

ECW 2021 Annual Workplan

9th November 2020

This 2021 Annual Work Plan (AWP) uses the same structure as that for 2020, namely the strategic objectives from the 2018-2021 ECW Strategic Plan. The planned outcomes under each objective are driven by the need to achieve the strategic results related to the systemic outcomes from the recently revised ECW Results Framework (*which are included as an annex to this AWP for reference*). The AWP therefore keeps the narrative at a strategic level by describing the outcomes and key results which the ECW Secretariat aims to achieve in 2021.

The over-arching goal of the 2021 AWP is to reach an additional two million children and adolescents with holistic, quality education in emergency contexts and protracted crises (EiEPC) situations via an increasingly diverse range of implementing partners.

In order to achieve this, ECW is prioritizing the following key results (*which summarize those set out in the AWP table below*):

- **Mobilize a minimum of 30% of the 400m (2021-2023) target** towards the ECW trust fund at the global level, complemented by resources at the country level via the Multi-Year Resilience Programmes (MYRPs). This will be underpinned by scaled-up advocacy and communications efforts to increase political support, targeting new areas for growth, particularly the private sector, foundations and new donors. Furthermore, ECW will leverage influences from HLSG, champions and political advocates to advocate for ECW and EiEPC.
- **Sharpen ECW investment modalities** – with a focus on localization, refining the First Emergency Response (FER) window using the findings of the 2020 evaluation and expanding the MYRPs into an additional eight countries. The 2021 MYRPs will build on the approach adopted in 2020 of more strategic level nexus programmes with specific resource mobilization components. Both the FER and MYRP windows will enhance their targeting of the most vulnerable and heavily impacted population groups, including girls and children and adolescents with disabilities.
- **Increase Accountability** – due diligence frameworks will be updated, implemented and monitored to reduce risks, ensure the highest standards of accountability and increase capacities of implementing partners. This will include six-monthly risk reports to the ExCom and Child Safeguarding standards developed and applied by ECW and its partners.
- **Generate actionable evidence and strengthen capacities** – to feed into resource mobilization, country investments and global public goods in EiEPC, including in capacities for needs assessments and joint reporting. This will be achieved through rigorous monitoring and evaluation of investments across all three windows and contributions to strategic EiE initiatives in data, measurements of holistic learning outcomes and innovations.

The full set of planned results for 2021 are informed by a detailed set of coordinated outputs outlined in the ECW internal AWP. This comprehensive plan also articulates the timelines and linkages between these interventions, given that the strategic objectives are inter-dependent and mutually reinforcing.

Strategic Objective 1: Increase Political Support to Education in Crisis

Outcome I: Commitments to the “New Way of Working” in EiE through humanitarian-development coherence are strengthened and applied through the ECW model

Result 1.1: Joint advocacy between ECW and its partners (governments, policymakers, companies, foundations, and CSOs) is ensured to shape and advance the NWOOW and the multilateral aid reform agenda

Result 1.2: Broad visibility of ECW's added value, collaborative approach, partnerships and innovation is enhanced

Result 1.3: The voice of the ECW Director/ECW is broadly promoted and profiled as a leading global advocate and influential thought leader

Outcome II: Policies are adopted to promote and ensure inclusive, safe and equitable quality education responses in EiE

Result 2.1: Public awareness in education in emergencies and protracted crises is raised to ensure policies on EIEPC are strengthened

Outcome III: Advocacy and Communication supports increased finance to EiE, including through ECW

Result 3.1: Engagement with policymakers, UN partners and CSOs to mobilize resources and advocate for EiE is further strengthened

Result 3.2: The voice and reach of the ECW brand to a wide range of new audiences has contributed to increased ECW and overall global humanitarian funding

Strategic Objective 2: Increase financing for education in crisis

Outcome I: ECW has sufficient resources to provide speedy, predictable funding for emergencies and multi-year programmes

Result 1.1: Existing donors have stepped up their EiEPC funding by contributing to at least 70% of ECW’s needs for the Trust Fund during 2021-2023

Result 1.2: New donors are engaged to contribute at least 15% of the ECW funding gap

Result 1.3: Private sector, philanthropic and foundation donor support is secured to contribute at least 15% of ECW’s funding needs

Outcome II: In-country finances are increased through in-country donor support to scale-up multi-year programs

Result 2.1: MYRPs have achieved their in-country resource mobilization goals

Strategic Objective 3: Improve Joint Planning and Responses

Outcome I: FERs swiftly deliver quality education to targeted children and youth in the most urgent humanitarian crises

Result 1.1: Timely and risk-informed disbursements of FER grants is ensured

Result 1.2: FER applications are designed to deliver quality education to the most marginalized and vulnerable populations

Outcome II: MYRPs deliver timely, quality education to all targeted children and youth

Result 2.1: Up to eight MYRPs are approved in 2021

Result 2.2: MYRPs integrating the hum/dev nexus approach are delivering holistic, quality education to the most vulnerable populations and providing a vehicle for resource mobilization

Strategic Objective 4: Strengthen Capacity to Respond

Outcome I: Capacity and coordination of local and national responders strengthened

Result 1.1: ECW approach to localization in support of the Grand Bargain is designed and operationalized

Result 1.2: Technical, financial and managerial capacity of Clusters/EiEWGs/Refugee Working Groups is enhanced to lead effective EiEPC responses

Result 1.3: EiE coordination mechanisms have increased capacity to foster alignment of existing and/or new donor funding programs under the MYRPs

Outcome II: Innovative and novel approaches scaled up to ensure quality education/learning

Result 2.1: Strategic novel approaches in priority thematic areas are identified and financed in line with the Acceleration Facility and/or are complementary to MYRPs

Result 2.2: Innovative solutions are scaled and reported in selected countries or regions

Outcome III: Approach to capacity development is systematized

Result 3.1: Capacity Development Framework is designed and operationalized to ensure increased capacity of partners to deliver quality EiE programs

Strategic Objective 5: Improve accountability

Outcome I: Grantees develop and implement collective results frameworks and related M&E approaches adhering to ECW's quality standards and reporting requirements

Result 1.1: FER and MYRP grantees monitor, review and report outcome-level results as per ECW indicator requirements, including through a joint approach

Result 1.2: FER and MYRP grantees systematically monitor and report to ECW on risk identification, assessment and management

Result 1.3: FER and MYRP grantee results frameworks and indicators are in line with revised ECW results framework and standards

Outcome II: EiEPC data systems and accountability are strengthened at global and national levels

Result 2.1: Cluster and refugee coordination capacities are strengthened for joint needs assessments, due diligence/risk management, monitoring, reporting and using collective outcome-level results data in crisis-affected areas for improved EiE preparedness and response

Result 2.2: Holistic learning outcome measurement systems are invigorated in EiEPC settings

Result 2.3: ECW due diligence requirements are adhered to and grantee/Cluster capacities are strengthened on ECW due diligence requirements and risk management practice

Result 2.4: EMIS are adapted and bolstered for use in conflict and/or crisis contexts

Result 2.5: Global EiEPC data architecture and coordination mechanism are enhanced

Outcome III: Analytical reports are produced to inform ECW's strategic planning, advocacy, resource mobilization and program implementation

Result 3.1: Quality evidence is produced on key EiEPC issues, ECW results and Value for Money

Result 3.2: Evaluations are undertaken as per the Evaluation Policy/Plan, with recommendations feeding into Management Responses

Strategic Objective 6: ECW Secretariat fit for purpose to support the implementation of the Strategic Plan

Outcome I: ECW operates optimally through sound systems, processes and governance structures

Result 1.1: Business processes are systematically established, updated and streamlined

Result 1.2: Due diligence frameworks in place and risks are reduced and managed



The global fund for education in emergencies

Result 1.3: ECW Strategic Planning processes are ensured and implemented

Result 1.4: Strengthened financial management, monitoring and reporting at global and country level

Result 1.5: Increased efficiency, transparency and access to information and data related to ECW grants is ensured

Result 1.6: Grants management, reporting and analysis online tool is developed

Outcome II: Effective support provided by ECW Secretariat to ECW Governance bodies to enable timely and appropriate decisions

Result 2.1: Timely and effective support is provided to HLSG and EXCOM to ensure ECW benefits from clear direction and guidance

Strategic Results Framework – Systemic Outcomes

Strategic Objective 1: Increase Political Support to Education in Crisis				
Indicator Name	Ref. in ECW RF	Baseline or current status (if applicable)	Target 2020	Target 2021
Total annual funding to education in emergencies as a % of global humanitarian funding.	S.1	4.3% of sector specific funding	5.0% of sector-specific funding	5.4% of sector-specific funding
Percentage of crisis-affected countries where humanitarian country-based pooled funds allocate at least 10% to education	S1.1	18%	30%	35%
Proportion of Humanitarian appeals that include an Education component	S1.2	83%	95%	100%
Percentage of countries in protracted crises targeted by ECW in protracted crises having education policies that include refugees and internally displaced persons.	S1.4	NA	10%	15%
Strategic Objective 2: Increase financing for education in crisis				
Indicator Name	Ref. in ECW RF	Baseline or current status (if applicable)	Target 2020	Target 2023
Total funding raised and leveraged by ECW at country and global level (in M USD)	S.2	Proposed: 650 M (global) and 150 M country level - 2020	750 M Total RM mobilized at Global Level	Proposed: 2023 Target: 1 Billion (global). Target for 2021 is 30% of 2023 target.
Proportion of funding raised and leveraged as a result of: i) innovative financing; ii) non-traditional and private sources	S2.2	Original: Global target will not be specified Proposed: 34.2 M	5% of mobilized resources	Proposed: 2023 Target: USD 109.2 M (75 M +34.2)

Strategic Objective 3: Improve Joint Planning and Responses				
Indicator Name	Ref. in ECW RF	Baseline or current status (if applicable)	Target 2020	Target 2021
Percentage of first emergency response countries where funds were disbursed up to 8 weeks after the humanitarian appeal date.	S3.2	41%	70%	80%
Percentage of multi-year program countries where funds were disbursed up to 6 months after the country scoping mission.	S3.3	2	60%	70%
Percentage of ECW-supported multi-year programs based on a planning process of good quality	New indicator	TBC	85%	100%
Number of joint multi-year programs developed with ECW support.	S3.4	11	18	26
Strategic Objective 4: Strengthen Capacity to Respond				
Indicator Name	Ref. in ECW RF	Baseline or current status (if applicable)	Target 2020	Target 2021
Increased percentage of ECW-supported multi-year programs that monitor at least two collective education outcomes.	Achieved			
Percentage of ECW funding allocated to local and national responders as directly as possible to improve outcomes for affected people and reduce transactional costs, in accordance with the Grand Bargain commitment.	S4	30%	30%	30%
Percentage of cluster countries where cluster lead agencies have full time dedicated cluster staff (Coordinator and Information Manager)	S4.2	TBD	50%	60%
Absorptive capacity: portion of grant budgets that have been reported as spent on services delivered	S4.3	73.21% of planned expenditure at the date of the report for projects with at least 6 months of existence	80%	90%

Number of ECW-supported novel approaches in EiE with a clear strategy towards testing and scaling up (NRC- MHPSS)	S4.4	N/A	Global target will not be specified	Global target will not be specified
Number of children reached through ECW-supported innovations.	S4.5	N/A	Global target will not be specified	Global target will not be specified
Strategic Objective 5: Improve accountability				
Indicator Name	Ref. in ECW RF	Baseline or current status (if applicable)	Target 2020	Target 2021
Percentage of ECW-supported programs measuring affected communities' access to education	S5.a	1 out of 7 MYRPs	40%	50%
Percentage of ECW-supported programs measuring survival, transition or completion for crisis-affected children and youth.	S5.b	0 out of 7 MYRPs	30%	40%
Percentage of ECW-supported MYRPs having quality data on learning outcomes [without SEL]	S5.c	N/A	30%	60%
Percentage of ECW-supported MYRPs having quality data on learning outcomes [including SEL]	S5.2	N/A	25%	40%
Percentage of ECW-supported MYRPs whose results framework address the social norms, attitudes and behaviors that underlie gender inequalities	S5.2	N/A	Global target will not be specified	Global target will not be specified