



a global fund for education in emergencies

## **Strategic priorities in the ECW Annual Workplan 2022**

### **Introduction**

2022 is the final year under the extended Strategic Plan period and will signal substantial achievements for ECW. The US\$1 billion mark for funds mobilised to ECW will be surpassed in 2022 and the in-country resource mobilisation is on track and expected to continue its strong performance. For country investments, the full cohort of MYRPs will be approved by the end of 2021 and in 2022 the focus will be on renewing the MYRPs that have reached maturity and integrating the points raised by the MYRP evaluation. 2022 will also be the year where ECW's Strategic Plan is renewed as a beacon for all partners in the education in emergencies and protracted crisis ecosystem.

As part of the ECW Secretariat's annual planning process and reflections on lessons learned from the 2021 annual work plan, we have determined that our focus needs to center around three key strategic priorities:

1. Resource mobilisation;
2. Deepening ECW investments; and
3. Development of the next Strategic Plan.

Further details on these strategic priorities are set out below, including what needs to be done and how that will be done.

We have also developed an annual work plan (**see attached**) which centres around eleven priority activities, all of which support the three strategic priorities outlined above. Key planned deliverables have been documented, which have relevance across the ECW Secretariat. More detailed activity-based planning has also been undertaken at the team level to facilitate internal progress monitoring.

This approach has been taken for 2022 to enable the Secretariat to maintain a sharp focus on priorities as we enter the final year of the current Strategic Plan and transition to the next strategic planning cycle.

### **Resource mobilisation**

#### *What we want to do*

ECW has mobilised a total of US\$827.7 million for the Global Trust Fund to date, including US\$156 million in 2021. In addition, over US\$1 billion worth of programmes are now aligned with ECW MYRPs, as leveraged by ECW with partners. This brings the total amount of resources mobilised to US\$1.82 billion.

ECW needs to mobilise at least an additional US\$120 million for the Global Trust Fund in 2022, allowing continued investments in all Multi-Year Resilience Programmes and the replenishment of the First Emergency Response reserve.

In addition to resources mobilised at the global level, ECW has set another US\$1 billion co-financing target to be reached by the end of 2022 through in-country leveraging and alignment with Multi-Year Resilience Programmes facilitated by ECW in countries affected by protracted crisis.

As well as the resource mobilisation efforts for 2022, ECW will work closely with ExCom and the Global Civil Society Champions Group to build a major advocacy and resource mobilisation campaign for high level finance event in 2023 to mobilise the necessary resources for the implementation of the next ECW Strategic Plan.

### *Process*

Throughout 2022, resource mobilisation efforts will be guided by the ECW Case for Investment launched in May 2021. For future resource mobilisation efforts beyond 2022 to support the new ECW Strategic Plan, a large-scale, global campaign will be launched upon the approval of the Strategic Plan. This campaign will be supported by a High Level co-hosting of the ECW Replenishment, involving the ECW Secretariat, ExCom members, and a group of civil society champions, including INGOs, NGOs, local CSOs, national coalitions, foundations, parliamentary networks, teachers' networks, and youth representatives.

This global movement will seek to inspire more political commitment to ensure continued quality education for girls and boys left furthest behind in crises through a joint Call to Action. Key global moments that offer opportunities to promote EiEPC will be utilised. A dedicated High-Level EiEPC Financing Conference will be planned in 2023 to secure multi-year, predictable and substantial financing to ECW investments. The exact timing, location and hosting arrangements for this conference are being discussed with ExCom members.

ECW will continue its work to mobilise resources for individual MYRPs at the country-level. This includes 'aligning' existing funding with the goals of individual MYRPs and 'leveraging' new, additional resources for individual MYRPs, with the objective to leverage an additional US\$1 billion by the end of 2022. To achieve this, ECW country leads, supported by the ECW Secretariat's internal Field Investments and Support workstream, will continue providing the necessary guidance and technical assistance to in-country partners to advance resource mobilisation and complement seed funding from ECW.

Finally, ECW will continue exploring and strengthening private sector engagement and innovative finance opportunities with companies across several industries, high net-worth individuals and private foundations in different geographies, to diversify its funding sources and complement funding flows from traditional public donors. ECW is currently in the process of recruiting a highly qualified expert to support this portfolio to advance resource mobilisation efforts in 2022 and beyond.

### **Deepening ECW country investments**

#### *What we want to do*

By the end of 2022, **ECW will have renewed 8 MYRPs** in Afghanistan, Chad, Central African Republic, Ethiopia, Palestine, Somalia, South Sudan and Uganda. It will also have conducted **annual reviews in 19 countries/contexts** (Bangladesh, Burkina Faso, Burundi, Cameroon, Colombia, DRC, Ecuador, Haiti, Iraq, Lebanon, Libya, Mali, Niger, Nigeria, Sudan, Pakistan, Peru, Sahel Regional MYRP, LAC Regional MYRP) and **disbursed US\$163 million across the MYRP portfolio**. FER applications for countries that meet criteria for selection will have been approved within 8 weeks of the crisis having been triggered.

Via its engagement in the development of these investments, **ECW will encourage country level partners to adopt a twin track approach to gender, disability and mental health and psychosocial support.** This will entail ensuring at least one targeted intervention for each thematic area is matched with wider considerations and mainstreaming across all outcomes.

The **Acceleration Facility will invest up to 5% of overall programme disbursements** to develop a coherent portfolio of products and global public goods responding to priority themes (gender, disability and localisation) and gaps in the education in emergencies response architecture, to improve the quality, capacity and scale of local and global EIE interventions – including MYRPs and FERs.

### *Process*

ECW will enhance its current processes for designing, monitoring and renewing MYRPs **by implementing the recommendations from the MYRP evaluation management response**, with a particular focus on developing a comprehensive, publicly available MYRP SOP. A similar approach will be taken to enhancing the FER process by finalising the implementation of the actions from the FER evaluation management response.

ECW will provide technical support in each of the three thematic areas at both global and country levels. At the country level, **the emphasis will be on facilitating the engagement of organisations specialised in these respective fields in the design, implementation and monitoring of the investments.** For example, organisations working with and/or representing people with disabilities and those with comparative advantages and/or global mandates on issues such as gender.

**The Acceleration Facility will commission a portfolio of projects on priority themes** through inclusive consultation with internal and external experts on the product and evidence needs and gaps in the EIE response architecture. This will build on evidence gained through its existing portfolio and be informed by the recommendations of the Capacity Development Framework. A portion of the budget will be set aside for non-theme-based initiatives to ensure the funding modality retains its flexible approach.

### **Development of the next Strategic Plan**

The renewal of the ECW Strategic Plan is a key strategic priority for ECW in 2022. A proposed approach to its development is detailed in the 'Strategic Plan' development note (shared with ExCom in advance of the 22 November 2021 meeting).

The development of the next Strategic Plan will be led by the ECW Secretariat through a participatory approach drawing on the insights of ECW's donors and partners with the opportunity for peer review by ExCom prior to approval. Its development will also be informed by the FER, MYRP and Organisational evaluations.

## 2022 ECW Annual Work Plan

Priority Activities	Expected Deliverables & Outcomes	Q1	Q2	Q3	Q4
1. <b>Replenish the ECW Global Trust Fund:</b> strengthen and maintain donor partners' engagement; resource mobilisation focused advocacy campaign.	Ensuring the ECW Global Trust Fund is well financed in 2022 with an additional US\$120 Million for the Global Trust Fund and fit to meet the needs of the three investment windows.				
	<ul style="list-style-type: none"> <li>Existing public and private donor partners step-up their funding to ECW to ensure multi-year, predictable and substantial resources for EiEPC investments.</li> </ul>	X	X	X	X
	<ul style="list-style-type: none"> <li>A strong Global campaign is carried out with committed engagement from HLSG partners, CSO coalitions and the larger EiEPC community to back-up resource mobilisation efforts with evidence-based and effective advocacy.</li> </ul>	X	X	X	X
	<ul style="list-style-type: none"> <li>New donors from the public and private sectors, including HNWI, corporations and private foundations, join the ECW family of supporters in 2022 with the help of ExCom, HLSG, the ECW global movement and targeted media and PR efforts.</li> </ul>	X	X	X	X
2. <b>Mobilise and leverage US\$1 billion in-country:</b> undertake in-country leveraging and alignment with Multi-Year Resilience Programmes.	<ul style="list-style-type: none"> <li>A major resource mobilisation moment to be launched in 2023 is prepared to maintain momentum among existing donors, create incentive for new donors, and to support the collective global effort to achieve SDG4 for children and youth caught in emergencies and protracted crises.</li> </ul>	X	X	X	X
	<ul style="list-style-type: none"> <li>In-country finance tracking system is further strengthened in all MYRP countries and capacity-building on resource mobilisation and partnerships continued in at least 5 countries in collaboration with the Global Education Cluster.</li> </ul>	X	X	X	X

	<ul style="list-style-type: none"> <li>Resource mobilisation strategies are finalised and implemented in at least 5 MYRP countries, including advocacy efforts supported and promoted at the global level (country focused media campaigns, calls to action, increased visibility for the impact of ECW supported programmes, advocacy for political commitment).</li> </ul>	x	x	x	x
<p>3. <b><u>Advocate for stronger political support and increased financing for the EiEPC sector:</u></b> enhance ECW's presence and visibility through advocacy platforms and policy dialogue forums.</p>	<ul style="list-style-type: none"> <li>Revamped ECW website is launched, better meeting ECW's stakeholders' information needs, featuring ECW's rapidly evolving operations and results and utilised as a knowledge management and information sharing tool across the EiEPC community.</li> </ul>	x			
	<ul style="list-style-type: none"> <li>Expand and promote the visibility of ECW as a brand and global movement; advocacy, digital communication and media efforts promote the next Strategic Plan's goals and priorities to existing and new markets and EiEPC stakeholders.</li> </ul>	x	x	x	x
<p>4. <b><u>Build and strengthen partnerships across the EiEPC community and beyond:</u></b> work to sustainably improve the delivery of education assistance across the humanitarian-development nexus.</p>	<ul style="list-style-type: none"> <li>The newly established Geneva Global Hub for Education in Emergencies is positioned as an important catalyst for transformative joint action.</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>More effective, efficient and aligned education assistance is ensured through improved coordination and collaboration between ECW, GPE and WB.</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Strategic support to gender responsive programming and advocacy in EiEPC is provided, including through the global GBViE Call to Action.</li> </ul>	x	x	x	x
<p>5. <b><u>Deliver country investments:</u></b> renew the MYRPs that have reached maturity; conduct reviews of those MYRPs underway; continue to enhance the process for designing, monitoring and</p>	<ul style="list-style-type: none"> <li>One new MYRP in Myanmar developed (if addition to the MYRP list approved by ExCom).</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>8 MYRPs are renewed, based on evaluations of existing programmes, in Afghanistan, Chad, Central African</li> </ul>	x	x	x	x

renewing MYRPs; deliver quality FERs that reaffirm the speed of this modality.	Republic, Ethiopia, Palestine, Somalia, South Sudan and Uganda.				
	<ul style="list-style-type: none"> <li>Annual reviews are conducted in 19 countries/contexts (Bangladesh, Burkina Faso, Burundi, Cameroon, Colombia, DRC, Ecuador, Haiti, Iraq, Lebanon, Libya, Mali, Niger, Nigeria, Sudan, Pakistan, Peru, Sahel Regional MYRP, LAC Regional MYRP).</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Agreed actions in the MYRP evaluation management response are implemented and a comprehensive, publicly available MYRP SOP is developed.</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>US\$163 million is disbursed across the MYRP portfolio by end of 2022.</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Recommendations from FER evaluation management responses are fully implemented, and targeted FER response time and quality standards are achieved.</li> </ul>	x	x	x	x
6. <b>Ensure holistic, quality education:</b> country investments adopt a holistic approach from pre-school through to upper secondary levels, which emphasises social emotional learning, and which is gender responsive and disability inclusive.	<ul style="list-style-type: none"> <li>Each FER and MYRP investment mainstreams gender, disability and mental health and psychosocial support in addition to targeted interventions under each of these thematic areas.</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>All new/renewed MYRPs reflect the ECW commitments to the GBViE Call to Action (gender analysis, costed and measured GBV risk mitigation measures, engagement of women-led organisations).</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Commitments made as part of the 2022 Global Disability Summit are reflected in a policy and accountability framework.</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Outputs of the Street Child work on localisation are integrated into investment window guidance and templates</li> </ul>	x	x	x	x

	as part of an action plan to operationalise localisation commitments (which are consistent with other guidance in the EiEPC ecosphere).				
	<ul style="list-style-type: none"> <li>Recommendations from the Capacity Development Framework are implemented through an Action Plan, to address systemic capacity gaps by better utilising all ECW investment windows.</li> </ul>	x	x	x	x
7. <b><u>Strategically link Acceleration Facility grants to country investments:</u></b> new initiatives are developed using a more focused, thematic and strategic approach which ensures they can be applied to country investments, particularly MYRPs.	<ul style="list-style-type: none"> <li>Up to 5% of overall programme disbursements is invested to develop a coherent portfolio of products and global public goods in gender, disability and localisation which link more explicitly to the investment windows, particularly the MYRP.</li> </ul>	x	x	x	x
8. <b><u>Prepare for the next Strategic Plan cycle:</u></b> develop the new Strategic Plan and prepare for its implementation.	<ul style="list-style-type: none"> <li>The strategic priorities and vision for education in emergencies in general and ECW are outlined through an inclusive, comprehensive and structured process.</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>FER, MYRP and organisational evaluations are leveraged, with lessons learned and recommendations informing development of the new Strategic Plan.</li> </ul>	x	x		
	<ul style="list-style-type: none"> <li>HLSG endorsement of the new Strategic Plan.</li> </ul>			x	
	<ul style="list-style-type: none"> <li>ECW Results Framework is updated, a budget is prepared and other activities are carried out to ensure that the organisation is implementation-ready by January 2023.</li> </ul>		x	x	
9. <b><u>Conduct rigorous monitoring, evaluation and reporting to enhance evidence-based programmes:</u></b> finalise organisational	<ul style="list-style-type: none"> <li>Organisational evaluation and its management response finalised. Findings and recommendations are leveraged and acted upon to inform ECW's strategies and programmes.</li> </ul>			x	

evaluation and management response; facilitate best practices and learning sharing among EiEPC community; produce analytical products	<ul style="list-style-type: none"> <li>Analytical reports are produced to inform ECW’s strategic planning, advocacy, resource mobilisation and programme implementation, including ECW Annual Results Report 2021.</li> </ul>			X	
	<ul style="list-style-type: none"> <li>Evaluation policy and plan is updated in alignment with the new Strategic Plan.</li> </ul>			X	X
	<ul style="list-style-type: none"> <li>A mechanism is established through learning events to promote collaboration, best practices sharing and knowledge exchange among ECW grantees as a follow up of FER and MYRP evaluations.</li> </ul>	X	X		
10. <b><u>Manage risk and ensure due diligence:</u></b> develop risk accountability framework, due diligence standards and guidance; undertake assurance activities.	<ul style="list-style-type: none"> <li>Conflict of interest guidance is developed (OM appendix) which addresses recommendations of the MYRP evaluation.</li> </ul>		X		
	<ul style="list-style-type: none"> <li>Child safeguarding assessment framework (OM appendix) is developed and adopted.</li> </ul>		X		
	<ul style="list-style-type: none"> <li>Risk accountability framework, which aligns with the new Strategic Plan, is developed.</li> </ul>				X
	<ul style="list-style-type: none"> <li>Fiduciary and safeguarding assurance activities are undertaken.</li> </ul>	X	X	X	X
11. <b><u>Systematise information management:</u></b> the ECW information management system is further enhanced and used to simplify and streamline core processes, while providing systems and tools to facilitate collaboration and information sharing.	<ul style="list-style-type: none"> <li>Streamlined processes, online systematisation and automated data management tools delivered, driving efficiency and effectiveness in key functional areas within the Secretariat, including M&amp;E, risk and safeguarding, finance, grants management.</li> </ul>	X	X	X	X