



ECW Secretariat Staffing, Budget and Workplan FY18

For Decision

The ECW Executive Committee's no objection to:

1. The creation of one P4 level and two P3 level Secretariat posts to augment ECW's capacity on resource mobilization, programme field support, and planning and operations.
2. The Secretariat's core 12-month operating budget, including a budgetary request of up to US\$5.22 million for FY18 (January-December).
3. The Secretariat's 12-month workplan for FY18. Note: Once agreed by the Executive Committee, the operating budget and workplan will also be shared with the HLSG for no objection.

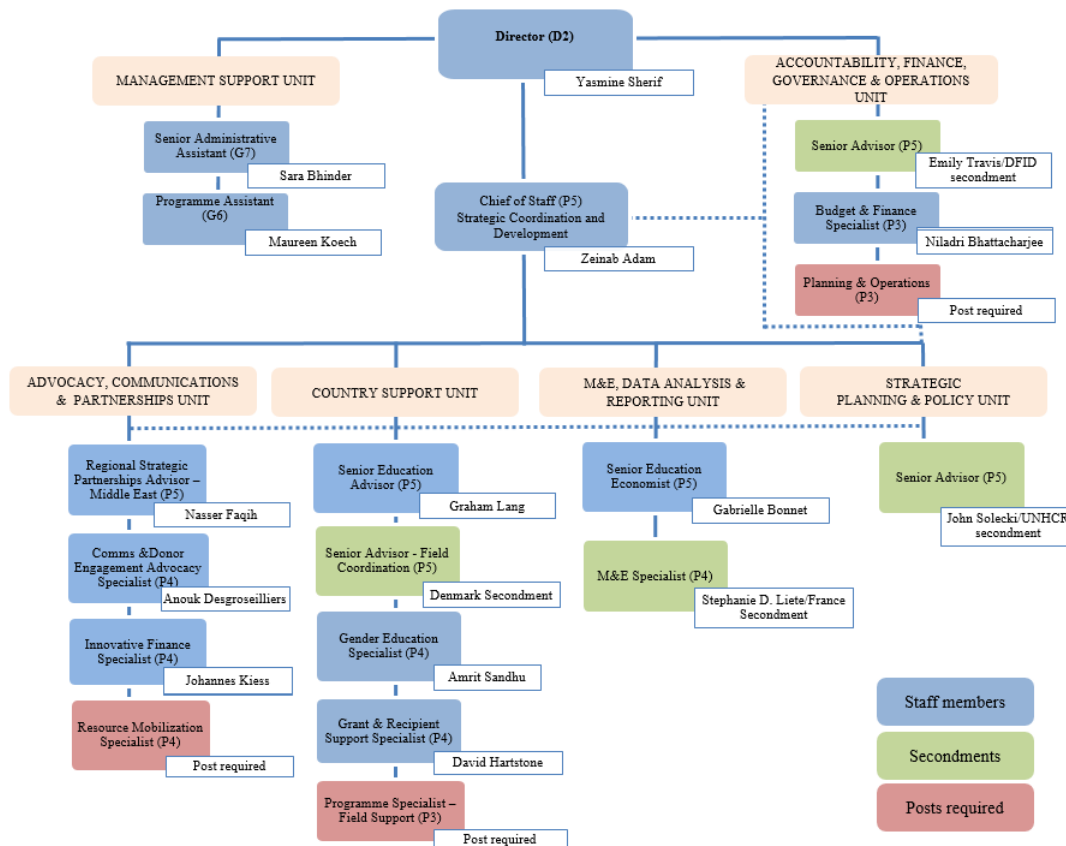
1. SECRETARIAT STAFFING

- 1.1 As of end January 2018, all Secretariat staff positions have been filled. There are 12 core staff positions, previously agreed with the Executive Committee, plus three secondees from partner organizations (UK-DFID, UNHCR and France), and a further secondment from Denmark in progress.
- 1.2 The Secretariat has two full-time consultants, for administrative support and for planning and operations, and three part-time consultants, for grants management support, for communications, and for the development of the gender strategy.

2. ADDITIONAL SECRETARIAT CAPACITY

- 2.1 In the original Secretariat structure, mid-level technical support staff were not included. However, this mid-level layer is essential to any staffing structure and common in other organizations. Following the Director's assessment of the Secretariat structure and capacity gaps based on the ongoing workload and FY18 workplan, one P4 level and two P3 level Secretariat posts have been identified as critical roles needed. The Director recommends increasing Secretariat core capacity through the following:
- 2.2 **Resource Mobilization Specialist (P4):** Following the Director's consultations on the Secretariat structure with Human Resources and the End Violence for Children Fund, which has more staff dedicated to resource mobilization but a smaller funding goal than ECW, it was decided to include a Resource Mobilization Specialist rather than a Communications Specialist. In order to reach ECW's funding target of US\$383 million for 2018, a dedicated staff member focused on mobilizing resources is needed and the current Secretariat structure does not sufficiently include capacity in this regard. Responsibilities in this role entails engagement with existing and new donors, implementing ECW's resource mobilization strategy, seeking additional funding opportunities from non-traditional donors, and liaising with civil society, foundations and the private sector.
- 2.3 **Programme Specialist – Field Support (P3):** Consistent with ECW's aim to provide stronger programmatic and field support to its growing portfolio of country investments, additional Secretariat capacity is needed with specific responsibilities for supporting ECW's grantees. This role entails responding substantively to partners and supporting them in the field to implement their workplan and to coordinate and develop their plans and proposals, as well as providing support to the monitoring of implementation and delivery.

- 2.4 **Planning and Operations Specialist (P3):** This role entails workplanning, support to ECW’s Director in the coordination of governance bodies, monitoring of donor reporting and requirements, and support to overall Fund operations. Responsibilities in these areas have been fulfilled by a full-time consultant since April 2017, as there are no other staff positions that cover this job description. Based on the Director’s assessment, this ongoing work falls under core Secretariat functions that should be reflected in a staff position.
- 2.5 The additional core staff positions are included in the FY18 Secretariat operating budget. (Note: As mentioned by the Executive Committee, there would be “unused” costs of the three new staff positions, as they would not start until the Spring. The Secretariat has shifted those staff cost savings to a budget line for a replenishment event in FY18.)
- 2.6 The figure below provides an updated Secretariat organogram as of January 2018.



3. SECRETARIAT BUDGET FY18

- 3.1 The ECW Secretariat budget takes into consideration the FY18 workplan and current growing volume of work and scaled up operations. It is important to note that the Secretariat has only very recently reached its full operating capacity, and is establishing its operational processes and unit workplans. But with full staffing in place, the Secretariat is now better able to project resources needed based on current workload, FY17 expenditures and future planning.
- 3.2 The Secretariat’s core 12-month budget (1 January 2018 – 31 December 2018) is projected to be up to US\$7.1 million. An FY17 underspend of US\$1.7 million - mostly arising from the time taken to recruit staff in the first half of 2017 - will be rolled over to FY18. After taking into account this rollover, the total budgetary request for FY18 is up to **US\$5.22 million**. This budget will allow the Secretariat to implement its 2018 workplan.

- 3.3 Key reasons for the increase in FY18 budget compared to FY 17 relate to a growing volume of grant work; anticipated travel costs to ensure strong Secretariat engagement in monitoring country investments and establishing multi-year investments (as set out in the risk framework); anticipated costs for additional financial and programmatic monitoring of country investments (as set out in the risk framework); and the additional staff positions agreed by the Executive Committee in July 2017 and those proposed above, required to fill key capacity gaps in the original ECW organogram.
- 3.4 The Secretariat operating budget supports two staff from UNICEF’s Funds Support Office (FSO) at 50 percent of their staff costs (the UNICEF-hosted End Violence Against Children fund covers the other 50 percent). The FSO is responsible for financial management and accounting of ECW’s trust fund, including disbursements and regular reporting.
- 3.5 In May 2016, USAID approved a bilateral agreement with UNICEF for early support to ECW’s Secretariat, including finance to support development of ECW’s operating model and results framework, staff costs for two ECW Secretariat posts and consultancies on results-based/innovative financing. Given the urgency associated with development of ECW’s operating model and results framework, USAID resource was approved in February 2017 to be utilized in full for the Operating Model and Results Framework (BCG consultancy). In order to ensure the work on results-based/innovative financing is still carried out, the contribution of US\$325,000 is rolled over as a commitment for use in FY18, which can be funded through the FY17 rollover.
- 3.6 As agreed in ECW’s Governance Manual, a Financial Management Advisor (firm) has been identified to undertake a range of financial services relevant to ECW investments and operations. Based on the firm’s average costs and ECW’s assessment of grantees requiring financial services (eg. micro assessments, spot checks, financial monitoring and auditing on an ‘as needed’ basis), US\$342,444 has been allocated for financial monitoring in FY18. The firm was selected from UNICEF’s existing global ‘Long Term Agreements’, which provides cost and time savings for ECW and ensures quality control, as the firms have been thoroughly assessed with the HACT (Harmonized Approach to Cash Transfers) framework.
- 3.7 In addition, programme monitoring by a third party will be needed in FY18 given the significant number of existing non-UN grantees and the likely increase over 2018. This will help to improve the Secretariat’s management and mitigation of some of the risks identified in the risk framework. This was not accounted for in FY17, so US\$500,000 has been allotted for programme monitoring in FY18 using the Financial Management firm’s standard average costs as a base and ECW’s assessment. A detailed plan for programme monitoring will be developed in Q1 2018.
- 3.8 Secretariat Travel costs are expected to increase in FY18, given the Secretariat’s increased staffing, and an increased focus on ECW Secretariat engagement with partners in the field, monitoring of investments, and establishing new, joint multi-year programmes. ECW travel policies follow UNICEF travel policies while UNICEF is the temporary host. Through ECW’s workplan and mission schedule for FY18, the Secretariat strives to plan missions in advance as much as possible to take advantage of lower fare options, and to combine missions whenever possible, to achieve optimum value for money. In addition, ECW staff based in the Middle East will be able to travel to some ECW countries with reduced travel costs compared to staff traveling from New York. However, it is important to note that ECW staff will be traveling frequently in order to establish programmes and ensure existing programmes are on track and delivering.
- 3.9 Communications and advocacy is expected to become more robust now that ECW is fully operational. This includes a revamped website with enhancements and ongoing maintenance, new communications products, several advocacy campaigns with partners, social media channels and a consulting firm that will further enhance ECW’s brand.
- 3.10 Global Affairs Canada disbursed the US\$200,000 required to finance a P3 Gender Specialist for FY17. This post was upgraded to a P4 with the difference covered by the Secretariat’s FY17 budget.
- 3.11 Based on FY17 expenditures and greater understanding of the Secretariat’s likely requirements, several budget lines have been reduced for FY18. These include funds allocated for Secretariat ICT, meetings for governance bodies and trainings/workshops.

- 3.12 As agreed in the agreement of UNICEF as temporary hosts, eight percent of the subtotal of the operating budget is allocated for UNICEF indirect costs associated with hosting ECW. This covers rent and utilities for ECW’s office space, HR support and administration of staff contracts and secondment processes, travel and in-country logistical support, IT support and internal audit.

4. SECRETARIAT WORKPLAN FY18

- 4.1 The ECW Secretariat workplan for FY18 balances the need to ensure current country investments (Initial Investments and First Response) are on track and driving forward results, and to facilitate new joint multi-year programmes. Resource mobilization will be a key priority, given the 2018 target and the intention to develop new multi-year programmes. Gender and strategic outreach across the multilateral system are stronger components in our FY18 workplan. In addition, ensuring robust financial and programmatic monitoring, risk management, and strengthening communications and resource mobilization will be crucial.
- 4.2 Following ECW’s governance manual and grant confirmation letter, the FY18 budget and workplan have been approved by UNICEF’s Comptroller. Following no objection from ECW’s Executive Committee, the documents will be shared with ECW’s High Level Steering Group for no objection.

Annex I - ECW Secretariat Budget FY18 - revised

Function	Description	Estimated Average Standard Cost 2018
HUMAN RESOURCES		
Director	UN D2	\$ 342,648.00
Senior Adviser (Education)	UN P5	\$ 279,259.00
Senior Adviser (Economist/Statistician)	UN P5	\$ 279,259.00
Senior Adviser (Coordination, Development & Strategic Planning)	UN P5	\$ 279,259.00
Senior Advisor ,Regional Strategic Partnerships	UN P5	\$ 279,259.00
Donor Engagement, Advocacy and Communications Specialist	UN P4	\$ 236,578.00
Grants Manager/Recipient Support Specialist	UN P4	\$ 236,578.00
Innovative Finance Specialist	UN P4	\$ 236,578.00
Education & Gender Specialist	UN P4	\$ 236,578.00
Resource Mobilization Specialist	UN P4	\$ 157,718.67
Finance and Risk Specialist	UN P3	\$ 198,801.00
Palnning and Operations Specialist	UN P3	\$ 132,534.00
Programme Specialist- Field support	UN P3	\$ 132,534.00
Senior Administrative and Budget Assistant	UN G7	\$ 123,691.00
Administrative Assistant	UN G6	\$ 113,073.00
Funds Support Office - Chief Funds Support Office	50% of a UN P4 level staff member	\$ 118,289.00
Funds Support Office - Senior Grants Assistant	50% of a UN G7 staff member	\$ 61,845.00
HUMAN RESOURCES TOTAL		\$ 3,444,481.67

Assuming start date of May- Dec (8 months)

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TECHNICAL ASSISTANCE			Comments/ Basis for cost calculation
Experts			
Innovative Finance experts (results-based financing, CCT's, development impact bonds)	Short term draw down experts and consultants for review and development of Innovative finance approach and options	\$ 325,000.00	Based on the bilateral agreement with USAID, a contribution of \$325,000 would be allocated for innovation financing. As USAID funding was entirely used for BCG in 2016/17, and we have not yet spent anything on innovative finance, we are rolling this over as a commitment in 2018, which can be funded through the 2017 surplus.
Financial Management Advisory Services (firm)	Micro assessments, spot checks, financial monitoring and auditing on an 'as needed' basis, and other due diligence of funds recipients (Moore Stephens)	\$ 342,444.00	It will cost us \$92,000 for 18 NGOs giving us an average cost of a bit over \$5,000 per partner. We received 28 proposals for funding between June and October this year. If we receive the same volume of applications throughout the year in 2018 (a rather big assumption) we could expect to fund 67 NGOs which would cost us over \$340,000 assuming the same average cost as for the current batch.
Programme monitoring	3rd party programme monitoring	\$ 500,000.00	Strengthening programme monitoring and oversight has been identified as a key priority for our programme and risk management. We are exploring options, including using the Financial Management firm already contracted for financial oversight, or contracting third party monitoring firms who have long-term agreements with UNICEF country offices. We will develop a plan for strengthening programme monitoring during Q1.
Individual Consultants * G5 Support Staff \$60,000 * Data / M&E- \$120,000 * 2 UNV's/ Consultants (Amman) \$120,000 * Other 'as needed' short-term consultancies to support implementation of ECW Strategy after April 2018 - \$100,000 * Grants Management - \$81,000 * Planning & Operations - \$40,000 (Jan- May 2018)	Consultants and short term draw down experts to support operational requirements and to increase capacity in priority areas	\$ 521,000.00	Ongoing administrative and grants management support, plus increasing capacity on Data/M&E, Middle East regional support, and strategy implementation.
TECHNICAL ASSISTANCE TOTAL		\$ 1,688,444.00	

OPERATIONS

Secretariat Travel	Grant and recipient support, constituent outreach	\$	650,000.00	A fully staffed ECW Secretariat is planning greater engagement in the development and monitoring of programs, enabling achievement of the 5 core functions at country level. An approximate calculation based on: *Programme Countries visits (15 countries): 22 trips (average 2.5 staff per trip) at @7,000= \$385,000 *USA (mostly Washington, D.C.) and Canada: 18 trips (average 2 staff per trip) @ 1,200 = \$43,200 . Trips to D.C. for HLSG meeting, meetings with ExCom members, key advocacy events, and for ECW's areas of work where several partners are based in D.C. (eg. innovative financing, gender) *ExCom meetings in Europe for 8 staff @5,000 = \$40,000 *Other travel for conferences and events in Europe - 18 trips (average 2 staff per trip) @5,000 each = \$180,000 Note: Secretariat budget covers travel costs for core staff and also for secondments and loans to ECW
Training & Workshops	Constituent outreach at global, regional or country level, plus Secretariat work planning	\$	50,000.00	Outreach and support at country level in particular, to support improved capacity on the ground, understanding of ECW, and effective programming. The launch and implementation of the new ECW Strategy will require systematic outreach at all levels.
Communications	Website, publications, design, printing, consulting firm, FSO website enhancements and maintenance	\$	310,000.00	In 2018, ECW will significantly expand its communications budget to contract a strategic communications firm, a social media consultant, and to expand the portfolio of ECW communication assets.
Secretariat ICT	IT, mobile, office supplies	\$	50,000.00	Half of 2017 budget - main ICT supplies already procured in 2017
High level Steering Group and Executive Committee	Meeting logistics and travel for some members of HLSG and ExCom constituencies, plus special guests (exceptional approval required)	\$	15,000.00	Lower than 2017 budget (\$51,000), given experience of meetings and costs in 2017
ECW Replenishment Event	ECW fundraising event(s)/opportunities in 2018	\$	392,306.80	From 'unused' salaries of the three new approved posts (1 P4 and 2 P3 level staff), who would likely not start until May 2018 and partially from 2017 rollover.
OPERATIONS TOTAL		\$	1,467,306.80	
2018 Subtotal		\$	6,600,232.47	
UNICEF INDIRECT COSTS TOTAL	Rent and Utilities, Administration of staff contracts including secondment processes, Travel and in-country logistical support, IT support, internal audit	\$	528,018.60	8% of the subtotal budget
2018 TOTAL BUDGET		\$	7,128,251.07	
Rollover from 2017		\$	(1,711,362.95)	
Education & Gender Specialist Post funded in 2017 through Canadian contribution		\$	(200,000.00)	
2018 Budgetary Request		\$	5,216,888.12	

ANNEX II - ECW Secretariat Workplan FY18

WORK STREAM	OBJECTIVE	ACTIVITIES & TIMEFRAME	RESOURCES REQUIRED
Country investments	<p><u>First Response (FR)</u> 1.1 Provide high quality support to sudden-onset crises to eligible countries within one month</p> <p><u>Multi-Year (MY)</u> 1.2 Facilitate 10 joint multi-year programmes</p> <p><u>Initial Investments</u> 1.3 Drive forward results to ensure education outcomes in Chad, Ethiopia, Syria and Yemen</p>	<p><u>First Response</u></p> <ul style="list-style-type: none"> • Monitor crisis escalation and communicate clearly to in-country partners to support the development of consultative, high quality FR proposals • Provide timely and high quality, gender-responsive support to in-country FR proposals (ongoing). • Review FR policies, Reserve and determine approach to FR from April 2018 as part of Strategy process (Q1). • Maintain accurate records and ensure receipt of high quality reports on projects/grants (ongoing). • Coordinate global meeting with ECW partner countries (Q3). <p><u>Multi-Year</u></p> <ul style="list-style-type: none"> • Develop methodology for identification of MY investment countries and finalize list of 10 countries (Q1). • Further refine country-specific funding modalities (Q1/Q2). • Establish pooled funding mechanisms as appropriate for country context (ongoing). • Establish reporting procedures (Q1). • Finalize SOPs for in-country coordination and communication (Q1). • Develop action plans and multi-year proposals for the 10 countries in line with SOPs and MY guidance note (Q1 start – ongoing). • Determine level of financial support from ECW for each multi-year programme (ongoing). • Develop MOU with NORCAP (Q1). • Country-level ECW missions in support of development of joint country strategy (ongoing). • Promote MY programmes to attract new resources (ongoing). • Link MY programme priorities with private sector financing opportunities through the REACH initiative (ongoing). • Develop information pack for the field (Q1). <p><u>Initial Investments</u></p> <ul style="list-style-type: none"> • Monitor and follow-up on Initial Investments implementation and results, including through country visits (ongoing). • Provide accurate and timely reporting of Initial Investments (ongoing and based on reporting schedule). 	<ul style="list-style-type: none"> • Contributions from: Director, Four P5 Senior Advisers (Education; Strategic Coordination, Regional Strategic Partnerships Adviser, Strategic policy and planning), one P4 Grants Manager, one P4 Education and Gender Specialist, and one P3 Programme Specialist (Field Support) • Time from two other P5 Secretariat staff as country focal points • NORCAP - roster of experts • Up to \$300m for all MY investments, through ECW fund and through ECW-facilitated joint programmes • Travel budget for missions to countries to support development
2. Resource Mobilization & Partnerships	2.1 Mobilize \$365m in new pledges to ECW Account + pooled funds combined to reach Year 2 funding target of \$383m (pledges	<ul style="list-style-type: none"> • Develop Resource Mobilization strategy (Q1). • Produce updated <i>Case for Investment</i> publication, aligned to Strategy (Q2). • Develop donor mapping as part of RM Strategy (Q1). • Explore opportunities for funding from SDG related funds and resource windows (Q1) 	<ul style="list-style-type: none"> • Contributions from: Director, One P5 Regional Strategic Partnerships Advisor and one P4 Communications,

	<p>already contributing \$18m towards this)</p> <p>2.2 Develop long-term Resource Mobilization Strategy 2018-2021</p> <p>2.3 Establish and facilitate at least four partnerships with private sector foundations through the REACT database</p>	<ul style="list-style-type: none"> Continue working with GBC-Education and REACT to establish partnerships with the private sector (ongoing). Explore Resource Mobilization opportunities – co-financing and matching funds – with Arab and Islamic Donors (ongoing). 	<p>Donor Engagement and Advocacy Specialist</p> <ul style="list-style-type: none"> Contribution from one senior consultant on accessing SDG-related funds (Q1) Travel budget for missions to build partnerships
3. Innovative Finance	3.1 Explore, prioritize and test innovative finance possibilities	<ul style="list-style-type: none"> Finalize innovative finance mapping and share with the Executive Committee to agree on ideas to move forward (Q1). Test feasibility of two out of four innovative finance ideas: education mortgages, development impact bonds, pre-arranged emergency financing, and collaboration with IFFEd in middle income countries. <ul style="list-style-type: none"> Education mortgages: concept note to final product Pre-arranged emergency financing: Consultations (Q1); feasibility study (Q3); ready by 2019 Development Impact Bonds (or alternative outcome investment): identification of investment cases (Q1); partner consultations (Q2); feasibility study (Q4) IFFEd: coordinate with Education Commission timeline (ongoing) <p>Note: Programmes may need to be pivoted as ideas evolve.</p>	<ul style="list-style-type: none"> One P4 Innovative Finance Specialist Depends on area, but could include legal support, tax lawyers, etc. Between \$0.25-\$0.75m for each area (from partners + ECW Account) \$325,000 allocated from USAID in Secretariat 2018 budget
4. Acceleration Facility	<p>4.1 Increase global coordination around data, indicators, evidence-building and learning</p> <p>4.2 Enhance data collection, innovation, monitoring and evaluation capacity within multi-year countries</p> <p>4.3 Finance innovative solution/models for advancing learning and improving inclusion</p>	<ul style="list-style-type: none"> Revise Global Partners’ project so that it better supports the core functions of each organization which align with those of ECW (by Q1) and ensure communication of emerging results (by Q3). Support global harmonization efforts around data and indicators and ensure coherence with ECW’s objectives and frameworks (by Q4). Provide financial and technical support to monitoring/data collection/coordination in new MY countries using a mix of distance and face-to-face guidance and support, privileging a learning by doing approach where appropriate (by Q4). Support scaling up of proven innovations by integrating them into at least two MY programmes (by Q4). 	<ul style="list-style-type: none"> Contributions from: One P5 Senior Education Advisor (lead on Acceleration Facility) and one P5 Senior Education Economist Up to 5% of ECW programme funding
5. Gender	5.1 Ensure all ECW investments take account of the specific needs of men, women, boys and girls	<ul style="list-style-type: none"> Develop ECW Gender Strategy, in parallel with overall ECW Strategy (Q1) Develop ECW Gender Policy (Q1) Develop tools and templates to ensure gender consideration in M&E, reporting, and planning (ongoing). Provide country support and capacity development of partners, as needed (ongoing). Establish partnerships/MOUs (UNGEI, UN Women) (Q1/Q2). Develop communications and advocacy products (ongoing). 	<ul style="list-style-type: none"> One P4 Gender Education Specialist Contribution from one senior consultant on gender strategy (Q1) Potential further mid-level consultancy support from Q1 GenCap experts for field support

			<ul style="list-style-type: none"> • Expertise through in-country organisations involved with ECW • Facilitators, trainings, communications products • Missions to countries
6. Data, M&E and Reporting	<p>6.1 Support advocacy and resource mobilization</p> <p>6.2 Inform country selection and finance allocation</p> <p>6.3 Support country level situation analysis and monitoring</p> <p>6.4 Ensure accountability to beneficiaries, donors and other ECW stakeholders</p>	<ul style="list-style-type: none"> • Provide data and technical inputs for talking points, blogs, advocacy papers, reports and presentations (ongoing). • Develop country classification to identify priority countries for ECW, for strategy (Q1, yearly updates). • Provide financial modelling to inform strategic choices (Q1). • Provide data on country profiles in advance of missions (ongoing). • Quality Assurance of country M&E frameworks (ongoing). • Develop and implement a system for country level programme monitoring (Q1 - ongoing). • Finalize the ECW M&E framework (Q1 – main indicators, by Q4 – specific indicators). • Contribute to a system to ensure transparency of country-level and global data (long-term). 	<ul style="list-style-type: none"> • One P5 Senior Economist and one P4 M&E Specialist • One M&E Consultant • Some missions for coordination with other agencies
7. Strategic Planning & Policy	<p>7.1 ECW Strategy finalized and approved by the HLSG in April</p> <p>7.2 Expand and deepen ECW’s outreach to UN, NGOs, Member States and other partners - at New York level - to advance ECW’s objectives through the UN architecture and processes</p>	<ul style="list-style-type: none"> • Lead strategy development process, including consultation with Strategy Task Team and ExCom, to develop ECW 4 year Strategy approved by HLSG (by April) • Identify and prioritize partners for ECW strategic outreach (Q1). • Map country/region specific inter-agency meetings – eg. Syria, Yemen, Iraq (Q1/Q2). • Implement prioritized outreach plan, coordinating engagement across ECW team (from Q2) • Coordinate an ECW UN event, co-sponsored by Member State (Q2). • Participate in the annual HC retreat on education sessions (Q2). • Engage in Children in Armed Conflict Working Group (ongoing). • Engage with the UNGA and Global Compacts on migration and refugees (ongoing). 	<ul style="list-style-type: none"> • Contributions from: Director and all P5 Senior Advisers • One P5 Senior Adviser to coordinate ECW’s strategic outreach in New York • Budget for events in New York
8. Advocacy and Communications	<p>8.1 Inspire political, private and public commitment to advance ECW’s core goals</p> <p>8.2 Expand and engage the range of partners who are dedicated to EiE through strategic partnership approaches, evidence-based narratives and compelling results</p>	<ul style="list-style-type: none"> • Develop communications and outreach strategy (Q1). • Develop ECW media strategy (Q1/Q2). • Develop and design ECW communication and advocacy products (ongoing). • Host quarterly global webinars (Q1-Q4). • Establish ECW social media channels and grow audiences (Q1 start – ongoing). • Collaborate with the Malala Fund on the launch of ‘Political Champions’ group (Q1). • Collaborate with UNICEF and UNGEI on the ‘Where Children Learn campaign’ (Q1). • Secure external visibility and public platforms for ECW outreach (ongoing). • Revise and update ECW website (ongoing). 	<ul style="list-style-type: none"> • One P4 Communications, Donor Engagement & Advocacy Specialist and one P3 Communications Specialist • One social media consultant from Q1 • Strategic Communications firm from Q1

		<ul style="list-style-type: none"> • Develop relations with GCPEA on Safe Schools (Q1). • Strengthen coordination with GBC-Education (ongoing). • Work with the Funds Support Office (FSO) to strengthen external communication and transparency reporting through UNICEF’s transparency portal. 	<ul style="list-style-type: none"> • Translation services as needed • Travel budget for missions to increase ECW profile and influence • Budget for communication products and tools (eg. website, brochures)
9. Financial Management	9.1 Provide effective and efficient ECW financial management (ongoing)	<ul style="list-style-type: none"> • Work with FSO and Public Partnerships Division (PPD) to prepare systemised financial reports (eg. commitments, disbursements, fund balance). • Work with FSO to facilitate the Financial Management Advisor process. • Manage and oversee the financial monitoring of programmes, through the Financial Management Adviser (spot checks, micro assessments and audits), MPTF and UNDP for future assessments and disbursements and follow up on recommendations. • Work with FSO and PPD to ensure funds are received from donors and disbursed to grant recipients in a timely manner. • Review financial reports for donors and grantees. • Oversee development and management of Secretariat budget • Hold quarterly Finance Task Team meetings on financial oversight. • Provide six monthly financial updates to Executive Committee. • Improve financial templates and policies to strengthen ECW financial management 	<ul style="list-style-type: none"> • Contributions from: One P5 Senior Advisor and one P3 Finance and Budget Specialist. Two P4 staff (grants management and innovative finance) as Chairs of Finance Task Team • FSO: 50% P4 and 50% G7 • Budget for Financial Management Adviser
10. Risk Management	10.1 Develop frameworks, tools, and culture to ensure strong identification, management, and mitigation of risk for ECW	<ul style="list-style-type: none"> • Develop corporate level risk framework (Q1). • Develop portfolio level risk framework (Q2). • Ensure risk frameworks are updated and aligned with the ECW Strategy from Apr 2018 (monthly – ongoing). • Oversee and coordinate Secretariat’s work on Due Diligence issues, ensuring continual improvement of ECW policies and implementation • Hold at least quarterly meetings of the Risk Task Team (Q1-Q4). • Update the Executive Committee at least every six months, and ensure risk frameworks approved by Executive Committee (Q1, Q3). • Hold substantive risk management discussions with the Secretariat (monthly – ongoing). • Develop ECW policies and tools to support risk management including a Due Diligence policy and a Code of Conduct policy (including Conflict of Interest) (Q1/Q2). • Strengthen ECW systems for risk management at country level (ongoing). 	<ul style="list-style-type: none"> • Contributions of time from: One P5 Senior Advisor and one P3 Finance and Budget Specialist. Plus contributions from all staff on risk management actions.
11. Secretariat Management and Operations	11.1 Provide effective and timely operational support to the Director’s office and ECW Secretariat team	<ul style="list-style-type: none"> • Manage daily operations of Director’s office, including diary, events, scheduling (ongoing). • Provide oversight and guidance on operational issues to ensure Secretariat is fit for purpose (ongoing). 	<ul style="list-style-type: none"> • One G7 Senior Administrative Assistant and one G6 Programme Assistant

	<p>11.2 Develop and provide accurate financial management of Secretariat budget</p>	<ul style="list-style-type: none"> • Complete Standard Operating Procedures to streamline business operations (Q1). • Improve and implement knowledge management strategy, including management of team files and documents (ongoing). • Enable efficient and timely recruitment and induction of new staff in close coordination with HR (ongoing). • Facilitate individual and institutional contracting and invoicing for programme implementation (ongoing). • Develop annual Secretariat budget, aligned to workplan, for Executive Committee approval (Q3) • Manage and maintain ECW Secretariat budget, including through regular reports (expenditures, commitments, disbursements) and semi-annual forecasts (Q1 – final budget; ongoing tracking). • Manage travel and logistic arrangements for all staff members (ongoing). • Administer all IT, equipment and supply needs for ECW team (ongoing). • Strengthen internal communication through staff meetings, documentation and regular updates (ongoing). 	<ul style="list-style-type: none"> • One Administrative Assistant Consultant • Budget for annual Secretariat retreat • Budget for IT, equipment and supplies
<p>12. Governance and Operations</p>	<p>12.1 Provide effective support and reporting to the ECW High Level Steering Group and Executive Committee with appropriate documentation, communication, implementation of meetings and follow up</p> <p>12.2 Ensure ECW governance and operations frameworks and structures support the delivery of the ECW Strategy</p>	<ul style="list-style-type: none"> • Coordinate two successful in-person HLSG meetings (Q2, Q3) and additional as-needed conference calls. • Coordinate two successful in-person ExCom meetings (Q1, Q2/Q3)), two conference calls and additional as-needed conference calls. • Draft papers, auxiliary documentation and support HLSG and ExCom Chairs (ongoing). • Document and follow up on key decisions (ongoing). • Review/update governance and operational manuals to reflect HLSG decisions and in line with ECW’s strategy (Q1-Q3). • Develop and update annual work plan, including priorities, timeframes and regular check-ins (Q1 – final annual workplan; ongoing updates). • Coordinate reporting of ECW progress and activities to governance bodies and donors, including ECW’s Annual Report (Q4) • Coordinate the process of new HLSG and ExCom membership as needed (Q2). • Complete review of memberships and constituencies for HLSG and ExCom (Q2). 	<ul style="list-style-type: none"> • Contributions from one P5 Senior adviser, one P3 Governance, Operations & Reporting Specialist • Potential consultancy support for updating of governance and operational manuals • Secretariat travel to HLSG and ExCom meetings • Budget for in-person meeting logistics (venue, food, support for special guests)
<p>13. Permanent Hosting</p>	<p>13.1 Support a successful permanent hosting process</p>	<ul style="list-style-type: none"> • Provide support, as needed, to DFID as permanent hosting review coordinators (Q1) • Brief and respond to requests for information from hosting review consultants (Q1) • Provide support to HLSG and Executive Committee decision-making throughout the permanent hosting review process (Q1-Q2). • Develop a transition plan, as needed, based on recommendations and final agreement (timeframe TBC based on recommendations). 	<ul style="list-style-type: none"> • Contributions from: Director, one P5 Senior Adviser and one P3 Governance, Operations & Reporting Specialist

Note: For each work stream area, there are more detailed unit workplans behind it.