



Evaluation of ECW's First Emergency Response Funding Modality

ECW Executive Committee

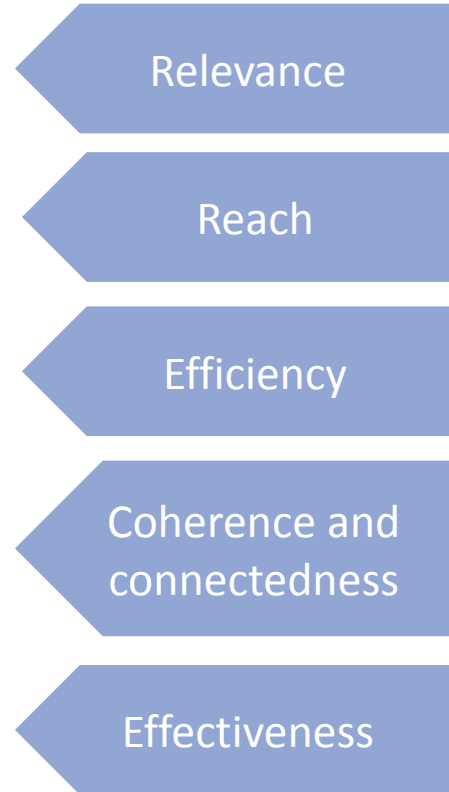
23 November 2020

Presentation by Mokoro Limited

FERs are relevant, efficient and effective instruments in rapid onset and escalating emergencies



- FERs are relevant to EiEPC needs
- They have helped to reposition education on the humanitarian agenda
- They can be and are catalytic for education in emergencies
- They often have systemic effects
 - They can and do build capacities for coordination and EiEPC responses in grantees, coordination groups and country authorities
 - They are coherent with the humanitarian system and can and do pave the way for a strong nexus
- They reach affected children and can do so with tailored responses
- They work because they are fast, flexible, light and they rely on country structures.



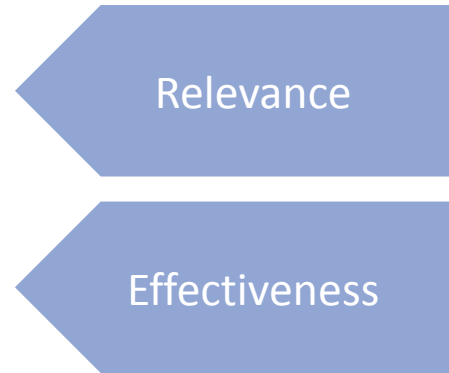
Recommendations

Continue using FERs to respond fast when needs escalate suddenly
Keep on using country structures, and a fast, light and flexible process

FERs should not be used in protracted crises in their current form



- ECW has often used FERs in protracted emergencies
- They will still reach children in need in such cases
- But, the reason for a fast, flexible response is absent
- And they are too small and fleeting to be of consequence, unless they are directly connected to a MYRP
 - Even then, the FERs themselves are usually not catalytic and may enforce existing coordination capacity and leadership shortfalls



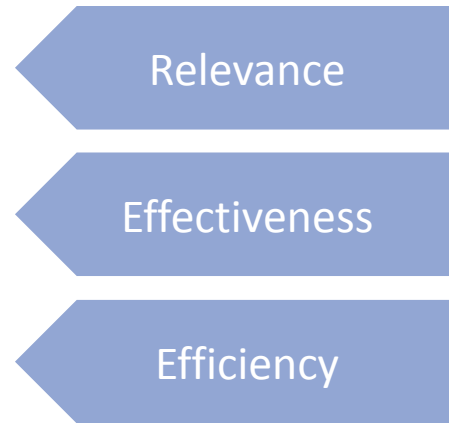
Recommendation

Do not use FERs in their current form as a default modality when MYRPs are not suitable
Design a MYRP light or create a second modified FER, or a third instrument

FERs should set fast, but realistic timelines according to context



- The design and reporting processes for FERs are fast and efficient
- The short timelines are valuable when fast coordination triggers benefits beyond the funding effects of a FER
- But unrealistic FER design timelines have efficiency and effectiveness costs
 - Cause delays later
 - Cause sub-optimal targeting, and exclude local organisations unnecessarily
- And are not always equally needed



Recommendations

- Retain and enforce the use of a rapid concept note
 - But set country-by-country timelines that take trade-offs of being faster or slower into account
- Develop guidance to help country coordination groups and the Secretariat make decisions about how fast a country FER should be

The size of FERs and FER grants

- USD 3 million works as a guideline amount to respond fast in a sudden-onset / escalating emergency
- But,
 - FERs risk being irrelevant in large emergencies
 - FERs are often too fragmented between rounds and grantees in ways that are inefficient, risk coherence and are not strategic

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Relevance

A blue arrow pointing to the left, containing the word "Reach".

Reach

A blue arrow pointing to the left, containing the word "Coherence".

Coherence

A blue arrow pointing to the left, containing the word "Efficiency".

Efficiency

Recommendations

- Use larger FERs to respond to large emergencies more often, but seek a light process for additional approvals to remove the disincentive to do so
- Set a floor for single grants, but allow flexibility for smaller grants subject to Secretariat review
- Require transparency on the overhead charges of sub-grantees and contractors, up front and in reports

Ensuring open and transparent FER processes



- FERs have become more transparent and better understood
- Yet, conflict of interest issues have not been addressed in practice in many FERs
 - Due to poor communication at country level, closed processes and lack of transparency about FERs and FER decisions
 - No objection process not effective to address reputational risk for ECW and FERs
- Country and global stakeholders are not clear about how country amounts are decided

Efficiency

Effectiveness

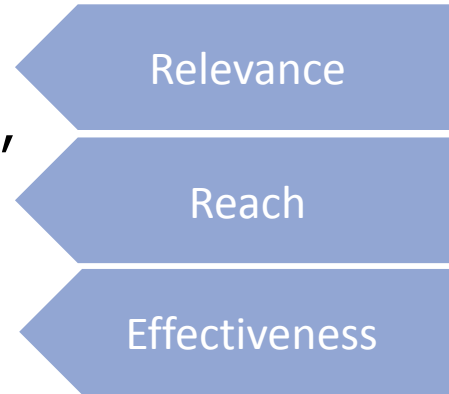
Recommendation

- Adjust procedures to manage conflict-of-interest risks better
 - Set a threshold for the share that can go to country coordinators' organisation
 - Country plans to award allocations beyond this threshold should trigger a Secretariat review of country process quality and the rationale for the proposed allocation
 - Processes should also include Executive Committee oversight, at minimum through ex post reporting
- Provide ex post rationale for FER size to country coordinating groups

Reaching the most vulnerable, including refugees



- FERs are generally shaped to be relevant to the emergency context
- FER processes and grantees pay high attention to different drivers of vulnerability, including gender, and target vulnerable groups
- Responding to the needs of refugees is a particular case
 - Many FERs tailored to refugee needs, including 2nd COVID round FERs
 - But ability to respond to refugee needs and reach refugees in complex emergencies more limited
 - ECW is taking steps to address associated coordination gaps with global partners
 - Steps need translation at country level
- FERs disproportionately target primary-age children



Recommendation

Learning in and for FERs on reaching refugees, pre-primary and secondary-age children better, and on how to tailor responses better to specific vulnerabilities in different contexts

ECW should work with UNHCR to develop guidelines on managing FERs in complex emergencies involving refugees

Strengthening country capacities for FERs

- Country coordination and response capacity is critical for effective, relevant FERs
- Global support for the FERs strengthened as ECW Secretariat capacity grew
- But, FERs needed more and more systematic support
 - In each FER especially when country capacities were low and emerging
 - Better opportunities to coordinate and learn at country level
 - Better opportunities to learn across FER contexts
 - Better use of regional FERs
 - But also through preparedness efforts, especially for localization and to address data gaps



Relevance

Efficiency

Coherence &
Connectedness

Effectiveness

Recommendations

- Work with partners on global support for FERs: use rapid country capacity assessments when a FER is launched and coordinate required support
- Be strategic and clear about regional FERs vis-à-vis associated country FERs
- Invest more rapidly in preparedness, especially towards the localisation agenda and better data for EiEPC
- Learn more actively from and for FERs, e.g. by using Acceleration Facility funds, or more targeted evaluations.
- Anchor cross-grantee coordination during implementation through FER-supported processes, such as a learning event

Thank you

