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Report of the Task Team (TT) on Review Mechanisms for ECW's Multi-Year Resilience and Acceleration Facility Funding Proposals

Prepared for the Executive Committee ahead of its February 2019 meeting

SUMMARY

The present document summarizes the deliberations of the TT on Review Mechanisms. The TT held several teleconferences which were informed by individual feedback of ExCom members as well as comments received during the November 2018 ExCom retreat.

This paper will outline the current process in place for reviewing and approving proposals, describe the three main choices for reviewing ECW multi-year proposals (an External Review Panel, a Quality Assurance Group of ExCom volunteers, and ECW secretariat only review), and their relative strengths and weaknesses.

The panel considers two options suitable for adoption recommends that ExCom adopt one option in order of preference:

1. External Review Panel,
2. ExCom Quality Assurance Group.

While both options could be successfully implemented, the TT considers that the External Review Panel offers the best trade-off in terms of costs and benefits.

Option three, an ECW secretariat only review was not considered suitable for adoption.

INTRODUCTION

At its January 2018 meeting, the Executive Committee (ExCom) heard a presentation about the Secretariat's recently endorsed standard operating procedures (SOPs) for developing programmes for ECW's Multi-Year Window. Participants noted the importance of multi-year investments for ECW and that the multi-year approach was important for the humanitarian-development nexus.

In addition, members inquired about the status of the Independent Proposal Review Panel (IPRP). The IPRP had been initially been proposed as part of the consultative process establishing ECW, but not operationalized. Participants highlighted the need to further systematize the review and approval process for multi-year proposals to ensure the quality of proposals as well as the independence and accountability of the review process.

The ECW secretariat agreed that it would provide the ExCom with a paper outlining options for conducting the review process for multi-year proposals in preparation for its July 2018 meeting. In the interim, participants decided to assemble an interim body of reviewers composed of staff members of ExCom organizations. This interim arrangement would be in place until the agreement and implementation of a long-term option agreed for proposal review. This interim body has since been established and reviewed multi-year proposals from Afghanistan, Bangladesh, Uganda, Palestine and the Central African Republic.

At its July 2018 meeting, ExCom discussed the three options put forward by the ECW secretariat, namely

- a) Reviews to be undertaken in-house by the ECW secretariat,
- b) An independent proposal review panel, and
- c) Maintaining the current approach of staff members of ExCom organizations assessing proposals.

In their discussion, ExCom highlighted the merits of the current system, the potential for ExCom members to volunteer their time, whether other non-donors on ExCom could fulfil this role, the way in which the Global Partnership for Education (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.

No consensus having been reached, ExCom resolved to establish a Task Team which would work with the Secretariat to propose a permanent quality assurance mechanism ahead of ExCom's January 2019 meeting. Nominations for participation were received from DFID, UNHCR, Save the Children, USAID and Global Affairs Canada. The Task Team members met over the course of the fourth quarter in 2018 to reassess the review options and agree on a recommended approach. Following an initial teleconference on 23 October and development of a draft recommendations paper, the group held its second meeting on 16 November to debrief following the 8/9 November ExCom retreat and update its work in line with discussion at the meeting.

CURRENT APPROACH TO MYR DEVELOPMENT AND REVIEW

Proposal Development

Based on a comprehensive risk, needs and vulnerability analysis conducted by the ECW secretariat, the 2018-2021 ECW Strategic Plan¹ adopted by ExCom prioritizes 25 countries for MYR support over the course of its first four-year period. At its July 2018, ExCom further decided to focus support to 11 of these countries for the period up to end 2019².

ECW MYR proposals seek to operationalize the World Humanitarian Summit's (WHS) Grand Bargain commitments by shifting towards multi-year planning and joint-programming in crisis and emergencies. In addition, they support the WHS's shift from funding to financing by offering a vehicle for joint programming as well as comprehensive plan that can catalyse multi-donor support going beyond a traditional single donor-funded project approach, thereby allowing Government, development partner, UN and civil society stakeholders to work towards collective outcomes.

Phase 1 – ECW Assessment Mission

ECW conducts assessment missions to ensure that the ECW Theory of Change and five core-objectives are integrated into any ECW funding proposal. This, in turn, requires from ECW to

¹ http://www.educationcannotwait.org/download/ecw-strategic-plan-2018-2021/?wpdmdl=1635&ind=URVgYwz7u-l1ml-NWNqSJ18kf1DsXBahGD4wI9C7IM5h_x-bBFYglQvQT-Vj70Q9A49kkypWY8Ff93463RpaHA

² Afghanistan, Bangladesh, Uganda, Palestine, Somalia, the Central African Republic, South Sudan, Chad, Syria, Ethiopia and Yemen.

serve a catalyst, bringing partners together, and providing strategic support, and technical assistance. ECW joint assessment missions are preceded by desk-reviews and joint mission planning. In country, ECW Joint Missions engage the Humanitarian/Resident Coordinators, heads of UN agencies, government stakeholders, and Civil Society Organizations.

Phase 2 – Post- Mission In-Country Programme Development

Subsequently, an ECW Task Force in country leads the development of a joint programme document and a costed Results-Resource Framework (RRF). This identifies and prioritizes needs as well as the avenues for investing in more medium- and long-term capacity building. During this process, activities, outputs and outcomes are defined, clustered and costed. On completion, the Task Force is expected to submit to ECW an RRF and programme document composed of activities for three years or more that provides immediate responses, running in parallel with system/policy and institution building. It is intended to outline the context, the objectives, the strategy, risk-management, administrative set up, governance and other programmatic guidance, including substantive analysis, division of labour and accountability.

Support by the ECW secretariat is available throughout the post-mission proposal development phase. ECW can provide advice on the programme's design, the implementation modalities, monitoring and evaluation, risk analysis, gender and disability considerations, reviewing drafts of sections etc.

Phase 3 – Submission and Review by ECW Secretariat

Following submission to the ECW secretariat by the country-level Task Force, proposals currently undergo a two-stage review process. The first level review is conducted by several ECW secretariat staff:

- Senior Education Advisor: Assesses overall proposed education technical approach,
- Senior Monitoring and Evaluation Advisor: Review proposed M&E framework, proposed approach to monitoring, compliance with ECW mandatory indicators etc.
- Gender Advisor: Assesses gender and disability dimension of programme, whether considerations are adequately incorporated into programme design and costed as well as sufficient capacity is incorporated into programme staffing to ensure gender and disability are addressed over the course of the programme.
- Finance Specialist: Assesses coherence of budget, accuracy of calculations, whether budgeted activities are sufficiently costed out, whether quantities and unit cost information is adequate.
- ECW Country-lead: Assesses whether programme document and priorities are in line with discussions held in country.
- Risk and safeguarding focal point: Assesses adequacy of risk matrix, including with a focus on child safeguarding risks.
- Grants and Recipient Support Specialist: Assesses overall completeness of application, adherence to ECW templates and guidance provided and coordinates review process.

There may be one or more round of revisions. Depending on the extent of ECW secretariat feedback, applicant countries are expected to revise proposals within one or two weeks of receipt of feedback. The ECW secretariat assesses the extent to which comments have been addressed

and, if necessary, returns the proposal to the field until it is considered to be of sufficient quality to transmit to the interim panel.

Phase 4 – Submission and Review by the Interim Review Panel

The proposal is submitted to the current interim panel of ExCom volunteers.

Panellists score proposals according to the following criteria, which are subject to potential adjustment along with revisions to templates and the Operational Model :

1. Checklist of current requirements for all Multi Year Programmes:

- The proposal was submitted through a coordination forum, i.e. the in-country education cluster or Local Education Group or similar entity.
- This proposal was developed through a participatory prioritization process in-country.
- Complementarity with other funding instruments is clearly outlined and ECW's added value highlighted.
- The proposal's results are linked to the relevant higher order planning document, such as Education Sector Plan or Transitional Education Plan, Refugee Response Plan or Humanitarian Response Plan, National Development Plan or UNDAF.
- The proposed intervention is clearly focused on addressing Education in Emergencies.
- The proposal clearly identifies risk factors, provides a mitigation plan, and summarises these in an annexed risk management template.

2. 1. Relevance: Analysis of Issues/Challenges:

- Does the project incorporate sufficient analysis of needs in the 5 core ECW areas (access, continuity, equity, quality and protection) in line with INEE Minimum Standards on EiE and related actions?
- What information is provided on bridging the humanitarian-development divide, as well as on opportunities to strengthen collaboration, provided by the project?
- Does the proposal contain a clear indication of completed gender analysis, including an understanding of the needs of different age groups disaggregated by sex?
- Does the proposal provide a contextual analysis, including what other institutions and key actors are doing in responding to the issue?
- How is the proposed intervention adding value and/or cooperating with existing initiatives? How is ECW funding used in complementarity to other funding sources?
- Does the proposal outline plans or indicate opportunities for embedding innovations within the proposed strategies/activities which will impact on at least one of the collective education outcome areas?

2.2. Rationale: Strategy and Theory of Change:

- Does the proposal present a theory of change and sound rationale that clearly presents how it will address the stated challenges?
- Does the project use key findings and recommendations from previous emergencies in similar settings, evaluations, reports, studies and/or previous projects to inform its analysis?

- To what extent does the programme contribute to ECW outcomes in terms of access, continuity, equity, quality and protection and has the potential to make a substantive impact, improving service delivery and/or strengthening institutional response?

2.3. Results, Partnerships and Risk:

- In your assessment, is there a logical connection between the activities/strategies proposed and the desired outputs and outcomes indicated in the results framework?
- Does the results framework clearly define how, when and by whom monitoring, reporting, evaluation-related work will be done to ensure the effective management of outcomes and outputs?
- Is there enough evidence of coordination within the Humanitarian and Development actors on ground?
- Do the grantees have risk management in place for contentious materials before programs finalized and grants agreed, where materials are involved?
- Does the project have a realistic plan to sustain project activities beyond project duration?
- Does the project include a sustainable financing strategy?

2.4. Programme Management and Technical Input:

- Does the proposal demonstrate that at least one organization involved in developing the proposal will be able to provide high quality gender analysis and expertise throughout the life of the programme?
- Does the programme management architecture provide a clear structure of responsibility and capacity on ground?
- Does the proposal outline how it will deliver maximum results with available resources?

2.5. Results Framework

- Are mandatory indicators provided and disaggregated?
- Are SMART project-specific indicators included and do they reflect proposed activities?

Proposals are scored on a scale of 0-100.

Following one or more round of revisions by the in-country ECW Task Force to incorporate feedback from the review panel, the proposal is submitted for decision to the ECW ExCom. If necessary, ExCom may decide to approve a programme subject to additional revisions.

Phase 5 – Resubmission and additional quality check

Upon receipt of a revised proposal the ECW secretariat check the extent to which comments by the reviewers have been incorporated. If necessary, the secretariat requests additional revisions by the in-country team before re-submitting to the interim review panel.

Phase 6 – ExCom/HLSG approval

Once deemed to meet quality standards, proposals are submitted to the relevant governing bodies (i.e. ExCom for MYR Proposals up to \$20 million and Acceleration Facility Proposals over \$500,000 or the High-Level Steering Group for MYR proposals over \$20 million). If necessary, governing bodies can decide to consider a proposal approved subject to further revisions.

OPTIONS

The TT reviewed three main options for proposal review, considering the advantages and disadvantages of each and presents them to ExCom in descending order of preference.

Option 1: External panel of experts:

This option is, essentially, the Independent Proposal Review Panel (IPRP) the idea for which had been developed around the consultations surrounding the establishment of ECW in late 2016 and early 2017. The IPRP would support the decision making of the Executive Committee and HLSG by conducting independent, technical reviews of proposals and making recommendations on funding. In line with ECW's governance model, this externally sourced, independent panel of experts would review and score all MYR proposals as well as all Acceleration Facility proposals exceeding \$500,000.

The IPRP roster would consist of 10-12 members. A member of the ECW secretariat would serve as the secretariat of the panel. The secretariat would select a minimum of two (for Acceleration Facility proposals) or three (for Multi-Year Resilience Programmes) reviewers from the roster to assess a given proposal. Meetings of the panel would be electronically unless specified otherwise. The selection would be made based on expertise requirements stipulated by the secretariat for the given review meeting or cycle and would be required to comply with the IPRP's conflict of interest policy.

Panel members would be expected to individually and collectively have the relevant expertise to make technically sound funding recommendations and would encompass a range of backgrounds to reflect the diversity of ECW's funding priorities. This would ensure that the panel is able to make funding recommendations with a broad perspective and minimal bias. The Panel's membership would include, but not be limited to:

- A wide range of relevant expertise (operational and programmatic) applicable to the types of programs, countries and organizations supported by ECW, as well as the various windows of the Fund;
- Geographically diverse experiences, including individuals with field experience in emergency contexts;
- Experts from both the humanitarian and development sectors;
- A balance of expertise in relevant areas, such as education, different emergency contexts (such as conflicts, natural disasters and disease outbreaks), human rights, gender, refugees, and migration;
- Ethnic and gender diversity.

As with the current interim approach in place, under this modality the secretariat conducts the initial screening of proposals for completeness and compliance with proposal guidelines. Once a proposal successfully clears the Secretariat's screening, the IPRP is notified and provided with the proposal. Following review, comments and scores are shared with in-country partners to make revisions as necessary. Upon receipt of a revised proposal, the ECW secretariat would review the proposal to determine whether comments have been adequately. Where this is not the case or where it is ambiguous, the proposals would be returned to the panel for another round of review.

For the Acceleration Facility, depending upon the number of applications and size of the grants, the Secretariat may conduct an initial screen of applications, to narrow the quantity reviewed by the IPRP when many applications have been received in response to a call for proposals some

of which may not meet minimum eligibility standards. This will be determined by the Director of the ECW secretariat.

Advantages:

- Removes potential conflict of interest: The independent nature of the panel would help to mitigate potential conflicts of interest in the grant-making process. In addition, transparency in the process would be increased through clear delineation of roles and responsibilities between the generation and facilitation of proposals on the one hand and their review and approval on the other.
- Broadening of expertise: By recruiting panel members with a variety of backgrounds, this option may allow the secretariat to draw on specialized expertise not available in other scenarios.
- Scalability: Recruiting external review capacity presents the most flexibility in case fund operations are scaled up. While the number of targeted MYR countries is not expected to increase substantially over the course of the first ECW strategic plan, the operationalization of the Acceleration Facility could lead to a significant number of additional proposals to review, particularly when an open call for proposals is selected as the modality. The current draft Acceleration Facility strategy foresees both calls for proposals and direct targeted support.
- Depth of review: External reviewers serving in a consultant capacity would be able to devote more time to the review of individual proposals than under the alternative modalities. Finding sufficient time to review applications in addition to other ongoing work has been noted as a challenge under the current interim approach. The external review panel would mitigate this.
- Fresh sets of eyes: Given the in-depth involvement of ECW secretariat staff as well as the engagement of personnel from ExCom member organizations in the preparation of MYR programmes, the addition of external reviewers who would not be familiar with the preparation of the proposals would lend an additional element of rigour to the review process as the reviewers would not see themselves as constrained by prior discussions to which they were party.

Disadvantages:

- Financial implications: There will be additional costs under this option due to the need to remunerate members of the panel. However, these would be limited given that ECW only anticipates launching 11 MYRP country programmes by end 2019 and an approximate average of one working day per reviewer per proposal reviewed. Reviewers would be engaged as consultants using standard UNICEF contracting modalities. Exact costs would be dependent on the day rates of the individual engaged as well as the number of rounds a proposal must be reviewed by the panel.
- Time implications: This option will require staff time to recruit, train and manage the panel. In addition, this approach may necessitate transition to fixed “rounds” of MY proposal review once or twice a year, rather than current “on demand” approach. In addition, there would likely be no time savings over current practice as proposals would still have to undergo the initial ECW secretariat review as well as by ExCom member organizations before approval. The review process may also be slower than the in-house process based on experiences with comparable funds.

Next steps if adopted:

- Finalize draft terms of reference of review panel in Annex 2,
- Through the Education Technical Task Team (ETTT), review and revise scoring criteria in Annex 3 as necessary,
- Advertise opportunity for panel membership, review candidates and select panel members,
- Brief and train panel members on ECW aims, procedures and scoring criteria.

Option 2: Establishing an ExCom Quality Assurance Sub-Committee:

This option would formalize the current interim approach whereby several staff members of ExCom organizations are nominated by their employers to review MY proposals in addition to their regular duties. The ECW secretariat would continue to perform an initial review of all project proposals focussing on completeness and technical accuracy. Once a proposal is deemed of sufficient quality, it is submitted to the review team for a more in-depth assessment. Proposals to the MYR Window would be reviewed by a minimum of three reviewers and proposals to the Acceleration Facility by a minimum of two. The ECW secretariat compiles reviewers' feedback and ensure comments are addressed by applicants in their revisions to the proposal. As a final step, multi-year proposals up to \$20 million will be submitted by the secretariat to ExCom for approval. Proposals larger than \$20 million will be submitted to the HLSG.

Advantages:

- **Cost neutral:** This option would result in no additional costs, nor requires any procurement or contracting. In addition, as ExCom member organizations would have to read proposals in any event before they can be approved, this option allows ECW to make better use of this work and ensure that it feeds into the programme design process at an earlier stage than would otherwise be the case.
- **Rapid start-up:** The panel is already on place and has been working effectively. Adopting this would option would then largely entail formalizing the work that is already being undertaken by the nominated representatives. As of January 2019, panellists have reviewed applications from Uganda, the Central African Republic, Bangladesh, Palestine and Afghanistan. The target is for panellists to review a proposal in one week.
- **Institutional knowledge:** Panel members are already familiar with ECW, its processes and the goals of the MY Window. This institutional knowledge allows them to provide high quality feedback on the appropriateness and design of ECW proposals without the same training or familiarization that external recruited capacity might require.
- **Flexible timing:** Capacity is available year-round allowing flexibility in the timing of proposal review. Review and approval can be on a rolling basis, if desired, not tied to fixed funding rounds.

Disadvantages:

- **Blurring of lines:** Because ExCom organizations will be represented at both the review and approval stage of proposals, there may be a blurring of lines between those functions even though they may be performed by different individuals. In addition, some ExCom organizations also support the development of MYR proposals. While this support has proven extremely valuable at the field level, it may constrain the ability of those organizations to provide unvarnished feedback.

- Need for ExCom ToR revision: The current ExCom ToRs state that “the Executive Committee as a body and individual members of the Executive Committee will not be involved in any proposal review discussions or other processes of the Independent Proposal Review Panel.” If it were decided to continue with this model, the ToRs would have to be amended.
- Currently limited reviewer pool: ExCom organizations may also be recipient of ECW funding. Due to conflict of interest considerations, panel members from an applicant organization have to recuse themselves from that proposal’s review. Given the small number of organizations currently represented in the interim review panel, finding enough reviewers can prove challenging and adds additional workload to those reviewers who do not work for organizations likely to be grantees.
- Limited scalability: Similar to the constraint of having the secretariat review all proposals, panel members may struggle to do the review in addition to their regular work if the number of grants scales up in line with ECW’s fundraising targets. Reviewing proposals may also be a low priority task for them compared to day-to-day responsibilities.

Next steps if adopted:

- Reopen panel for additional nominations from ExCom to increase pool of reviewers;
- Review and revise current scoring criteria as necessary;
- Review, revise and formalize current panel practices in a Standard Operating Procedure (SOP).

Option 3 In-house review:

Under this scenario, all review of multi-year proposals is undertaken in-house by the ECW secretariat. This would mirror the process currently in place for applications to ECW’s First Emergency Response Window. Here, ECW staff assess proposals according to their respective functional expertise (e.g. gender, education, budget as well as monitoring and evaluation). Currently, this is step one of a two-step quality assurance process whereby proposals are first reviewed by the ECW secretariat and then pass on to an interim panel. Under this option, proposals would pass directly to ExCom following the secretariat review.

Advantages:

- Cost effectiveness: The ECW secretariat review of proposals is a necessary part of the programme cycle. As the review would be undertaken entirely within existing staff resources, there would be little to no additional financial implications for this process beyond opportunity costs in terms of staff time. Nevertheless, while the number of core staff in the secretariat has increased, the review of proposals is not part of the core remit of the ToRs for most of the additional posts.
- Flexible timing: Because staff are always on board, the secretariat has considerable flexibility to review proposals at short notice. The timing of applications to the MY Window could then be on a rolling basis and not tied to fixed once or twice per year funding rounds.

Disadvantages:

- Secretariat capacity: Secretariat staff may struggle to perform this function in addition to their other responsibilities. This would especially be the case if ECW’s funds held in trust increase in line with the fundraising targets and the number of MY goes up commensurably. Given the decision to focus on 11 priority countries for the Multi-Year

Resilience (MYR) Window for the 2018-2019 period, this may not be a significant concern in the short-term.

- Possible conflict of interest: Given the current active, hands-on approach to ECW generating and facilitating MY proposals, conducting the review exclusively in-house could lead to a blurring of lines between facilitation of proposal development, proposal review, the allocation of funds to projects and project oversight. Once secretariat staff have initiated and facilitated the preparation of proposals they are invested in their positive review.

Next steps if adopted:

- Review ECW secretariat proposal scoring criteria incorporating features of current interim panel scorecard as necessary.

TT on ECW MYR Review Mechanism

January 2019

List of annexes:

- *Annex 1 - Task Team Members*
- *Annex 2 - Draft terms of reference for Independent Proposal Review Panel*
- *Annex 3 - Draft scoring criteria for Multi-Year Resilience and Acceleration Facility Proposals*
- *Annex 4 - Draft Workflow for the Review and Approval of Multi-Year Resilience Programmes*
- *Annex 5 - Draft Conflict of Interest Declaration*

ANNEX 1 – TASK TEAM MEMBERS

Composition of current interim review group for multi-year proposals

Name	Email	Organization	Title
Martha Hewison	hewison@unhcr.org	UNHCR	Education Advisor
Zahra Boodhwani	Zahra.Boodhwani@international.gc.ca	Global Affairs Canada	Senior Education Specialist
Lisa Bender	lbender@unicef.org	UNICEF	Education Specialist
Emily Todd	e-todd@dfid.gov.uk	DFID	Education Adviser
Stijn De Lameilleure	Stijn.DE-LAMEILLIEURE@ec.europa.eu	EC	International Aid/Cooperation Officer

Composition of ExCom Task Team on Review Mechanisms

Name	Email	Organization	Title
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Emily Todd	e-todd@dfid.gov.uk	DFID	Education Adviser
Stephen Gannon	stephen.gannon@reddbarna.no	Redd Barna	ECW Project Coordinator

Ashley Henderson	ahenderson@usaid.gov	USAID	Education in Crisis and Conflict Officer
Kelly Loewer	loewerkm@state.gov	US Dept. of State, PRM	Programme Officer
Zahra Boodhwani	Zahra.Boodhwani@international.gc.ca	Global Affairs Canada	Senior Education Specialist
David Hartstone	dhartstone@unicef.org	ECW	Programme Specialist

ANNEX 2 – DRAFT TERMS OF REFERENCE FOR INDEPENDENT REVIEW PANEL

A. Purpose

The Independent Proposal Review Panel (IPRP) supports the decision making of the Executive Committee and HLSG by conducting independent, technical reviews of proposals and making recommendations on funding. The independent nature of the Panel helps to mitigate potential conflicts of interest in the grant-making process.

The Panel reviews applications for Acceleration Facility grants exceeding US\$500,000 and all applications for the Multi Year Window of the Breakthrough Fund.

B. Composition

The IPRP roster consists of 10-12 members. A member of the ECW secretariat will serve as the secretariat of the panel. The secretariat will select a minimum of two reviewers from the roster to review a given panel. Meetings of the panel will be electronically unless specified otherwise. The selection will be made based on expertise requirements stipulated by the Secretariat for the given review meeting or cycle and is required to comply with the IPRP's conflict of interest policy. The selected members will be referred to as 'serving members' and will take part in the next round of reviews and attend the corresponding IPRP meeting.

All members serve in a personal capacity and do not represent their employers or governments.

IPRP members will individually and collectively have the relevant expertise to make technically sound funding recommendations and will encompass a range of backgrounds to reflect the diversity of ECW's funding priorities. This ensures the Panel is able to make funding recommendations with a broad perspective and minimal bias. The Panel's membership will include, but will not be limited to:

- A wide range of relevant expertise (operational and programmatic) applicable to the types of programs, countries and organizations supported by ECW, as well as the various windows of the Fund;
- Geographically diverse experiences, including individuals with field experience in emergency contexts;
- Experts from both the humanitarian and development sectors;
- A balance of expertise in relevant areas, such as education, different emergency contexts (such as conflicts, natural disasters and disease outbreaks), human rights, gender, refugees, and migration;
- Ethnic and gender diversity

The reviewers will not be current or former members of the HLSG or Executive Committee; or be current members of the Secretariat, Task Teams, or delegates from HLSG or Executive Committee meetings.

C. Selection of members

The recruitment process for the IPRP roster will be open and transparent, with publicly available selection criteria. The Secretariat and Director are responsible for conducting the recruitment

process and preparing a proposal of IPRP roster members to the Executive Committee for their approval.

Members are appointed for three-year terms. Membership can be renewed for an additional term for a maximum of six consecutive years. Upon reaching the end of a six-year term, members are ineligible to serve on the Panel for the next three years. Members' terms are designed to overlap, with half the Panel's terms expiring each year, to ensure continuity. The Executive Committee will initially appoint half of the members (five to six members) in 2019, and the remaining members will be appointed in 2020.

In the event that an IPRP member resigns from the Panel, the Director will nominate new members outside of the normal cycle, for Executive Committee approval.

D. Functions and decision rights

Functions of the Independent Proposal Review Panel

- Review proposals for Acceleration Facility grants exceeding US\$500,000 and Multi Year grants (following the Secretariat's review for completeness and compliance with agreed guidelines);
- Make recommendations to the Executive Committee or HLSC on funding of proposals based on technical soundness and review criteria laid out in the annexes of this Terms of Reference.

Decision rights of the Independent Proposal Review Panel

- None

Functions of the Secretariat of the Independent Proposal Review Panel

- Set, with the support of the Secretariat, the agenda and review schedule for the IPRP;
- Facilitate the meetings and review process of the Panel;
- Determine the subset of the IPRP members to be serving members in the next round of reviews;
- Allocate proposals to individual members for comprehensive review and scoring;
- Lead the preparation and drafting process of funding recommendations to be submitted to the Executive Committee and HLSC;
- Attend Executive Committee meetings and respond to questions of ExCom members about proposals submitted for funding and requests for clarification;
- Provide other services, as needed.

E. Review process

1. The Secretariat conducts the initial screening of proposals for completeness and compliance with proposal guidelines. Once a proposal successfully clears the Secretariat's screening, the IPRP is notified and provided with the proposal.

- a. For the Multi-Year Window, the Secretariat also provides support to potential grantees on an as-needed basis to help potential grantees get to a proposal that meets standards for ECW funding (e.g., pre-grant application coordination and technical support).
 - b. For the Acceleration Facility, depending upon the number of applications and size of the grants, the Secretariat may conduct an initial screen of applications, to narrow the quantity reviewed by the IPRP. This will be determined by the Director of the ECW secretariat.
2. One month in advance of the next IPRP meeting, the Secretariat of the IPRP will select a subset of IPRP members from the roster to participate in the meeting. The selection will be made based on expertise requirements for that particular review meeting stipulated by the Secretariat and must comply with IPRP's conflict of interest policy.
3. Each proposal will be evaluated and scored by a minimum of two serving IPRP members for the Acceleration Facility, and a minimum of three serving IPRP members for the Multi-Year Window. The evaluation and scoring will be conducted using standard templates, which are aligned with the criteria set in the ECW Operating Model.
4. Each reviewer responsible for the evaluation and scoring shares their comments and score card to the other reviewers.
5. Reviewers make every effort to reach a consensus on the proposal's outcome. If a consensus cannot be reached, a majority vote will be used.
6. The IPRP will recommend whether to fund the proposal, and whether it should be funded in whole or in part.
7. In rare cases, the IPRP may decide that further information or clarification from the Secretariat or grantee is necessary and delay a recommendation on a proposal to allow for another round of review and to gather the necessary information. A proposal recommendation can only be delayed by the IPRP once.
8. The IPRP's recommendations are presented to the Executive Committee at their next meeting for investment decisions made by the Executive Committee. For investment decisions in the Multi-Year Resilience window made by the HLSG (i.e. for allocations above \$20 million), the IPRP's recommendations are presented to the HLSG for final decision.

F. Operations

1. Meetings

The IPRP will meet up to four times a year, depending upon the review needs of the Fund. The schedule will be determined by the Secretariat, taking into account the meetings of the Executive Committee and HLSG, as well as the timeline for ECW's grant and proposal processes. The Secretariat of the IPRP will determine which meetings are via teleconference or face to face. When teleconferences are used, all participants must ensure full privacy for the teleconference and must not have any other individuals in the room or within listening distance of the teleconference.

IPRP meetings are closed to the public; only approved attendees can be present. The IPRP reserves the right to invite Secretariat staff or other individuals whose expertise would be relevant. Any deliberation or discussion on the IPRP's recommendations for funding must be conducted with only serving IPRP members present.

2. Recommendation on funding

All reasonable efforts will be made to make recommendations by consensus. If a consensus cannot be reached, a majority vote of the reviewers will be used.

3. Reporting and minutes

The IPRP will produce a consolidated report of their activities, observations, recommendation and findings across grant applications after each meeting, to be submitted to the Executive Committee. Reports from the IPRP will be maintained by the ECW Secretariat, and may be made publicly available on ECW's website.

At the end of each meeting, the reviewers will produce a report on each proposal reviewed, specifying whether or not the proposal is recommended for funding (including whether it is for full, partial, or no funding), the Panel's reasons, whether there are any major outstanding issues that need to be addressed prior to disbursement, as well as any additional recommendations for the Secretariat and Executive Committee's attention.

4. Secretariat support

The Secretariat shall facilitate the effective functioning of the IPRP and its activities coordinate communication with other parties and manage logistics in a manner that supports the IPRP's independence, confidentiality of internal deliberations and the anonymity of members for specific funding requests.

G. Conflicts of interest

IPRP members must uphold the integrity and independence of the Panel. Members of the IPRP are required to adhere to any conflicts of interest and ethics policies of ECW. IPRP members must sign an acknowledgement of any ECW conflicts of interest and ethics policies at the beginning of their term.

All members must disclose any potential conflicts of interest prior to their appointment onto the panel. In addition, IPRP members are required to inform the ECW Secretariat immediately upon learning of any actual, potential or perceived conflict of interest during their term and resolve such issues before participating in any IPRP activities or reviews. The ECW Secretariat will advise the member on measures to be taken to mitigate such actual or potential conflicts of interest, which may include, among other measures, recusal from any action or resignation from the Panel. If there is a conflict of interest with a specific proposal, the IPRP member must declare any perceived potential conflict of interest prior to a meeting and must recuse themselves from the discussion on that proposal immediately.

IPRP members will not take part in any discussion or action for proposals:

- In which they took part in the preparation process;
- That would directly benefit an organization or entity in which they are affiliated;

- That are from countries or crises from which they are a national or where they have strong personal or professional ties.

H. Remuneration

IPRP members will receive an honorarium for actual services provided on a per proposal basis, as well as reimbursement for travel expenses so long as the member abides by ECW's travel guidelines. The honorarium amount will be determined in accordance with ECW policies and budgets. IPRP members are not required to accept the honorarium and may agree to serve in a voluntary capacity.

ANNEX 3 – DRAFT SCORING CRITERIA

For the Multi-Year Resilience Window

The following draft criteria will be used to evaluate ECW's Multi Year proposals, to ensure investments are chosen to achieve maximum impact and contribute to ECW's targets and strategy.

- a) Understanding of needs
 - The proposal demonstrates a comprehensive understanding of the 3-5-year education needs in the crisis affected area, including the needs of marginalized groups.
 - The proposed intervention is clearly focused on addressing Education in Emergencies.
 - Does the project incorporate sufficient analysis of needs in the 5 core ECW areas (access, continuity, equity, quality and protection) in line with INEE Minimum Standards on EIE and related actions?
 - What information is provided on bridging the humanitarian-development divide, as well as on opportunities to strengthen collaboration, provided by the project?
 - Does the proposal contain a clear indication of completed gender analysis, including an understanding of the needs of different age groups disaggregated by sex?
 - Does the proposal provide a contextual analysis, including what other institutions and key actors are doing in responding to the issue?
 - How is the proposed intervention adding value and/or cooperating with existing initiatives? How is ECW funding used in complementarity to other funding sources?

- b) Comprehensive plan
 - The proposal includes a comprehensive and inclusive plan to address the identified 3-5-year education needs;
 - Does the proposal outline plans or indicate opportunities for embedding innovations within the proposed strategies/activities which will impact on at least one of the collective education outcome areas?
 - Does the project use key findings and recommendations from previous emergencies in similar settings, evaluations, reports, studies and/or previous projects to inform its analysis?
 - The proposal was constructed by coordination with local actors, including the national government where appropriate;
 - The plan is reflective of the humanitarian principles and rights-based approaches, whilst adhering to the principles of conflict sensitivity and do no harm;
 - The proposal includes initial ideas on sustainability to be pursued.

- c) Technical soundness and alignment with the results framework
 - The proposal and its activities are technically sound to ensure activities are likely to achieve desired outcomes;

- Does the proposal present a theory of change and sound rationale that clearly presents how it will address the stated challenges;
 - The proposal demonstrates clear alignment with ECW's results framework;
 - The proposal addresses and responds to the highest priority needs, and considers vulnerable and key affected populations;
 - The proposal clearly identifies risk factors, provides a mitigation plan, and summarises these in an annexed risk management template.
 - Is there a logical connection between the activities/strategies proposed and the desired outputs and outcomes indicated in the results framework?
 - Does the results framework clearly define how, when and by whom monitoring, reporting, evaluation-related work will be done to ensure the effective management of outcomes and outputs?
- d) Grantees with capabilities and necessary capacity
- Proposed grantees have the capabilities and capacity (infrastructure, resources, staff etc.) to execute the project plan
 - Proposed grantees can take on the fiduciary and operational risk associated with sub-grants and management of implementing partners
- e) Broad and inclusive proposal
- The proposal was submitted through a coordination forum, i.e. the in-country education cluster or Local Education Group.
 - This proposal was developed through a participatory prioritization process in-country.
 - Complementarity with other funding instruments is clearly outlined and ECW's added value highlighted.
 - A diverse set of grantees and/or sub-grantees is included in the proposal;
 - A fair and open process for determining grantee(s) and sub-grantees was used;
 - A broad set of consultations to understand needs and develop joint plan was used.
- f) Value for Money
- The plan is likely to maximize the impact of ECW's resources;
 - Does the proposal outline how it will deliver maximum results with available resources?
- g) Innovation
- The plan experiments and intends to pursue something different from the status quo, which could address a challenge or help drive greater impact
- h) Programme Management and Technical Input

- Does the proposal demonstrate that at least one organization involved in developing the proposal will be able to provide high quality gender analysis and expertise throughout the life of the programme?
- Does the programme management architecture provide a clear structure of responsibility and capacity on ground?

i) Sustainability

- Does the project have a realistic plan to sustain project activities beyond project duration?
- Does the project include a sustainable financing strategy?

For the Acceleration Facility

The review criteria for the Acceleration Facility will differ by RFP and will be explicitly defined in each RFP. The criteria will however, be informed by a set of clearly defined principles, including but not limited to:

(a) Potential for impact at the global or regional level

- The proposal is consistent with broader humanitarian and development education strategies and is complementary to existing efforts;
- The proposal's program is scalable at a regional or global level;
- The proposal experiments and intends to pursue something different from the status quo, which could address a challenge or help drive greater impact.

(b) Likelihood of implementation success

- The applicant has the necessary legal approvals and access to engage with the targeted populations;
- The applicant has the necessary reputation in targeted populations to gain support and engagement;
- The applicant identifies potential barriers to delivery, social, legal and economic constraints, and has included mitigation measures in their proposal.

(c) Value for Money

- The proposal is likely to maximize the impact of ECW's resources.

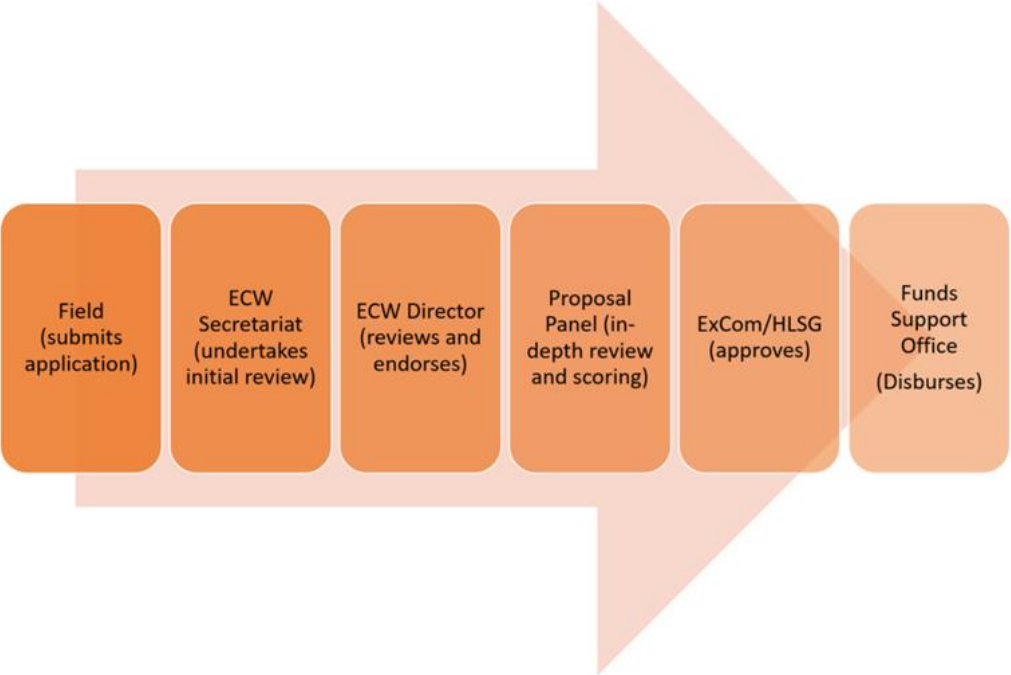
(d) Past performance of the applicant

- The applicant has a proven track record with ECW, or affiliated partners, to demonstrate their likelihood of success and capacity.

(e) Capacity and capabilities of the applicant

- The applicant has the necessary implementation capacity (infrastructure, resources, staff etc.); Alternatively, the applicant identified measures to mitigate their shortfalls to ensure capacity.

ANNEX 4 – DRAFT WORKFLOW FOR REVIEW AND APPROVAL OF PROPOSALS



ANNEX 5 – DRAFT CONFLICT OF INTEREST DECLARATION

Conflict of Interest

A conflict of interest is any personal interest which may affect or be seen to affect impartiality in any matter relevant to duties. This expressly includes any family or friends who may benefit or be seen to benefit personally, financially or professionally from your position on the Education Cannot Wait proposal review panel.

In case of conflict of interest of any member of the panel, she or he shall disclose such conflict to the ECW Secretariat and recuse herself/himself from review of that proposal.

Please provide details of any conflict of interest that may impact your ability to work for the Fund

Declaring a conflict of interest will not necessarily preclude you from participating in the work of the Fund. However, it is likely that you will be asked to recuse yourself from any point in the review cycle that may compromise your impartiality.

You agree that all information above is accurate and correct.

Signed.....

Date.....