



Terms of Reference:
 Consultancy to carry out an independent hosting review of
 Education Cannot Wait, the Global Fund for Education in
 Emergencies

Background

Education in Emergencies

1. 75 million school-aged children and youth are in desperate need of educational support – they are either in danger of, or are already, missing out on their education. Communities highlight the importance of education during times of crises, yet education appeals receive less than 2% of humanitarian funding. The right to education is most at risk during emergencies but it is also the exact time when it is needed the most. Educational provision for children living in emergencies and protracted crises is essential for achieving the Sustainable Development Goals and the world's commitment to ensuring access to quality education for all children and young people, leaving no one behind.
2. Overall responsibility for education sits with national governments; however, willingness, preparedness and capacity to fulfil these functions is varied, and mutual accountability by international bodies and civil society brings in a significant number of other actors involved in response, including multilateral agencies like UNICEF and UNHCR (with special responsibility for refugees), bilateral development partners, as well as INGOs and community based organisations.
3. The 2015 Oslo Summit on Education for Development called for the creation of a joint global effort to mobilise collective action and significant funding for education in emergencies and protracted crises. This call was echoed by governments, international and domestic non-governmental organizations, the private sector and global citizens. This consensus helped to drive forward the development of a new, collective way to support education in humanitarian responses and protracted crises by increasing the efficiency of current approaches, leveraging additional financing, and catalysing new and innovative approaches to funding.

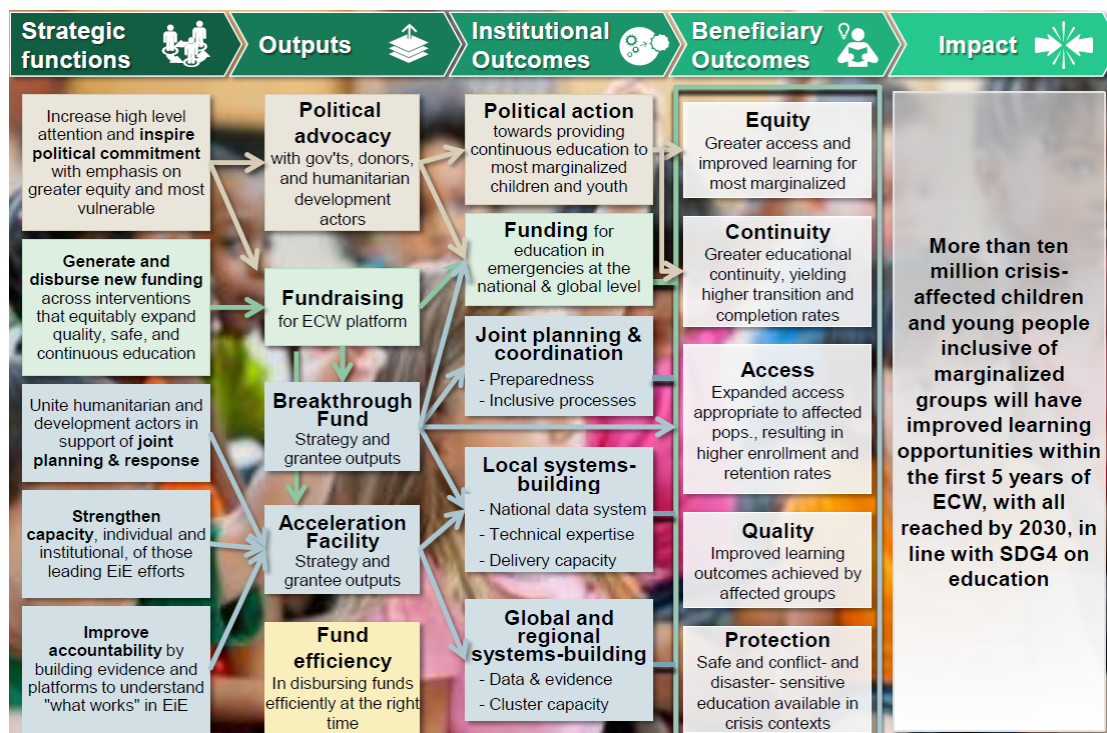
Education Cannot Wait (ECW)

4. Announced at the World Humanitarian Summit in 2016, 'Education Cannot Wait' (ECW) is a new global fund designed to transform the delivery of education in emergencies. The fund joins up governments, private sector partners, humanitarian actors and development efforts to deliver a more collaborative and rapid response to the educational needs of the world's most vulnerable children and youth affected by crises. Its aim is that all crisis-affected children and youth are reached with safe, free and quality education by 2030. It is a key contribution to the United Nations Secretary General's 'Agenda for Humanity', and includes a

number of the Grand Bargain principles and commitments for humanitarian reform.

5. The ECW model is based on comprehensive analysis of the systemic barriers to education in emergency and protracted crises affected countries. The Operational Model, Results Framework and governance structures were developed by Boston Consulting Group through a highly consultative process with key stakeholders. These documents were approved at the ECW High Level Steering Group (HLSG) meeting on 28 February 2017.
6. ECW is designed to drive change in five key areas.
 - Inspire political commitment so that education is viewed by governments and funders as a top priority during crises
 - Plan and respond collaboratively with a particular emphasis on enabling humanitarian and development actors to work together on shared objectives in education
 - Generate and disburse additional funding to close the US\$8.5 billion funding gap needed to reach the 75 million children and youth affected by crises with safe, free and quality education
 - Strengthen capacity to respond to national and local crises and improve the ability to coordinate activities and deliver learning in the hardest to reach areas
 - Improve accountability of education interventions in the humanitarian and development systems by sharing knowledge and collecting more robust data in order to make better-informed investment decisions
7. Achieving this change requires leadership and financial support at both a global and a country-by-country level. Education Cannot Wait therefore comprises of two types of funds – an Acceleration Facility and a Breakthrough Fund.
 - The Acceleration Facility (5-10% of funding) will invest in global public goods, to raise international awareness, improve coordination and crisis preparedness, as well as developing new approaches and tools.
 - The Breakthrough Fund (95% of funding) will support country-level initiatives, directly funding programmes and policies to ensure that more children can access a quality education. In the direct aftermath of a crisis, funding will be provided and children and young people will have the opportunity to learn in safe spaces. After the immediate crisis has passed, the fund will bridge the divide between humanitarian and development efforts with longer-term plans to finance and deliver education and strengthen systems.

Image 1: Education Cannot Wait Theory of Change



ECW Hosting arrangements

8. The initial paper on the creation of a new fund for Education in Emergencies (EiE) included a light touch assessment of institutional arrangement options, based on analysis of existing Funds (e.g. GAVI) and stakeholder consultations (see key documents list). **The report recommended that the Fund be incubated in a single organization, with an independent hosting review in the future. At its first meeting in 2016, the HLSG mandated that this review would be carried out 'one year from operation'.**
9. The analysis presented four possible options for an incubator host: Unicef; Global Partnership for Education (GPE); a foundation under the model of a fiscal sponsor; or (4) a private company, in the form of a private sector fund. These were assessed against agreed criteria (these were: scope of work and in-country capacity; capacity to manage funding; interaction with wider system; education competence; strategic management and performance; cost and value consciousness and efficiency; partnership behaviour; transparency and accountability; location). The option of a foundation or private sector organization host was not looked into in any detail at that time, and no call for expression of interest was issued.
10. The role of the host in this analysis was considered to include full responsibility for hosting the functioning of the fund, including provision of:
 - Human resources functions, including contractual matters, such as recruitment and separation; workplace safety; employee relations; compensation and benefits; compliance with labour and employment laws; and training and development
 - Accounting, audit and fiduciary functions
 - Working space and facilities for the secretariat
 - Access to requisite technology and support services, such as IT, travel, meeting and procurement services

11. Initial findings presented in the report were that Unicef was a willing initial host, and that GPE, given time, might be able to modify its mandate and become an appropriate host for ECW. During this assessment, members of the then Champions' Group (now High Level Steering Group) proposed that the new education crisis fund would initially be hosted by UNICEF, with a Secretariat based in New York.
12. As such, Education Cannot Wait is currently hosted by Unicef, which acts as the Fund Manager for the Global Fund. In this capacity, Unicef provides a Fund Support Office, and houses an ECW Secretariat. The ECW High Level Steering Group approved governance structures in February 2017 (see key documents list). Initial donors to the Fund have signed either bilateral agreements with Unicef (Norway, Canada, EC), or have signed the Standard Contribution Agreement (SCA) with Unicef (UK, USA, Denmark, France, Dubai Cares).
13. GPE has in the meantime commissioned some analysis of what changes would be required to absorb ECW, with a range of options for extent of absorption analysed. This work was carried out by Dalberg Consulting (see key documents list).
14. As per the HLSG minutes (28 February 2017), an independent hosting review must now be conducted to establish the long term, permanent host for ECW. The HLSG minutes from that meeting state that: *The TOR should include: criteria against which the independent review will be conducted, review methodology and process, and the expected skill set and experience of reviewer/review team. The TOR should recommend a timeframe for the review, which is currently anticipated to conclude by autumn 2017.*
15. In February 2017 DFID offered the financial and management resources to fund and procure the consultants to carry out this independent review, working within the governance structures of ECW. This offer was accepted by the HLSG.

Purpose and Scope

16. The overall purpose of the work is to:
 - a) Review and assess the current landscape for potential permanent hosting agencies for ECW
 - b) Assess potential hosts against agreed criteria and identify relative trade-offs
 - c) Make final recommendations for the permanent host for ECW, which will go to the HLSG

The recommendations should be backed up by sufficient analysis and provide enough detail for the HLSG to make an informed decision in light of trade-offs and risks. In addition, assessment and documentation of *how* the various recommendations could be operationalized should be included – i.e. an indicative timeline and areas which should be taken into consideration for action and additional analysis.

17. The work should define the role of a permanent host. In addition, it should review and refine the **suggested assessment criteria** (see below) against which potential permanent hosts should be assessed. At the same time, a methodology (e.g. weighting scale) for assessing the potential hosts against these criteria should be developed. Both qualitative and quantitative criteria may be used. In weighting, a spectrum of 'need to have' to 'nice to have' will need to be well-developed in each case.

Suggested assessment criteria – to be reviewed and refined

Strategic fit

- Management commitment and appetite for hosting
- Alignment with organization's objectives
- Brand value
- Fundraising
- Risk appetite
- Sustainability – ability of permanent host to support ECW into the future and to plan around different scenarios of ECW financing

Partnership fit

- Conflict of Interest potential/mitigation
- Coordination approaches, appetite and track record
- Legitimacy [to act] amongst relevant stakeholders
- Flexibility of the host to adjust to ECW

Process fit

- Speed, flexibility and agility of disbursement
- Process efficiency (e.g. accounting, audit and fiduciary functions; working space and facilities for the secretariat; access to requisite technology and support services)
- Potential for financing to range of recipient entities (e.g. non-state, private, governments, non-government)
- Risk management approaches

Operational fit

- Capacity to host
- Support quality
- Host expertise (e.g. human resources, recruitment policies and flex)
- Geographical location (including decentralization possibilities if thought relevant)
- Ability to provide coherent support to recipients (governments and grant agents) of ECW grants

Financial fit

- Value for Money – including on administrative and overhead costs
- Ongoing costs
- Switch costs
- Transparency

(Drawn from original ODI report, and recent hosting review undertaken by Boston Consulting Group)

Methodology

Identify potential hosts

18. The number of potential hosts is considered to be broad in the first instance, and could include bilateral donors, civil society organisations, UN bodies, multilateral development banks, GPE, private sector and foundations. This work should include scanning widely for potential hosting interest and welcoming, but not requiring, expressions of interest. The innovative and to some extent disruptive aims of ECW in terms of reform to global education provision to crisis and conflict-affected populations, and the need for complete transparency mean that 'outliers' should not be ruled out without some justification and analysis. It is expected that on finalisation and an initial application of criteria it will be possible to recommend a narrowing of scope in terms of potential hosts, as the refined criteria will rule out some candidates. This will be known as the primary analysis. The inception report should provide a recommendation on which potential hosts should be assessed in a fuller, secondary analysis.

Approach

19. The work should be fully independent, based on clearly documented evidence. All recommendations made must be backed-up by robust analysis. The consultants should submit an Assessment Design Report (ADR) that clearly describes the research questions, sub-questions, methodology and potential instruments to answer those questions. The ADR should also include methods for data collection and analysis as well as an initial list of Key Informants by type, influence, and position relative to hosting.
20. The work should take into account all relevant documentation, including the Education Cannot Wait Operational Model Design and Results Framework, the Education Cannot Wait Governance Structure, Education Cannot Wait Results Framework Monitoring and Evaluation Costing and the *ODI Evidence Paper: A common platform for education in emergencies and protracted crisis* (see key documents list).
21. The work should include a level of benchmarking of other Global Funds' and where appropriate education challenge funds' approaches and costs. However, while benchmarking has the potential to be instructive, it is critical to avoid normative comparisons because ECW's goals are to disrupt, innovate, and be fit for purpose, and the selection of the permanent host will be critical in supporting these goals.

22. A time and cost-efficient level of engagement with key stakeholders will be necessary as part of the research methodology. This will include interviews with key informants – including HLSG members, the Executive Committee, ECW donors, civil society representatives and ECW grant recipients. A full list will be drawn up by the consultants. The consultants should consider whether an informal “Task Team” or reference group of diverse, interested organizations would be useful and how they could use such a group to develop their assessment and reach evidence-based recommendations.

Recipient and management

23. As the contract holder, DFID will be the administrative and contractual liaison. The ultimate recipient of the work is the ECW High Level Steering Group. The ECW Executive Committee will act in its capacity as oversight of ECW business as per ECW governance structures and will approve the Assessment Design Report, and the final report and recommendations for onward transmission to the HLSG. As such, they will act as the management focal point for the outputs. A smaller reference group or informal “task team” of interested organizations may be helpful in steering the work and should be considered by the consultants during the initial phase of work.

Summary of Objectives and Tasks

24. The overarching objectives for this work is to
- a) Identify potential hosts for ECW
 - b) Revise criteria for analysis of potential hosts
 - c) Analyze (including risks and trade-offs) the potential hosts based on specific transparent criteria
 - d) Share findings and provide recommendations to the ECW HLSG on the permanent host of Education Cannot Wait
 - e) An assessment of the implications and actions that would need to be taken forward by the recommended host
25. Breaking this down, the detailed tasks include:
- Phase I
- a) Reviewing existing relevant documentation on Education Cannot Wait, with specific attention to existing analysis on hosting
 - b) Develop a profile of the permanent host role, based on relevant documentation and other Global Funds where relevant
 - c) Scan widely for potential hosts in an open and transparent manner, testing for interest and potential match, and welcoming (but not requiring) expressions of interest
 - d) Define the potential hosts, and outline their institutional set-up for delivery of the role. Note that some benchmarking with other Funds may be required at this stage
 - e) Refine and elaborate the specific criteria against which to assess potential hosts and a methodology (including weighting, and analysis approach) for using these to assess their strengths and weaknesses. Note that some benchmarking with other Funds may be required at this stage
 - f) Apply a primary analysis of potential hosts and recommend which potential

hosts to include in a secondary analysis

- g) Draft and present inception report

Phase II

- h) Conduct consultations with the potential hosts and key stakeholders (full list TBD) to identify further information; analyse relevant primary and secondary data
- i) Develop a clear analysis of the options, systematically highlighting advantages, risks and trade-offs
- j) Draft a summary report with relevant analysis and recommendations, including initial indications of implications for the recommended host(e.g. areas for further analysis/action should the recommendation be agreed)
- k) Develop final information on recommendations and analysis for a decision paper to go to the HLSG meeting in Autumn 2017

Outputs

26. The outputs for the work are as follows:
- a) Assessment Design Report, including specific criteria and methodology including:
- a. Background
 - b. Assessment questions and objectives
 - c. Methodology and approach
 - d. Data collection approach
 - e. Data analysis
- b) Final summary report (max 20 pages). The structure should be determined by the consultants but should include:
- a. Executive Summary
 - b. Methodology including data collection tools
 - c. Data analysis
 - d. Concrete recommendations and rationale
 - e. Key risks and opportunities
 - f. High level implications/future action for the recommended host
 - g. References to documentation accessed and stakeholders consulted
- c) Full documentation and analysis of any consultations undertaken
- d) Power Point Presentation (max 20 slides) with key findings and recommended next steps
- e) HLSG decision paper – draft and final version of the paper (2 pages maximum) for approval by the ECW Director and discussion by the HLSG

Methodology

27. It is envisaged the work will be carried out in two phases as suggested below. Bidders are required to outline in more detail their proposed methodology and rationale.

Phase one (up to three weeks, predominantly desk-based)

- Kick-off teleconference/face-to-face meeting
- DFID to gather relevant documents, including from potential hosts
- Desk-based literature review of all relevant documentation, as shared by DFID and potential hosts.

- Refinement of specific criteria; development of methodology; analysis of range of potential hosts for shortlisting

Phase two (up to seven weeks, combination of consultations and desk-based)

- Interviews with potential hosts
- Interviews with key stakeholders/informants
- Further data gathering and reviewing of documentation provided by potential hosts
- Data analysis and draft report writing
- Dissemination of findings, in the form of a presentation for the Executive Committee
- Final report and decision paper drafting

Timeline, Management and Reporting

28. The proposed total time for the consultancy is 40-60 days. There will be some flexibility in the length of phase two so that the outcome of Phase I (i.e. number of potential hosts for fuller review) can be taken into account. As such, Phase I will be up to 15 days; Phase II will be up to 40 days.
29. The consultancy will begin in May 2017 and work should be finalised by the HLSG meeting in autumn 2017. More detailed timings and a work plan must be included in bids, and should take into account likely slow periods over the summer.
30. Engagement with the Executive Committee will, where possible, be part of their regular quarterly meetings. If necessary, an extraordinary meeting may be called to discuss specific outputs.
31. Bids should specify how many total days required to fulfil the task according to their selected methodology, and how those days are split between team members.

Skills and Competencies

32. A team of experts will be necessary to cover the breadth and depth of this assignment. This should include the following:
 - A Team Leader with at least 15 years' experience in similar assignments, expertise in management consultancy on organisational change management, institutional arrangements of Global Funds; good understanding of the international aid architecture, in particular on education.
 - A selection of up to two relevant experts with experience of Global Fund structures, organisational capacity, value for money, human resources, strategy development, fundraising, and strong knowledge of issues related to education in emergencies.
 - A Lead Researcher with qualitative methods expertise that can lead the data collection and analysis processes in order to ensure claims and recommendations are backed by the data collected in the process.

Tenders/bids package

33. Interested parties are asked to tender a detailed methodology, work plan and

budget demonstrating how they will approach the assignment. Interested parties should also explain how and why they are suitable to carry out the work, highlight their value for money offer to DFID, and provide CVs.

34. Specifically, tender packages should include:
- A cover letter introducing the evaluators/organisation and how the skills and competencies described above are met, with concrete examples.
 - A 4-page outline of the proposed review process including:
 - Proposed outline methodology
 - Management arrangements
 - A budget covering all major costs, including:
 - Researcher/consultant fees
 - Reimbursable costs
 - 2-page CVs
 - One example of similar work

Duty of Care

35. The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
36. DFID will share available information with the Supplier on security status and developments in-country where appropriate.
37. The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this Contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

KEY DOCUMENTS

- ODI report: *ECW: Proposing a Fund for Education in Emergencies*
- ODI evidence paper: *A common platform for education in emergencies and protracted crises*
- Dalberg report: *Implications of Hosting ECW*
- Education Cannot Wait Governance Model
- Education Cannot Wait Operational Model Design and Results Framework
- Education Cannot Wait Results Framework Monitoring and Evaluation Costing