We have shared these overview materials with 4 sets of relevant partners

- Global civil society
- Local civil society
- Local governments
- Private sector

We request that you review these materials and consult with your colleagues on key questions

This document

Provide feedback through input form

Opportunity to provide feedback that represents your or your organization's views through the online input form

- Please state whether your view states your opinion or that of your organization

This will inform the design of a draft operational model and results framework

- Input will be synthesized and shared with ECW Senior Officials and Task Team members

Give comments on group calls

BCG will host optional web conference calls at end of November/ early December

- Multiple time zone options available

Invitations to all constituents to be sent through respective networks

Calls provide opportunity for you to expand on areas of feedback and get further clarification

We seek to gather all inputs by December 2, allowing for synthesis to inform recommendations to ECW

Input needed on 4 key questions – Civil Society

How rapid would disbursement of funds need to be to address the most important unmet education needs in the early stages of a crisis?

- 1 week, 3 weeks, 6 weeks, 3 months, >3 months? Why?
- For what specific education needs should these funds be used?

Many ECW stakeholders favor limiting funding to one proposal per country for the multiyear window, with the objective of ensuring alignment and coordination among existing structures. How can this be done in a way that ensures involvement of local governments, local civil society, UN agencies and international NGOs?

- What barriers could prevent your constituency from being involved, if any?

What types of support should ECW provide to grantees? Why is this type of support important?

- For example: technical assistance on proposals, coalition building on the ground

What do you consider the most valuable measures of education progress and impact in your context?

- What indicators do you already measure?
- What indicators would you like to measure if you could? Why are these not measured today?

Input needed on 4 key questions – Government

How rapid would disbursement of funds need to be to address the most important unmet education needs in the early stages of a crisis?

- 1 week, 3 weeks, 6 weeks, 3 months, >3 months? Why?
- For what specific education needs should these funds be used?

How can ECW ensure that there is coordination and joint action between humanitarian and development partners at the national level? What holds them back today?

What role should national governments have in

- Coordinating proposals/partners?
- Vetting local NGOs/civil society?
- Directly accessing or disbursing funds?

What kinds of support would most benefit national and sub-national governments? Why is this type of support important?

- For example: inspiring political commitment, assisting in joint planning and responses, generating new sources of funding, strengthening capacity, improving accountability