

Executive Committee Meeting - Minutes

Tuesday, 10 July, 2018, 9:00am- 6:00pm UK Mission to the UN, New York

Participants

Executive Committee members: Tarald Brautaset (Norway, Chair), Jo Bourne (UNICEF), Dean Brooks (INEE), Daryl Edwards (Australia), Alicia Herbert (DFID), Justin van Fleet (Office of the UN Special Envoy for Global Education), Henriette Geiger (European Commission – on behalf of Aida Liha Matejcek), Roland Lindenthal (Germany BMZ), Kerstin Holst (UNESCO), Annina Mattsson (Dubai Cares), Joseph Nhan-O'Reilly (Save the Children), Thomas Ostermann, (Denmark – by phone), Evelyn Rodriguez-Perez (USAID), Eline Ruisendaal (Netherlands – by phone), Ita Sheehy, (UNHCR - on behalf of Mamadou Dian Balde), Yasmine Sherif (ECW Director), Margriet Schreuders (Postcode Lotteries), Nancy Smyth (Canada), Charles Tapp (GPE)

Observers: Jaime Saavedra (World Bank)

Accompanying officials: Dina Abu-Ghaida (World Bank), Jesper Andersen (GPE), Camilla Fossberg (Norad – by phone), Linda Jones (UNICEF), Alice Kunz (Germany (GIZ), Stijn De Lameillieure (European Commission), Kelly Loewer (US State Department/PRM), Tara Painter (Canada), Nina Papadopoulos (USAID), Ben Sadek (Plan International), Emily Todd (DFID), Emma Wagner (Save the Children), Emma Spicer (DFID).

ECW Secretariat: Zeinab Adam, Niladri Bhattacharjee, Gabrielle Bonnet (by phone), Sylvia Chen, Anouk Desgroseilliers, David Hartstone, Lucy Earle, Johannes Kiess (by phone), Graham Lang, Aida Orgocka, Nasser Faqih, John Solecki, Maureen Koech, Kathita Rahman

Apologies: Anna Rosendahl (SIDA), Helene Ferrer (France), Fanny Benedetti (France), Fadi Yarak (Lebanon)

Summary of the outcomes of the meeting

1. Welcome

- The Chair opened the meeting and welcomed Jaime Saavedra from the World Bank as an observer. He noted that an informal meeting between ECW donors had been held the previous evening under Chatham House Rules. He voiced support for the Director and Secretariat, noting the progress ECW has made – being a newcomer but already an established actor on the international stage – and highlighting that the relationship between ECW and its governance structures may need to be adjusted in line with ECW's evolution. The Chair further thanked Sweden for their contribution of \$30.6 million of which an estimated \$10 million are allocated to the Afghanistan MYRP.

2. ECW State of Play: Challenges and Opportunities

- ECW's Director thanked all EXCOM partners for their support and contribution to the rapid progress of ECW. She gave an update on progress with latest figures on children reached. She emphasized the positive progress with the Initial Investments, highlighted Syria, and drew attention to other areas where ECW is focusing, notably on improving accountability and taking a strong stand on Sexual Exploitation and Abuse. She drew attention to ECW's work to empower, strengthen and increase investment in the education cluster, before providing an overview of the humanitarian coordination and financing architecture of humanitarian funding envelopes attached to the humanitarian coordination structure. She outlined ECW's role in bridging the gap between humanitarian and development actors through this structure. She stressed ECW's support for the New Way of Working and

outlined how this will be put into practice in the Multi-Year Resilience Programmes, six of which will be developed in 2018. During the Q and A, the Secretariat updated on progress on the other MYRPs: Afghanistan has been presented to ExCom with no-objections received as of 9 July 2018, Bangladesh's proposal will be submitted to the ECW Secretariat for internal review this week, the Uganda proposal is about to be finalized, the Palestine (Gaza and West Bank) proposal will be completed in July, and the development of the Somalia and CAR proposals is underway and should be completed by September.

3. Setting ambitious and realistic financial targets

- Gabrielle Bonnet gave a presentation via skype outlining options for ECW's resource mobilization targets, building on documentation exchanged with the ExCom, including the ExCom phone discussion on 18 June on the same issue. These options are based on different choices for: (1) the number of years of predictable funding; (2) the number of countries where ECW will develop MYRPs, and, (3) ECW's contribution to overall needs with 'seed funding'. Gabrielle presented an intermediate model, as the preferred option for the Secretariat. She also explained the difference between 'funding raised' for ECW's trust fund and 'funding leveraged' for ECW MYRPs at country level. She stated that 'leveraged' funding as described in the model is a combination of new funding, and aligning existing funding behind an ECW supported plan to ensure quality education through the humanitarian-development nexus. The intermediate model, for 2018, requires \$ 9m to be raised for the ECW fund, and \$ 77m to be leveraged. For 2019, \$ 103m is needed to cover disbursements, \$ 175m in total should be obtained in signed agreements to cover disbursements and provide predictability and \$639m needs to be leveraged.
- During the subsequent discussion, the World Bank queried the appropriateness of the term 'leveraged'. ECW clarified that not all money raised at country level would be new money, as on average 40 per cent of needs are already covered. ExCom members suggested that the terminology be adjusted to reflect the fact that what is currently called "leveraged" includes both existing, new funding and additional funding streams from other donors (e.g. WB, GPE etc.) contributing to the MYRP.
- Donors recommended that ECW reduce the number of countries that will have MYRPs to 10 and focus on these over the next 18 months to demonstrate proof of concept. ECW could then consider scaling up the model.
- ECW's Director suggested that, in addition to the 4 Initial Investments (Chad, Ethiopia, Syria, Yemen) and 6 MYRPs (Afghanistan, Bangladesh, CAR, oPt, Somalia and Uganda) under development, the Secretariat would also like to add South Sudan, given the severity of the crisis there.

Action and Decision

The Executive Committee approved 10+1 (South Sudan). Based on the agreed number of 11 countries through 2019, the Chair requested that the Secretariat recalculate the 'intermediate option' and present a revised document. This should be accompanied by a narrative that clarifies the issue of 'leveraged' and 'aligned' funding at country level. The Director advised that the Secretariat will provide this by next week.

It was also agreed that clarity on the definition of funding leveraged and aligned at country level for the MYRPs will be provided through MYRPs SOPs, to be annexed to the Operating Manual. The Secretariat will provide this as soon as possible.

4. Collective Action to Attract Resources

- Nasser Faqih gave a presentation on the draft Resource Mobilization Strategy. He explained ECW's intention to strengthen its partnerships with existing donors and further expand its donor base through partnership with non-traditional donors in the Arab Region and elsewhere, private sector foundations, and through innovative finance. He also highlighted the opportunities in the use of Social Islamic Finance. He stressed that established donors will remain ECW's main financial supporters during the current Strategic Plan period (2018-2021) and will contribute around 85% of total resources mobilized. He noted the need for some research and further exploration, through innovative finance and partnership building with the private sector to increase their share of financing to education needs in crisis. He also pointed out that the advocacy and communication work carried out by ECW, ExCom members and civil society partners is an integral part of the resource mobilization work conducted to date or planned in the future. An upcoming advocacy and communication strategy will further outline ECW's engagement with existing and partners as well as upcoming moments and events for RM.
- On future MYRP, he stressed that resource mobilization potential is going to be assessed at the country level (for leveraging and aligning addition resources for EiE) as part of the MYRP design and development. The realistic expectations for in-country RM, and the appetite for international and national contributions into the MYRP (donors, government, and private sector) should be planned and followed up assertively during the different planning cycles of MYRP implementation to complement ECW seed funding. He noted that the results that ECW achieves in its MYRP are the most powerful driver of future resource mobilization efforts.
- Sylvia Chen updated ExCom on plans for a new Private Sector committee. This will consider how to tailor an approach to private sector engagement on education, mapping "who is doing what" in the space, and what activities ECW should prioritize over the coming 18 months.
- GPE made itself available for supporting ECW with the needed systems, information and approaches to manage its donor relations and RM work, and to share research on social impact bonds and other innovative financing modalities. GPE expressed its willingness to organize joint meetings and visits with donors to support ECW's fundraising, also noting that raising money from the private sector requires much more intensive efforts and time than that from traditional donors. The Chair also underscored that all ExCom members will be called upon to support ECW, and should be facilitating access to new donors.
- Canada asked ECW to be more ambitious on raising funds from new bilateral partners – increasing the proposed 7.5%. Canada also suggested giving greater weight to the guiding principles of the RM strategy, especially where ECW is aligned with the G7 declaration and G7 members' policies. Canada also offered expertise on impact bonds. Dubai Cares offered to support in connecting ECW with its wide network of high net worth individuals and donor foundations. In addition, they offered to further promote ECW in the Arab and Gulf Region.
- SCF pointed out that the strategy needs to include more information to explain in-country resource mobilization. SCF also recommended the development of a case for investment for the planned MYRP, explaining the model, and demonstrating how efforts will be mobilized in support of this. SCF also pointed out that ECW is understaffed to undertake RM work at the Global and Country level and suggested the Secretariat make a request for additional human resources. A timeline for replenishment is also required, with milestones between now and a replenishment event as well as greater specificity on ongoing resource mobilization.

- The Director informed ExCom that a light touch functional review of ECW is already planned in connection with ECW's team retreat later this summer. This light functional review will be conducted together with the human resource department, and that there is likely to be a small adjustment to staffing to ensure the Secretariat has adequate capacity. Meanwhile, she also made a request for one additional administrative staff member to relieve the limited capacity versus the growing and heavy workload for administrative staff.
- GPE underscored the urgency behind organizing a replenishment event, given that the intermediate model requires significant funds to be raised by April of next year. SCF suggested a launch at UNGA around the new targets (based on intermediate model and reduced number of MYRPs). UNICEF noted some urgency around the situation, and suggested a 'call to action', to ensure ECW has new commitments by the end of the year.
- The European Commission echoed the SCF recommendation to develop a strong investment case, based on ECW's unique contribution and results from the ground. EC also recommended that ECW seek external service providers (a specialized company) to develop this case for investment. EC reiterated the call for diversification of donors, and suggested the strategy also consider tapping in to remittances.
- Germany noted that recent approval of federal funding last week which will enable the government to make an additional contribution to ECW.
- Johannes Kiess gave a presentation by Skype on ECW's approach to innovative financing. No objections were raised regarding this approach to innovative financing

Action and Decision

The Chair concluded the discussion by requesting the Secretariat to amend the draft of the resource mobilization strategy for the next ExCom meeting to incorporate the comments made. In addition, he stressed the need for a strong case for investment in the MYRP, concrete plans for a replenishment, with milestones and targets, including a launch/call to action at UNGA, reference to exploring the opportunity of remittances, and a greater emphasis on diversification of donors.

The Executive Committee approved the proposed new administrative position and looked forward to the outcome of the light functional review.

5. Global Partners' Project Update

- Over lunch an informal briefing was provided by Graham Lang, along with representatives from UNHCR and INEE on the Global Partners' Project (being jointly implemented by INEE, UNHCR and the Global Education Cluster) which was initiated in 2017 to launch Acceleration Facility (AF) investments. The project focusses on learning and developing the evidence base and strengthening collaboration and field support (including four in-country cases studies by ODI – in Ethiopia, Bangladesh, Chad and Somalia). A mid-term review of the project was held in Copenhagen at the end of June to assess progress and establish future plans. It is the first time these three entities have worked together in this way and thus the process (particularly in terms of developing the relationships between them) has taken longer than expected. However, the key building blocks are now in place, including the contract with ODI – the first case study is due to commence in August in Ethiopia. There is considerable optimism about the outputs of this work and its contribution to global EiE goods.
- He also updated ExCom on the Acceleration Fund. On Monday 9th July, there was a face-to-face meeting with ExCom members who had expressed interest in supporting the design of the AF strategy. It was agreed to produce a reasonably light strategy which stays true to the key principles outlined in the Operating Model Design, namely that it will be developed through a broad consultative process (to be done through a capitalizing on INEE's networks). To move this all forward as soon as possible the ECW Secretariat will

recruit a consultant who will pull together the various mappings already done by several other agencies (including Dubai Cares, USAID and GPE) and the combine this with ECW's own documentation (particularly the Strategic Plan, the Gender Strategy and the Operating Model Design) to identify some strategic priorities and objectives which will then benefit from the aforementioned consultative process. The aim is to produce the strategy by September so that requests for proposals could be issued by October. This is obviously dependent on the availability of a suitably qualified consultant. The current Operating Model Design indicates the AF strategy will be "set by the HLSG" and ExCom members who participated in the AF discussion have requested that it be approved at ExCom level instead.

Action and Decision

The Chair proposed that the Secretariat write to the Executive Committee to request that each member gets approval from their HLSG member for the Acceleration Facility Strategy to be approved by ExCom. Approval can then be discussed at the next ExCom meeting.

6. Financial Hosting

- Lucy Earle gave a presentation on the choice of financial host for ECW, drawing on the paper submitted to ExCom, and responding to members' request for more information on timing, transaction costs, benefits and a cost comparison.
- The UK and US set out their belief that a move to MTPFO would be 'cleaner', eliminating a situation whereby some donors channel funds bilaterally to UNICEF. The timeline is also better than expected and a move would reduce perceived conflict of interest.
- The European Commission and Norway noted that strategic considerations also have to be taken into account and did not see a clear case for a move, noting that the move might only be temporary, given that ECW's permanent hosting will be reviewed before 2021. Together with the UN Special Envoy's Office's they also expressed concern that this may cause disruption to ECW's current building up. Additional technical questions on trusteeship were raised by GPE and US which the Secretariat was not in a position to answer.

Action and Decision

The Chair noted the need to also recognize the support provided by Unicef to the ECW Secretariat, as the current financial host. Since a consensus could not be reached, and some questions remained unanswered, the Chair proposed that both potential hosts take part in a teleconference with ExCom members, so that the latter can ask additional questions. A preference would be for the teleconference to be arranged as soon as possible before the summer vacation.

7. Governance and Operations Update

- ECW's Director suggested a minor 'realignment' of the HLSG to make it as inclusive as possible in view of donor's investments, so that new donors have a sense of ownership. She also noted the need for more humanitarian actors to be represented in EXCOM and at HLSG to further the objective of bridging relief and development for education in emergencies and protracted crisis. In this regards, she suggested that the Education Cluster be invited to EXCOM and OCHA to HLSG. In conclusion, she proposed a retreat for ExCom later in the year.
- The Chair reminded ExCom that this was his last meeting. Nancy Smyth of Canada had agreed to let her name been put forward as the next chair. Following consultation with

members, the Chair was delighted to note that all members supported Nancy, and by acclamation she was confirmed as chair, starting 11 July.

- The Chair noted that current HLSG members were initially appointed for two years, and in theory an election is now due. However, given that ECW has only been operational for one year, he proposed that elections be postponed until June 2019. The retreat would also be an opportunity to prepare for elections in 2019. Elections would also allow for an expansion of HLSG (and thus ExCom) voting members.

Action and Decision

The Executive Committee approved of the proposed minor realignment, and the Chair suggestion that elections be held in one year. The Secretariat will organize an ExCom retreat for November 2018 to cover a variety of operational and governance issues, including any additional need for minor alignments and elections.

- David Hartstone presented on options for a review panel for MYRPs. Following the paper submitted to ExCom, three options were presented: (i) reviews to be undertaken in-house (ii) an independent proposal review panel (iii) maintaining the current 'ad hoc' review process where ExCom members volunteer their time. David explained that option 2 was the Secretariat's preferred choice.
- An extensive conversation followed on the merits of the current ad hoc system, the potential for ExCom members to volunteer their time, whether other non-donors on ExCom could fulfil this role, the way in which GPE manages this process with an in-house team, how to ensure the review process provides useful feedback to country teams preparing proposals, whether there is a need for an external panel given that the number of MYRPs has been reduced and how much it would cost, the positive experience of using independent consultants for the initial investments, and the desire of ExCom to maintain overview and understanding of how proposals are developed.
- Discussions covered the need to ensure that processes and principles for development of MYRP at the country level are clear and expectations and review procedures- including those happening at country level prior to submission are captured in written guidance for the countries

Action and Decision

Given that several proposals will be ready for review in the coming weeks and months, the Secretariat, the Executive Committee agreed to strengthen the interim set up with additional members, while developing a permanent review panel by December 2018. In this vein, the Secretariat reiterated its call for nominees from ExCom member organizations to serve on the interim proposal review panel. It was suggested that if there were insufficient members on the panel, ECW could make use of INEE's roster of experts to find additional reviewers for the remainder of 2018. At the same time, an ExCom team would be established to work with the Secretariat to propose a permanent review mechanism that would be ready to review proposals from January 2019 onwards.

8. Preparation for HLSG meeting in September

- The Chair set out the decisions that will need to be taken by HLSG at their next meeting on 25 September: The Resource Mobilization Strategy and Approach to Innovative Finance; the Financial Targets. The HLSG will also need to be informed of ExCom's decision on financial hosting. He also requested the ECW Secretariat to work with EXCOM in developing an agenda for the EXCOM retreat.

- Anouk Desgroseilliers outlined the events that ECW will be involved in during UNGA high-level week, including with SCF, UNHCR, UNICEF, EU and others on refugee education and a possible event with UN Women. SCF, Dubai Cares and GPE also gave updates. ExCom members noted that High-Level week is a crowded space and it was agreed that collaboration between members would be beneficial and help to focus attention from high-level representatives and personalities.

Chair's Summary

The Chair supported the Director's request for an additional staff member, and set out ExCom's expectation that the Secretariat would provide documentation to support its staffing asks following the light functional review to be undertaken together with UNICEF's Human Resources Department.

The Chair then summarized the decisions and action points from the meeting:

1. The reworking of the financial targets based on the agreed number of 11 countries through 2019. The Secretariat to recalculate the 'intermediate option' accordingly and present a revised document
2. Amending the resource mobilization strategy to incorporate points raised by ExCom members.
3. A teleconference to be held with MPTFO and UNICEF so that ExCom can put additional questions to the two potential financial hosts.
4. An agreement to include new donors and invite the OCHA to the HLSG, and the Education Cluster to be represented at EXCOM.
5. An agreement to extend the mandate of the current governance structures for one year, and to inform HLSG and ExCom of an agenda, purpose and expected outcome of a retreat in November.
6. Consultants will be contracted as an interim measure to review upcoming MYRP proposals should sufficient numbers of ExCom volunteers not be available, and an ExCom committee will be formed to establish a review mechanism to be put in place for 2019 onwards.
7. One new administrative position for the Secretariat was approved, while the Secretariat will review its staffing needs and functional alignment with the human resource department.
8. Nancy Smyth of Canada was confirmed as Chair of Excom starting 11. July 2018

10. AOB

On behalf of all ECW members, Justin Van Fleet thanked Tarald for his remarkable contribution to ECW over the past years and ExCom gave their Chair an emotional goodbye. The ExCom warmly welcomed the new ExCom Chair, Nancy Smyth.