



STRATEGIC PLAN

2018-2021

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This strategic plan was developed with ECW stakeholders through a Strategy Task Team representing North and South, UN, NGOs and donors. Consultations on strategic direction, coordination modalities and substantive services, guiding the strategy in 2018-2021, were conducted with government partners and in-country recipients of grants in Afghanistan, Bangladesh, Lebanon, Uganda and Yemen. The Lessons Learned document produced on the Initial Investments (June 2017) has been taken into account, as has best practices for development programming in crisis contexts. The ODI “Education Cannot Wait: Proposing a fund for education in emergencies” (May 2016) serves as a foundation to this strategic plan, as it encapsulates the research, analysis and consultations conducted over several years with a wide range of actors including governments, donors, civil society, development and humanitarian actors, which led to the creation of ECW.

Foreword

FOREWORD BY GORDON BROWN AND YASMINE SHERIF TO BE ADDED

[Photo of Special Envoy to be added]

Rt Hon Gordon Brown
United Nations Special Envoy for Global Education

[Photo of ECW Director to be added]

Yasmine Sherif
Director, Education Cannot Wait

Executive Summary

Education Cannot Wait (ECW) was launched to transform the aid system that currently leaves behind 75 million of the most vulnerable children and youth on the planet. ECW is the first global fund for education in emergencies and protracted crises designed to address the obstacles that have prevented humanitarian and development actors from delivering quality education in humanitarian crises.

ECW aims to ensure education is prioritized as a non-negotiable aspect of the humanitarian response. ECW's flexible investment modalities are geared to support a rapid response to urgent education needs whilst bridging the divide that has hitherto characterised the humanitarian and development aid systems.

ECW overarching goal for the 2018-2021 period is to support the delivery of quality education to 8 million children and youth – aged 3 to 18 years¹ – in areas of the globe that are most affected by conflict and disaster. Girls and young adolescent women are at the heart of these efforts.

This will set a milestone in advancing the Sustainable Development Goal (SDG) 4 on quality education where it is most in jeopardy. In doing so, it will lay the foundation for our collective endeavour to reach 75 million crises-affected children and youth by 2030.

To reach its goal, ECW will bring together a wide range of actors – from the humanitarian and development sectors, governments, donors, private and philanthropic sectors – to collaborate over multiple years, based on their comparative advantage, towards achieving collective education outcomes. This new way of working is at the heart of ECW added value.

Through its First Response Window, ECW will act as a catalyst in providing an immediate rapid response to education needs in sudden onset emergencies and in escalating crises. Through its Multi-Year Resilience Window, ECW will invest in countries affected by protracted crises through facilitating joint humanitarian and development multiyear programming and financing. As these joint multiyear programming are implemented, the Acceleration Facility Window will support the collection and analysis of evidence-based to inform best practices, and turn investments into concrete public goods, and scale up innovation.

ECW will build on relevant networks and advocacy platforms to generate stronger solidarity, political commitments and policy change for education in emergencies. Through this movement, it will advocate for stakeholders to uphold the obligations spelt out in the United Nations Resolution on the Right to Education in Emergencies and to translate these commitments into additional financing to support the achievement of its

¹ The age range of 3-18 is used to delineate the target group for the Platform throughout this proposal. This has not been formally adopted as policy for the Platform, and there are stakeholders who would like to see beneficiaries across the life cycle, including 0-3 and over 18. Ages 3-18 were used here due to this being typical school age groups for pre-primary, primary and secondary schools, as well as target groups for related non-formal education efforts.

overarching goal. ECW will strengthen and expand engagement with donors, and build new partnerships with the private and philanthropic sectors, while pursuing innovative financing.

[PLACEHOLDER FOR A ONE PAGE INFOGRAPHIC 'STRATEGIC PLAN AT A GLANCE' INCLUDING VISION, MISSION, OVERARCHING GOAL, STRATEGIC GOALS AND OBJECTIVES]

“Let us be quite clear that this is not about shifting funding from development to humanitarian programmes or vice versa. It is about recognizing common goals and optimizing existing resources and capabilities to help all people in situations of risk, vulnerability and crisis. It is about working better together to reduce humanitarian needs over the medium to long-term.”

United Nations Secretary-General António Guterres
28 January 2018 - Remarks at the High-Level Event on the New Way of Working

Added Value

ECW offers a concrete path to remove unnecessary barriers preventing humanitarian and development actors, governments, NGOs and the private sector from joining efforts to address – and ultimately reduce – growing education needs in emergency and protracted crises. ECW brings together a diverse range of actors to work towards collective outcomes over multiple years, based on their comparative advantage.

ECW steers this new way of working forward, transforming the response and bridging the gap from humanitarian to development in crises, through its unique mandate and modalities:

Less Bureaucracy - More Accountability. As an agile breakthrough fund, ECW is designed to rapidly meet the needs of crises-affected children and youth entitled to quality and continuing education. A lean operation, ECW is field-driven and maintains a close and direct connection with both the field and the multilateral humanitarian and development coordination architecture.

Flexibility to Deliver Results with Humanitarian Speed and Development Depth. Its flexible funding and direct execution modalities, as well as funding frameworks at country-level, allow ECW to be context-specific and invest in a wide range of partners, including governments, UN agencies, international and local NGOs. This enables ECW to uphold the commitments of the *Grand Bargain*², act locally and increase national ownership.

Bridges the Gap between Short-term Humanitarian Interventions and Long-term Development Investments. Working through the humanitarian coordination structure for education in emergencies, ECW brings together humanitarian and development partners amidst a crisis, such as the Education Cluster, Refugee Coordination Mechanisms, Local Education Groups and regional modalities such as No Lost Generation. ECW harnesses its flexible operational modalities to coordinate with the

² The [Grand Bargain](#) is an agreement between more than 30 of the biggest donors and aid providers, which aims to get more means into the hands of people in need. It includes a series of changes in the working practices of donors and aid organizations including commitments to increase funding to local and national responders and to increase multi-year funding to ensure greater predictability and continuity in humanitarian response.

Global Partnership for Education to ensure strong ties to longer-term education sector plans.

It seeks to build strong ties with the International Finance Facility for Education (IFFEd) to ensure all available financial options, including new financing from multilateral development banks, are considered as part of the solution when providing support to countries impacted by crisis.

Raises the Centrality of Education on the Global Stage. ECW mobilizes commitment through the ECW High-Level Steering Group at ministerial and heads of agency level together with civil society. ECW provides both an advocacy and knowledge platform empowered by a speedy financing mechanism. It draws attention to education for what it is: a human right and a crucial investment in human capital, that holds the key to the foundation for development, conflict prevention, peace and security.

Roots in Evidence and Cutting-Edge Thinking. ECW pursues the recommendations of the High-Level Panel on Humanitarian Financing.³ ECW leverages the multilateral humanitarian/recovery coordination architecture through Multi-Year frameworks that provide a vehicle for funding against inclusive and clearly designed objectives, outcomes and robust results-frameworks.

Translates the Agenda for Humanity⁴ into Action. ECW financing mechanisms are designed to leave no one behind, support localization and national ownership and ensure equitable investments. It ensures cooperation and collaboration to end fragmentation through joint programming. It adopts a holistic approach to reduce risks and vulnerability, thus closing the gap between the humanitarian, development, peace & security pillars to deliver on the 2030 Agenda and the achievement of the sustainable development goals.

³ [High-Level Panel on Humanitarian Financing Report to the Secretary-General](#): Too important to fail - addressing the humanitarian financing gap (January 2016)

⁴ The [Agenda for Humanity](#) is a plan laid out by the United Nations Secretary-General that outlines the changes that are needed to alleviate suffering, reduce risk and lessen vulnerability on a global scale. It guided the overarching framework of the World Humanitarian Summit where 180 Member States of the United Nations, over 700 local and international NGOs, the private sector and other stakeholders announced thousands of commitments to turn it into reality.

[PLACEHOLDER FOR AN INFORGRAPHIC TIMELINE WITH KEY EVENTS LEADING UP TO THE LAUNCH OF ECW, THE SETTING UP OF ITS GOVERNACNE STRUCTURE AND SECRETARIAT, AND KEY MILESTONES DURING THIS 2018 - 2021 STRATEGIC PLAN]

[PLACEHOLDER FOR AN INFORGRAPHIC SHOWING HOW ECW BRIDGES THE– DEVELOPMENT DIVIDE AT COUNTRY LEVEL THROUGH THE EXISTING HUMANITARIAN AND DEVELOPMENT COORDINATION STRUCTURES]

[PLACEHOLDER FOR AN INFOGRAPHIC FEATURING HOW ECW FITS AND ADD VALUE TO THE GLOBAL AID SYSTEM]

Vision and Mission

Vision

A world where all children and youth affected by crises can learn free of cost, in safety and without fear in order to grow and reach their full potential.

Mission

To generate greater shared political, operational and financial commitment to meet the educational needs of millions of children and young people affected by crises, with a focus on more agile, connected and faster response that spans the humanitarian–development continuum in order to build sustainable education systems.

Principles and Core Functions

ECW facilitates the development of joint programming against a shared set of principles - humanitarian principles, such as humanity, impartiality and neutrality, and development principles, such as national ownership, capacity development and sustainability. ECW adheres to a rights-based approach with attention to international human rights, refugee and humanitarian law and supports established coordination structures, recognition of comparative advantages and a clear division of labour.

In the development of joint programming, ECW promotes the **fundamental right to education** through the four essential features that ensure its meaningfulness:

Available – Education is free and there is adequate infrastructure and trained teachers able to support the delivery of education.

Accessible – The education system is non-discriminatory and accessible to all, and positive steps are taken to include the most marginalised.

Acceptable – The content of education is relevant, non-discriminatory and culturally appropriate, and of quality; schools are safe and teachers are professional.

Adaptable – Education evolves with the changing needs of society and challenges inequalities, such as gender discrimination; education adapts to suit locally specific needs and contexts.

ECW prioritizes **gender equality** so that the overall education response includes targeted gender-responsive and transformative investments. Through ECW's Gender Strategy and Policy, ECW seeks to ensure that the specific needs of girls and boys are systematically pursued throughout ECW's work, so that they benefit in an equitable way and inequality is not perpetuated.

Education in emergencies provides protection interventions that ensures physical, psychosocial, and cognitive protection that can sustain and save lives, while also advocating for legal protection under international law. ECW thus places **protection** at center of its investments, encompassing the protection of students, teachers and schools.

These principles permeate the **five core functions** of ECW:

Inspire Political Commitment

ECW seeks to shift education from the margins to the centre in priority setting, policy-making and financing. At country level, ECW's entry point and platform for collaboration is that of existing humanitarian coordination mechanisms (Education Clusters, Refugee Coordination Mechanisms, Education in Emergencies Working Groups), whereby ECW facilitates the inclusion of the development architectures (Local Education Groups). These humanitarian and development mechanisms are generally co-chaired by governments, and composed of multilateral and bilateral

partners, as well as civil society. It advocates for and supports actors involved in the formulation and financing of national policies that specifically address issues related to education in crises.

As a global fund chaired by the UN Special Envoy for Global Education, ECW's own governance structures provide leverage, including with the 193 United Nations Member States, the European Union, the World Bank, regional development banks and regional intergovernmental organizations to advocate for stakeholders to uphold the obligations spelt out in the 2010 United Nations Resolution on the Right to Education in Emergencies. ECW partners with civil society and advocacy groups in aligning the setting of priorities, policy-making and financing with needs and vulnerabilities.

Generate Additional Funding

The high-level report on humanitarian financing (2016) serves as a blue print for ECW. It casts the net wide, pursues additionality and adopts a holistic approach to financing. To do this, ECW will: diversify its donor-base across the North and South; expand engagement with the humanitarian coordination funding envelopes; identify new and innovative sources of financing; mobilize the private sector through partners such as the Global Business Coalition for Education; and, engage with foundations.

In line with the G20's efforts on the international Architecture on Financing Education, ECW and GPE Secretariats will collaborate closely to map out which countries are being supported (or will be supported) by both through their respective financing modalities. Protocols will be developed for joint efforts to ensure complementary interventions. This will result in practical guidance for in-country actors which clearly outlines how support from ECW and GPE should be coordinated, particularly where there is potential for overlap in situations where both organisations are active and during transitions between different development-humanitarian scenarios. These guidelines will be used to increase awareness and understanding across both Secretariats and with in-country partners, and to strengthen cooperation overall. Where appropriate, GPE and ECW Secretariats will also work on joint communications at global and country levels to highlight this complementarity.

Plan and Respond Collaboratively

ECW bridges relief and development interventions by bringing together the government, humanitarian and development partners. ECW catalyses joint analysis, programme design, implementation and monitoring and evaluation in a collaborative and coordinated fashion. It works through, and builds upon, existing frameworks and plans such as the Comprehensive Refugee Response Framework, multi-year Humanitarian Response Plans, transitional National Education Sector Plans and facilitates joint multi-year programmes that bridge the existing frameworks as necessary.

ECW will disburse its funds through three flexible financing instruments which best address the needs and adapt to the realities on the ground: The First Emergency Response window for sudden onset of crises, or escalations of existing emergencies; the Multi-Year Resilience window for predictable financing for protracted crises (which

will comprise the bulk of assistance); and the Acceleration Facility for improving preparedness, planning and response and contributing to global learning on education in emergencies.

Strengthen Capacity to Respond

ECW will invest in capacity-strengthening for response and recovery, working with partners to identify and fill capacity gaps in specific crises and supporting broader global efforts to increase capacity across the education sector. This may include financial support to: strengthen national capacity; foster greater coherence across preparedness, assessment and planning, including emergency to development transition planning; and increase both response capacity and strengthen coordination mechanisms to support national responses.

Through its financing instruments ECW invests in local partners directly or indirectly through UN agencies, NGOs or existing mechanisms. These investments are predicated on a thorough financial management assessment (through the Harmonised Approach to Cash Transfers⁵ mechanism) which results in a capacity development plan, the implementation of which is then monitored on an annual basis.

Improve Accountability

ECW investments are designed through transparent, inclusive, multi-stakeholder consultations, which include the affected populations. The lean size of the ECW Secretariat facilitates monitoring of due diligence, reduces the risk for redundant bureaucracy and provides conditions conducive to the highest standards of accountability. The ECW governance structure and risk-management matrix (see Annex 1 for summarized version) further reinforce conditions for transparent and collective responsibility and accountability.

Further, ECW will improve accountability and knowledge of 'what works' through investing in the collection and analysis of timely, disaggregated and accurate education-related data and information, working with partners to communicate needs, progress and investment opportunities. Support under the Multi-Year Resilience window will take the form of training and technical guidance of grantees and grants-managers, and may entail support to the deployment of technical expertise to build capacity on assessment, evaluation, monitoring and reporting.

ECW will work with its partners, as part of the joint programming processes to ensure that they are equipped with appropriate safeguarding policies and codes of conduct and that these are understood and followed at the local level. ECW will encourage partners to join country-level Protection Against Sexual Exploitation and Abuse (PSEA) coordination mechanisms where these exist. Where they do not, through our investments we will support local education groups and clusters to support the establishment of such coordinated mechanisms.

⁵ Give reference to HACT framework

“Investing in education is the most cost effective way to drive economic development, improve skills and opportunities for young women and men, to unlock progress on all 17 Sustainable Development Goals and to prevent conflict and sustain peace.”

United Nations Secretary-General António Guterres
20 September 2017 - Remarks on Financing the Future: Education For All

Strategic Objectives and Results

Access to, and quality of, education is severely affected during emergencies and protracted crises. These situations can exacerbate existing inequalities between girls and boys, adolescent women and adolescent men, the exclusion of certain groups such as the poorest, minorities or children and youth with disabilities. They can also trigger numerous related gender and protection challenges.

ECW's approach is underpinned by a *theory of change* (also reflected in ECW's Strategic and Collective Results Frameworks) which maps the linkages between the inputs generated by its core functions through to the intended collective outcomes for children and youth under the areas of **access, quality, continuity, protection, equity and gender equality**. As such, ECW explicitly obliges all joint programme development processes to analyse and design associated programme interventions under each of these five outcome areas in line with the International Network for Education in Emergencies (INEE) Minimum Standards⁶.

ECW considers education partners in country are in the best position to design their programmes based on their specific contextual needs and the coordination mechanisms and expertise at country level. In this sense, ECW establishes the overall priorities and the level of quality. As a global fund, it does not specifically prescribe the detailed technical contents of the programmes which it finances. It therefore relies on strong partnerships at local, national and global levels to transform its financing into actions under each of these collective outcome areas. In doing so, ECW offers support to existing structures and mechanisms.

As ECW is a relatively new fund, during this early phase of its existence, its implementation processes will evolve and specific strategic approaches within each respective core function will be further tested and developed. This work will also provide the opportunity for ECW to engage in further country level discussions with governments, development and humanitarian partners, civil society organisations and beneficiaries, particularly around issues of resource mobilisation, capacity building and accountability.

Given the nature of the pioneering work that ECW seeks to achieve at the nexus of humanitarian and development efforts in education, we expect the strategic results may evolve and be updated in results matrices over the period of this strategic plan.

Overarching Goal

⁶ The [INEE Minimum Standards for Education: Preparedness, Response, Recovery](#) is the only global tool that articulates the minimum level of educational quality and access in emergencies through to recovery.

By 2021, ECW supported interventions will be reaching 8 million crisis-affected children and youth, improving their learning outcomes and enhancing their socio-emotional wellbeing and employability.

Strategic Objective 1: Increase political support to education in crises

Increase high-level attention with an aim towards greater equity of response, with an emphasis on the most vulnerable and reaching neglected crises.

The funding gap for education in crisis situations results from a lack of commitment, political will and prioritization at a global and country-level during emergencies and protracted crises. In turn, this also impacts on policies at country level that are often not conducive to inclusive education for crisis-affected children and youth. Advocacy and communication at all levels with government partners, Humanitarian Coordinators/ Resident Coordinators and humanitarian and development partners, will help increase commitment to education in crisis situations. ECW will develop a comprehensive Advocacy and Communications strategy which will outline in detail how it will inspire and increase political support for education in emergencies at local and global levels.

Strategic Results

- Increased number of countries in protracted crises have developed gender-responsive and inclusive education policies for refugees and internally displaced children and youth
- Increased overall annual funding to education in emergencies as a percentage of global humanitarian funding

Strategic Objective 2: Increase financing for education in crises

Raise significant additional money to support interventions that improve access, quality, continuity, protection, equity and gender equality

During 2018, ECW will finalize its Resource Mobilization strategy, which will outline in detail how it will generate the funds necessary to achieve the goals outlined in this strategic plan. Through global and country-level interventions, ECW will transform how education is prioritized at the onset of a crisis and funded in the years that follow. ECW is committed to bring additional financing through engagement with donors, innovative financing, private and philanthropic sectors.

Strategic Results

- Increased total funding raised by ECW at country and global level
- Increased funding as a result of innovative approaches and new partnerships

Strategic Objective 3: Improve joint planning and responses

Unite humanitarian and development efforts in support of national preparedness and responses to education crises through facilitating the development of joint programmes

ECW will facilitate the development of joint multi-year programmes and ensure active involvement and coordination of all relevant humanitarian and development stakeholders, including local partners and beneficiaries. This will enable medium to longer-term, coordinated predictable funding and action and help bridge the humanitarian-development divide. The primary focus will be to capitalise on established frameworks and plans and provide opportunities for greater benefits from, and commitments, to shared planning.

In rapid-onset crises, while the model may be different from the multi-year approach to ensure a swifter response, ECW also requires grantees to coordinate their action. ECW will continuously review its programme modalities and adapt them as necessary to each specific context.

Strategic Results

- Increased number of Multi-Year programs developed through bringing together humanitarian and development mechanisms
- Increased number of First Emergency Response countries receiving funds less than eight weeks after the start of an emergency
- Increased number of Multi-Year Resilience programme countries receiving funds less than four months after the ECW inception mission

Strategic Objective 4: Strengthen local and global capacity

Strengthen individual and institutional capacity of those leading education efforts in crises and improve delivery systems

The development of quality joint multi-year programmes assumes that stakeholders have sufficient capacity to develop, implement and monitor solid plans. Yet, capacity is often limited in crisis situations, and short-term planning and programming further promotes a tendency to focus on inputs. To address this challenge, ECW will strengthen existing capacity, share experiences and contribute to the development of global public goods in education in crisis situations.

During 2018, ECW will develop a capacity development framework, which will guide efforts at both the global and local levels and give clarity as to how it will strengthen capacities using funds from the Acceleration Facility.

Strategic Result

- Increased number of countries where the share of ECW funding to local civil society implementers meets the targets laid out in Grand Bargain.

Strategic Objective 5: Improve accountability

Develop and share knowledge with a focus on increasing awareness of need and evidence for effective interventions.

ECW requires a certain number of processes to be followed to improve accountability. Programmes to be funded by ECW need to be underpinned by a sound analysis of the situation relating to all five outcome areas. Support will be provided, where needed, to strengthen implementing partners' capacity to undertake this analysis. All programmes need to ensure strong gender⁷ and protection components and integrate targeted actions that address barriers to equity and gender equality in partnership with cross-sectoral partners, women's organizations, and the government.

In addition, a risk analysis is required as part of the Multi-Year Resilience proposal process and ECW reviews programmes to ensure these do not exacerbate inequalities ("do no harm"). ECW will develop an accountability policy and strategy to bring all these elements together and ensure they are implemented.

Strategic Result

Increased number of Multi-Year Resilience proposals developed with inputs from beneficiaries.

Management Objective

In this incubation phase, ECW key management objective will be to ensure that the Secretariat is fit for purpose, both in structure and in spirit, to support the achievement of the strategic objectives outlined above. Particular attention will be allocated to ensure the Secretariat is fully operational through employing a diverse range of highly competent staff (and consultants as needs be) with experience of the humanitarian-development nexus and are able to deliver on its core functions.

Result

ECW Secretariat has the required capacity to deliver on its core functions

⁷ In First Emergency Response programmes, targeted interventions will not always be feasible e.g. when the funding aims at ensuring rapid recovery of the education system after a flood, but gender mainstreaming will be mandatory.

Country Investments

The bulk of ECW financial investments (95%) are allocated to support country-level implementation through two financing windows: First Emergency Response and Multi-Year Resilience. While the former is less predictable as allocations are made to the sudden onset or escalation of an emergency, the latter can be predetermined as it refers to protracted crises. During this strategic plan period 2018-2021, ECW will support multi-year investments in up to 25 priority countries (see Annex 2 on the list of priority countries).

The third ECW window, the Acceleration Facility, constitutes 5% of ECW funding and is directed at supporting the production of global public goods – i.e. evidence and knowledge that can also be used by the wider education in emergencies community. Focused on evidence-based research and innovation, it serves to reinforce and strengthen learning outcomes in-country through ECW's financing, partnerships and technical services.

First Emergency Response Window

This window responds to the most immediate and urgent needs as a crisis suddenly occurs or escalates. It provides rapid funding against an inter-agency coordinated proposal and is aligned with inter-agency planning and resource mobilization strategies, such as Flash Appeals and Humanitarian Response Plans. Funds are delivered within three to four weeks based on the approval of a proposal submitted by the relevant education in emergencies coordination mechanism. The ECW secretariat expects to fund on average 25% of the education requirements via this window. In the case of smaller appeals, ECW may elect to go significantly above a 25% share to ensure sufficient scale and impact.

Allocations are accompanied by ECW's dialogue with the Humanitarian Coordinator to increase funding levels for education against humanitarian appeals and response plans, as a matter of practice and policy.

Multi-Year Resilience Window

The Multi-Year Resilience window responds to the call for new ways of working. Through coordination and collaboration, it shifts the focus to joint analysis, multi-year-planning and joint-programming in protracted crisis countries. Integrating immediate and medium-term responses that are mutually reinforcing, it is geared towards bringing in long-term predictable financing and thereby bridging relief to development.

The implementation of Multi-Year Resilience joint programmes is expected to commence within eight to twelve weeks from the conclusion of the ECW-facilitated process of joint programme design in-country. Initial joint programmes may have a duration of 3-4 years depending on context and capacity. These programmes are renewable and subject to updating and realignment for as long as the protracted crisis lasts or warrants international assistance in the humanitarian/development nexus.

Multi-Year Resilience joint programmes serve as a vehicle to deploy ECW's five core functions and strategic objectives: inspiring political commitment; ensuring predictable multi-year financing joint planning and programming; fostering collaboration amongst partners (governments, UN agencies, NGOs and civil society); strengthening localization; and improving accountability. As such Multi-Year Resilience joint programmes serve both as a financing and resource mobilization tool. Based on a costed joint programme developed at the field level, it provides clearly defined outcomes and indicators, and thus offers more reassurances to donors than stand-alone funding.

Multi-Year Resilience joint programmes address quality and financing challenges for education that persist in the humanitarian sector, as well as in the gap between humanitarian short-term and development long-term investments. These joint programmes link with the Humanitarian Response Plan, the Refugee Resettlement Programme and the Comprehensive Refugee Response Framework, on the one hand, and Global Partnership for Education-supported National Education Sector Plans and the United Nations Development Assistance Framework, on the other. As such, Multi-Year Resilience programmes do not only address symptoms, but also strengthen linkages to investments in system-building.

Acceleration Facility Window

The overall aim of the Acceleration Facility is to support activities that feed in to broader collective efforts at all levels to improve education preparedness, planning and response in sudden-onset and protracted crises.

The objective is to increase efficiency, effectiveness and impact of interventions through: advancing best practices; improving field-driven research; promoting innovation in education and financing; commissioning separate research; forging stronger strategic partnerships; and providing funding to existing partners.

Implementing these strategies will entail cooperation with key education actors and networks that seek to advance public goods, such as the Inter-Agency Network of Education in Emergencies, the Global Education Cluster, the Global Partnership for Education, the Education Commission, UN Agencies, NGOs and donors/foundations.

Monitoring, Evaluation and Learning

As it implements its 2018 – 2021 strategic plan, ECW will monitor progress and evaluate results against a set of strategic results indicators (see Annex 3 for details on strategic indicators, baselines and targets).

In addition, ECW's Collective Outcome Results Framework will measure the achievement of our collective outcomes. This includes increased access, equity and gender equality, continuity and quality of education in a protective learning environment for crisis-affected girls and boys, at individual programme level and across ECW's portfolio – by aggregating individual programme results.

Gender equity and equality are embedded in the ECW results framework, and will be reflected in grantees' needs analyses, programme activities, and monitoring.

By 2021, every multi-year programme should be on track to measure learning outcomes. In this regard, ECW will support grantees that do not yet have sufficient capacity to measure learning through its Acceleration Facility and the sharing of experience from other countries.

All results will be presented in detailed annual reports.

[PLACEHOLDER FOR AN INFOGRAPHIC/TIMELINE OF ECW PLANNED M&E ACTIVITIES AND REPORTING CYCLE FOR 2018-2021]

Monitoring responsibility

ECW shares its monitoring responsibility with its grantees and partners⁸. This aims to ensure overall oversight and risk mitigation by the ECW Secretariat, alongside ownership of the programme by ECW partners. This approach is also aligned with the fundamentally lean character of the ECW Secretariat and ensures that ECW's planned growth, from its initial portfolio to the 2021 targets, will be based on strengthened

⁸ More specifically, Secretariat staff are in regular contact with grantees to discuss progress, challenges and lessons learnt. Each grantee further provides formal reports (6-monthly, annual and final) based on its programme monitoring framework. Further monitoring is undertaken through: i) secretariat visits, ii) ExCom partners whose organizations are involved in the programme, iii) Lead agencies of joint programmes and/or programme support units or their equivalent supported by ECW and in-country partners and/or, if needed, country or regionally-based independent third party monitoring.

in-country monitoring processes in all ECW-facilitated joint programmes. Leveraging existing capacity in-country will allow the ECW Secretariat to focus more closely on the programmes in need of the most support. As it implements its strategic plan, ECW will develop an Accountability Matrix, spelling the details of who will do what in this shared approach to monitoring.

The ECW Multiyear window entails agreement on a joint programme and M&E framework, with strong country-level ownership. In view of this, yearly joint programme reviews will promote common assessment of progress and lesson learning (including finding efficiencies, cost-savings, and adapted scenarios to meet challenges). The ECW Secretariat will participate in these reviews alongside its partners, also taking the opportunity to directly observe activities on the ground through on-site visits.

To ensure the best use of its resources, ECW Secretariat will not conduct regular visits for First Emergency Response investments, except in special circumstances⁹ when programs have to be significantly adjusted or major challenges are reported. ECW will instead rely primarily on consultancy firms to undertake spot checks of grantees' reporting.

Acceleration Facility Evaluation

Through the Acceleration Facility, ECW encourages evaluations in individual countries and across a subset of countries on Acceleration Facility priority themes. A formative evaluation of ECW will take place in April 2019 (one year after the approval of the strategy) and another, summative evaluation will take place in 2021.

In addition to this strategic plan, the following documents complete ECW 2018 - 2021 strategic framework:

- *Theory of Change*
- *Collective Outcome Results Framework*
- *ECW Risk Management Note and Corporate Risk Framework*
- *Financial Projections and Implications*
- *Methodology for Country Prioritization*
- *Implementation Plan*
- *Gender Strategy*

⁹ It is expected that such a need may exist in 20 per cent of first emergency response investments.

Annexes

Annex 1: Summarized Corporate Risk Matrix

ECW Strategic Plan 2018-21 – Assumptions and Risks		
	<i>Assumptions/Risks</i>	<i>ECW Response</i>
Financial commitments and resource mobilisation	<p>Assumption: Global financial commitments to ODA/SDGs is at least maintained and donor commitment to financing Education in Emergencies - particularly to ECW - increases and broadens 2018-21, including through innovative financing, new donors, and in-country pooled financing.</p> <p>Risk: ECW falls short of its resource mobilisation target and is unable to finance its results targets</p>	<p>ECW governance bodies support advocacy and resource mobilisation at global and country levels. ECW demonstrates ongoing ECW results and added value, and takes proactive approach to resource mobilisation (prioritising staff time; cultivating new partnerships; implementing a resource mobilisation strategy and innovative finance plan).</p>
Political and organisational commitment	<p>Assumption: Political and organisational commitment to Education in Emergencies and WHS outcomes, and to ECW in particular, is maintained and increases 2018-21.</p> <p>Risk: The power of the ECW movement reduces, with impact on fundraising and joint planning/response.</p>	<p>Active engagement of ECW governance body Chairs and members in advocacy. ECW supports effective engagement of governance bodies and high-level champions; pursues a clear communications strategy at global and country levels; and demonstrates ongoing ECW results and added value.</p>
External context in programme countries	<p>Assumption: ECW donors have appetite for operating and staying the course in high-risk environments. Sufficient grantees/implementing partners at country level able to operate and respond flexibly in high-risk environments.</p>	<p>ECW develops context-sensitive programmes which have the buy-in of all key stakeholders, and which are implemented through appropriate, pre-assessed agencies. ECW programmes have strong risk</p>

	<p>Risk: Deterioration of political/conflict situation limits ability to implement and monitor programmes in certain contexts.</p>	<p>management in place, are closely monitored by the Secretariat, and are able to re-programme where needed to adapt to changing context.</p>
<p>Transformational approach to education in crises</p>	<p>Assumption: ECW partners (donors, government partners, grantees) actively support and implement new ways of working and transformational approaches to education in crises (eg. bridging humanitarian-development divide; improving evidence; ensuring learning outcomes; joint programming)</p> <p>Risk: ECW unable to support transformative shift envisaged in multi-year programmes and Acceleration Facility (cannot demonstrate added value and move beyond 'business as usual')</p>	<p>ECW governance bodies actively support collaboration, new ways of working, and focus on education outcomes. ECW programmes developed through strong communication with all key partners at country level on ECW mandate and results framework. ECW programmes include appropriate, ambitious indicators to support achievement of the results framework, and are monitored closely by Secretariat during implementation. ECW programmes draw on best-practice evidence and learning, and in turn support the development of improved evidence and learning, disseminated within EiE community.</p>
<p>Capacity at country level</p>	<p>Assumption: Sufficient capacity, coordination and programming opportunities at country level to develop, implement and measure progress against large-scale, joint ECW programmes</p> <p>Risk: ECW fails to scale-up multi-year programmes and deliver results framework due to country-level limitations, including capacity and willingness of partners</p>	<p>ECW closely involved in development of programmes, ensuring strong consultation process, buy-in of partners, in-country ownership, and partners' capacity to implement and monitor programmes. Close monitoring of implementation, and support to capacity development, as needed. Development of appropriate governance and funding modalities at country level to enable scale-up of joint programmes.</p>
<p>Governance, Secretariat, and operating model</p>	<p>Assumption: ECW's governance and operating model, and Secretariat capacity, supports delivery of Strategy 2018-21</p>	<p>ECW governance bodies ensure appropriate alignment of governance and operating frameworks and</p>

	<p>Risk: Lack of Secretariat capacity to enable the scale-up envisaged; governance and operating models confuse or slow down decision-making and speedy response, delaying implementation of results</p>	<p>Secretariat capacity to the ECW Strategy.</p>
Fiduciary risk	<p>Assumption: Sufficient partners at country level able to manage funding to required standards, and report instances of mismanagement of funds</p> <p>Risk: Fraud, corruption, or diversion of funds by ECW grantees or third parties (including to listed entities)</p>	<p>ECW grantees must be pre-assessed, and sub-grantees must be cleared by the ECW Fund Support Office. Financial firm appointed to conduct financial monitoring and spot checks of non-UN grantees. Fraud reporting and whistleblowing hotline established and communicated widely at country level. Allegations dealt with promptly, in line with UNICEF procedures.</p>
Do no harm	<p>Assumption: Sufficient partners at country level able to develop and manage risk-sensitive programmes</p> <p>Risk: ECW funds inadvertently cause harm in high-risk environments – eg. to social cohesion, gender equality, conflict dynamics, through contentious education materials</p>	<p>ECW programmes developed through consultation with wide range of partners, with emphasis on safeguarding, human rights and gender equality. Programmes are context-sensitive and include risk assessments. ECW grantees must be pre-assessed and sub-grantees cleared by the Fund Support Office. Close monitoring of programmes by Secretariat.</p>

Annex 2: Countries for Multi-Year Resilience programmes 2018-2021

Listed in alphabetical order

1	Afghanistan	14	Mali
2	Bangladesh	15	Myanmar
3	Burundi	16	Niger
4	Cameroon	17	Nigeria
5	Central African Republic	18	Pakistan
6	Chad	19	Palestine/West Bank and Gaza
7	Democratic Republic of Congo	20	Somalia
8	Ethiopia	21	South Sudan
9	Haiti	22	Sudan
10	Iraq	23	Syrian Arab Republic
11	Jordan	24	Uganda
12	Lebanon	25	Yemen
13	Libya		

Annex 3: Strategic Results Framework

No	INDICATORS	Level	2017	2021	Source of verification	Disaggregation
	ECW Goal: By 2021, ECW-supported interventions will be reaching 8 million crisis-affected girls, boys, and youth, including from marginalized groups, resulting in improving their learning outcomes and enhancing their socio-emotional wellbeing and employability.					
G1	3-18 years old children and youth reached with ECW assistance.	Headline result	369,346	7,800,000	ECW country reports	By gender, level of education, migration status and disability
BENEFICIARY-LEVEL RESULTS						
Outcome 1: Increased access to education for crisis-affected girls and boys						
B1.2	Percentage of ECW-supported programs planning to measure/measuring affected communities' access to education.	Outcome	Planning to measure: 17% Having data: 0%	Planning to measure: 50% Having data: 36%	ECW program documents, ECW country reports	By gender/level of education
Outcome 2: Strengthened equity and gender equality in education in crisis						
B2.2	Percentage of children and youth identified as having a disability and reached with ECW support, out of all children and youth reached.	Outcome	Year to date: 737 Percentage: 0.2%	3.0%	ECW country reports	By gender
B2.3	Percentage and number of girls out of total children and youth reached by ECW.	Output	% of girls in current plans: 44.8% % of girls among children and youth actually reached: 46.5%	46.4% (3.62 million)	ECW country reports	By level of education
Outcome 3: Increased continuity and sustainability of education for crisis affected girls and boys						
B3.2	Percentage of ECW-supported programs planning to measure/measuring survival, transition or completion for crisis-affected children and youth.	Outcome	Planning to measure: 17% Having data: 0%	Planning to measure: 50% Having data: 36%	ECW program documents, ECW country reports	
Outcome 4: Improved learning and skills outcomes for crisis-affected girls and boys						
B4.2	Percentage of ECW-supported multi-year programs planning to measure/measuring learning/skills outcomes of crisis-affected children and youth.	Outcome	Planning to measure: 40% (2/5) Having data: 0%	Planning to measure: 100% Having data: 40%	ECW program documents, ECW country reports	Total and share having values disaggregated by gender
Outcome 5: Safe and protective learning environment and education ensured for all crisis affected children and youth						
B5.1	Share of ECW-supported programs intending to measure/measuring protection outcomes.	Outcome	Planning to measure: 29% Having data: 0%	Planning to measure: 55% Having data: 40%	ECW program documents, ECW country reports	
SYSTEMIC CHANGE						
Output 1: Increased political support to education for crisis-affected girls and boys						
S1.1	Overall annual funding to education in emergencies as a % of global humanitarian funding.	Output	2.0% (3.9% of sector specific funding)	4.2% (5.4% of sector specific funding)	OCHA Financial Tracking Database	
S1.2	Percentage of countries in protracted crises targeted by ECW with policies regarding: i) gender-responsive education systems, ii) inclusive education for children and youth with disabilities, iii) inclusion of	Output	i) 17.4% ii) 12.5% iii) NA	i) 56.5% ii) 54.2% iii) TBD	UNICEF for i) and ii), ECW data collection for iii)	

	refugees and internally displaced persons.					
S1.3	Proportion of humanitarian appeals that include an education component.	Output	89%	98%	OCHA Financial Tracking Database, individual appeal documents	
S1.4	Number of crisis and conflict affected countries where meetings took place between ECW leadership or HLSG members and senior officials within the country to generate momentum for ECW's goals (cumulative).	Output	6	31	ECW secretariat	
Output 2: Increased education in emergencies funding for in-needs populations						
S2.1	Total funding raised by ECW at country and global level, disaggregated by budget type (humanitarian/other), non-traditional donors/innovative financing mechanisms.	Output	Target: US\$153,000,000	US\$ 1,500,000,000	ECW secretariat, country reports	
Output 3: Joint, locally owned planning and timely response						
S3.1	Proportion of ECW proposals developed through relevant humanitarian and development mechanisms and/or evidence of collaboration between humanitarian and development agencies.	Output	N/A	90%	ECW secretariat and program documents	
S3.2	Proportion of new multi-year programs aligned to national and/or regional education plans.	Output	N/A	100%	ECW secretariat and program documents	
S3.3	Percentage of i) first emergency response countries where funds were disbursed less than 8 weeks after emergency start and ii) multi-year program countries where funds were disbursed less than 4 months after country selection.	Output	i) 1/2 ii) 0/1	i) 90% ii) 90%	ECW secretariat records	
S3.4	Number of joint multi-year programs developed with ECW support.	Output	1	21	ECW secretariat	
Output 4: Strengthened local and global capacity for analysis, programming (including innovations), monitoring and evaluation						
S4.1	Proportion of countries where the share of ECW funding to local civil society implementers either through direct grant agents or sub-grantees meets the target laid out in Grand Bargain.	Output	TBD	TBD	ECW program documents / delivery chain mapping	
S4.2	Absorptive capacity: portion of grant budgets that has been reported as spent on services delivered.	Output	TBD	TBD	Financial reports from ECW-supported countries	
S4.3	Proportion of acceleration facility grantees assessed as "on track".	Output	N/A	90%	ECW reports	
Output 5: Evidence-based programs for equitable, continued, quality and protective education in emergencies in place						
S5.1	Percentage of multi-year programs addressing access, equity and gender equality, continuity, quality and protection	Output	100%	100%	ECW program documents	

S5.2	Proportion of new multi-year programs developed with inputs from beneficiaries.	Output	N/A	100%	ECW secretariat and program documents	
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