

**EDUCATION
CANNOT
WAIT**

**EDUCATION
CANNOT WAIT**

**OPERATIONAL
MANUAL**

2025 UPDATE

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ACRONYMS

AF	Acceleration Facility
Col	Conflict of interest
CSG	Child safeguarding
CSO	Civil society organization
ECW	Education Cannot Wait
EiEPC	Education in Emergencies and Protracted Crises
EiEWG	Education in Emergencies Working Group
ERP	External Review Panel
ExCom	Executive Committee
FCA	Fund Custodian and Administrator
FER	First Emergency Response
FSO	Funds Support Office
GPE	Global Partnership for Education
GRG	Gender Reference Group
HACT	Harmonized Approach to Cash Transfers
HLSG	High-Level Steering Group
IASC	Inter-Agency Standing Committee
INEE	Inter-agency Network for Education in Emergencies
JENA	Joint education needs assessment
LEG	Local Education Group
M&E	Monitoring and evaluation
MEL	Monitoring, evaluation, and learning
MHPSS	Mental health and psychosocial support
MYRP	Multi-Year Resilience Programme
NGO	Non-Governmental Organization
OCHA	UN Office for the Coordination of Humanitarian Affairs
PSEA	Prevention of sexual exploitation and abuse
RFP	Request for Proposals
TAG	Technical Advisory Group
TOC	Theory of Change
ToR	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHC	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WFP	World Food Programme

INTRODUCTION

This Operational Manual outlines policies and procedures related to the operations of Education Cannot Wait (ECW) as a global fund dedicated to education in emergencies and protracted crises. It is informed by established standards and principles for crisis-sensitive programming in humanitarian contexts and aligned with the current ECW Strategic Plan. The approach adopted strikes a balance between predictability and the need for flexibility that working in crisis settings requires.

The Operational Manual was first drafted in 2022 and has been revised in 2025 to bring it in line with the Hosting Arrangement, Standard Contribution Agreement (SCA), UNICEF's Regulatory Framework and all other updates to ECW's operational structures and practices.

To ensure that the manual is both comprehensive and user-friendly, it is organized in two parts:

1. a concise main text, providing an overview of governance arrangements and other key components of operationalizing ECW's strategy; and
2. a set of appendices, consisting of documents that provide more detailed policy and guidance on a range of issues, including with respect to proposing and implementing projects under ECW's three funding windows (First Emergency Response, Multi- Year Resilience Programme, Acceleration Facility).

The appendices are cross-referenced for consistency with the main text and with one another, and accessible on the ECW website: www.educationcannotwait.org.

The Operational Manual and its associated appendices are meant for all of ECW's partners and stakeholders, current and prospective, at both a national and global level. This core manual is intended as a reference document to provide an overview of how ECW operates, while the appendices provide partners with more specific and practical guidance.

To ensure that this operational guidance remains fit for purpose and responsive to ongoing learning and feedback from partners, a process for future updating and refinement of the manual and its appendices is outlined in APPENDIX 5.1 whereby a light touch review of the OM will be undertaken after 12 months from approval of the updated OM to check if new provisions are working and to make any necessary adjustments (eg. On ExCom composition).

1. ORIGINS

Education Cannot Wait (ECW) is the first and only global multilateral fund dedicated to education in emergencies and protracted crises. It was launched during the World Humanitarian Summit in 2016 by international humanitarian and development aid actors, along with public and private donors, to address the urgent education needs of 75 million children and adolescents in crisis settings.

Specifically, ECW was created to:

1. Give priority to quality education for children and adolescents in emergencies and protracted crises, particularly forgotten emergencies.
2. Secure sufficient funding to cover education needs across crises.
3. Improve coordination among education actors.
4. Strengthen capacity to lead and deliver education and recovery efforts, both nationally and internationally; and
5. Develop and share knowledge to inform decision making.

Translating the World Humanitarian Summit's Agenda for Humanity into action, ECW's investments are designed to usher in a more collaborative approach, ensuring that relief and development partners join forces to achieve quality education outcomes. These investments aim to uphold the commitments of the Grand Bargain. They facilitate swift and sustainable action, uniquely enabling actors on the ground to respond with humanitarian speed and development depth to the needs of children and adolescents in crisis contexts.

This New Way of Working bringing diverse stakeholders together around collective outcomes, providing multi-year financing and promoting a holistic, whole-of-system approach – seeks to transform education responses in emergencies and protracted crises, and to make meaningful and lasting progress towards the achievement of Sustainable Development Goal 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.”

2. CHARTER

ECW commits itself to the following Charter, to which all its partners are also committed:

Vision

ECW envisions a world where all children and adolescents affected by crises can learn free of cost, in safety and without fear.

Mission

ECW's mission is to generate greater shared political, operational, and financial commitment to meet the educational needs of millions of children and adolescents affected by crises, with a focus on a more agile, connected, and faster responses that span the humanitarian – development continuum to achieve sustainable education systems.

Overarching Goal

ECW's overarching goal is that ECW-supported interventions reach children and adolescents affected by crises to realize their right to safe, gender equitable, and inclusive quality education and achieve holistic learning outcomes and improve their wellbeing.

Principles: How ECW Works

ECW facilitates the development of joint programming against a shared set of *humanitarian and development principles*, such as: defending education as a fundamental human right and an enabler of all other rights; championing holistic, quality education from early childhood to adolescence; leaving no child or adolescent behind; advancing the empowerment of girls, women, and children living with disabilities; protecting children from violence, exploitation, and abuse; investing in local actors and building local-level capacities; role modelling an agile, coordinated, and sustainable response; and remaining fully accountable to the affected populations we serve first and foremost. Together, these principles guide ECW towards shared outcomes under the imperative to do no harm and to leave no one behind.

ECW adheres to a *rights-based* approach with attention to international human rights and 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 *right to education* through the four essential features that ensure its meaningfulness:

1. *Availability* Education is free and there are adequate infrastructure and adequate numbers of trained teachers able to support the delivery of education.
2. *Accessibility* The education system is non-discriminatory and accessible to all, and positive steps are taken to include the most marginalized.
3. *Acceptability* The content of education is relevant, non- discriminatory, culturally

appropriate, and of quality; schools are safe; and teachers are professional.

4. *Adaptability* 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 promotes the application of *core standards for education in emergencies*. These include the fundamental and all-encompassing standards applicable to the provision of education in emergencies and protracted crises, such as the Inter-agency Network for Education in Emergencies (INEE) Minimum Standards as well as the Safe Schools Declaration, the Minimum Standards for Child Protection in Humanitarian Action (CPMS), the Early Childhood Development Nurturing Care Framework and the Inter-Agency Standing Committee (IASC) guidance for humanitarian action – including *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action*, and *Guidelines on Mental Health and Psychosocial Support in Emergency Settings*.

ECW prioritizes *inclusive education*. ECW's support includes investments targeting children and adolescents from ethnic and religious minorities, internally displaced persons and refugees, and those with special needs.

ECW prioritizes *gender equality*. ECW's support includes targeted gender-responsive and transformative investments informed by intersectional gender analyses. Through implementation of its Gender Policy and Accountability Framework and Gender Implementation Guide 2023 - 2026 (see Appendix 2.2), ECW seeks to ensure that the specific needs of girls and boys in all of their diversity are systematically pursued throughout ECW's work, so that they benefit in an equitable way and inequality is not perpetuated.

ECW places *protection* at the centre of its investments, encompassing the protection of students, teachers, and schools. It supports interventions that ensure physical, psychosocial, and cognitive protection, including mental health and psychosocial support that can sustain and save lives, while also advocating for legal protection under international law.

ECW adheres to *ethical and safeguarding standards* concerning the treatment of children, adolescents and adults.

ECW promotes *capacity strengthening* with multiple partners especially in the advancement of ECW's commitment towards localization.

Added Value¹

Through its unique mandate and modalities, ECW:

1. Provides speedy support in crisis situations, particularly at the onset of emergencies
2. Facilitates joint programming among in-country actors
3. Leverages additional financing for education in emergencies and protracted crises
4. Ensures crisis-sensitivity

¹ For more detail on ECW's added value, see APPENDIX 2.1.

5. Strengthens humanitarian – development coherence and the New Way of Working
6. Delivers at humanitarian speed with development depth
7. Promotes the localization agenda and the Grand Bargain
8. Raises the centrality of early childhood and education in emergencies and protracted crises on the global stage
9. Produces new global goods to advance work on education emergencies and protracted crises

Core Functions: What ECW Does

ECW's four core functions in relation to education in emergencies and protracted crises are to:

1. Advocate for Education in Emergencies and Protracted Crisis (EiEPC) to be prioritized at the global and local levels.
2. Mobilize resources for EiEPC.
3. Fund and quality assure a portfolio of high-quality grants via our three funding windows.
4. Drive capacity development, learning, and systemic improvements at all levels.

Links to Strategy

ECW engages in strategic planning processes, leading to the adoption of multiyear strategic programmes. ECW's strategic programming puts into action the vision, mission, overarching goal, principles, added value, and core functions articulated in this Charter.

3. GOVERNANCE

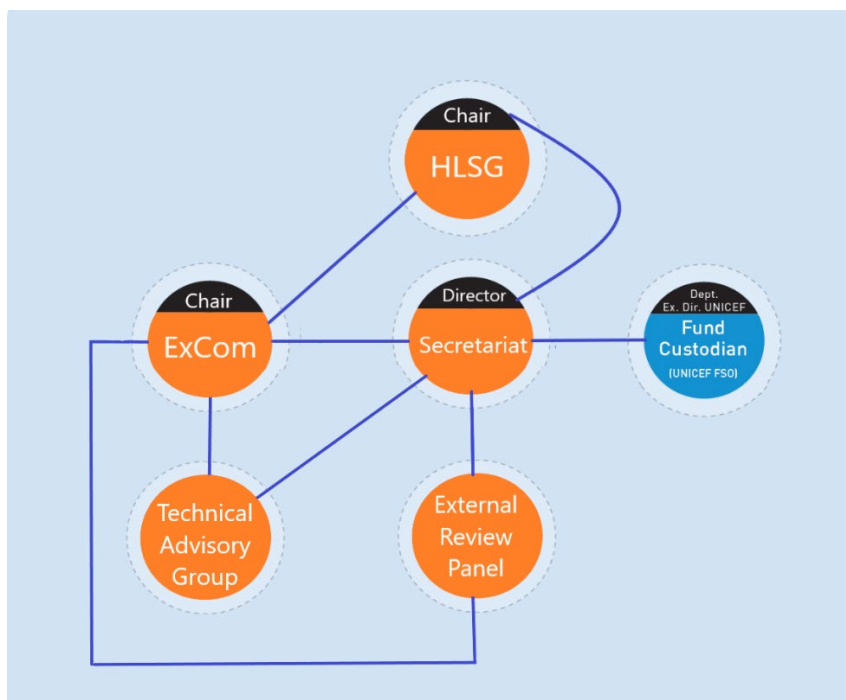
3.1 INTRODUCTION

This chapter summarizes ECW's internal governance structure, including the membership, functions, responsibilities, accountabilities, and workflows of ECW's organs.

Those organs and their respective leaders are the High-Level Steering Group (HLSG) and its Chair; the Executive Committee (ExCom) and its Chair/Vice-Chair/Co-Chairs the ECW Secretariat and the ECW Director; UNICEF as Fund Custodian and Administrator (FCA); the External Review Panel (ERP); and the Technical Advisory Group (TAG). Figure 3.1 sets out the relationships between ECW's organs.

This chapter aligns with the Hosting Arrangement and UNICEF and UNICEF's Regulatory Framework (including the UNICEF Procedure on Hosted Funds and Partnerships), both of which take precedence over this ECW Operational Manual if there is any inconsistency.

Figure 3.1 ECW Organizational Chart



3.2 HIGH-LEVEL STEERING GROUP

This section covers the High-Level Steering Group's (HLSG) membership, chairing role, compensation, functions, and working methods, including relationships with other ECW organs. It is harmonized with the guidance regarding the ExCom in section 3.3 below, and with the ECW Director's job description².

² See APPENDIX 3.3, ECW Director's job description

A. Functions

1. The HLSG is committed to the vision and values encapsulated in the ECW Charter (see chapter 2 of this Operational Manual).
2. The HLSG:
 - a. provides strategic direction for ECW and sets its priorities.
 - b. advocates for high-level political commitment and resources mobilization for the achievement of ECW's goals and objectives.
 - c. approves the annual priorities and investment window envelope of the fund.
 - d. adopts the strategic plan, results framework, annual results report, new policies³, the Hosting Arrangement and any amendments; and validates recommendations of the ExCom.
 - e. provides a steer on issues of critical importance referred by the ExCom that:
 - reflect a new policy
 - reflect an urgent geopolitical matter of global shock not supported by current policy
 - reflect an issue of political sensitivity requiring higher level decision making
 - fundamentally affect the delivery model, results framework, and/or risk exposure of the Fund
 - f. approves the appointment of the HLSG Chair and within UNICEF guidelines, approves the appointment of the ECW Director, including with inputs from the ExCom.

B. Membership and Selection Process

1. HLSG is comprised of global leaders able and willing to bring experience, political support, funding, and strategic insight to the governance of ECW. The HLSG is comprised of the
 - a. Chair as a non-voting member.
 - b. The ECW Director, as a non-voting member.
 - c. UNICEF ex officio members⁴.
 - d. Donor Representatives including bilateral partners, private sector companies and private foundations which contribute to ECW.
 - e. Multilateral partners and those leading in the education in emergency field.
 - f. Country constituency representatives where ECW investments have been made in their respective countries.
 - g. Civil Society constituency representatives
2. HLSG members should be of the level of ministerial, agency or organization head; and contribute to the gender and geographical representative balance of the HLSG.
3. HLSG members may nominate alternates, to attend a particular HLSG meeting or event.
4. HLSG members may be accompanied by an adviser. They may also be

³ On matters relating to for example, earmarking, due diligence, conflict of interest, risk management, financial guidelines and Gender policy and accountability framework - ECW policies must be in accordance with UNICEF's Regulatory Framework

⁴ Three representatives with one (1) vote. As per Hosting Arrangement page 3, para 2.4, 2.4.1 - UNICEF Executive Director or his/her delegate as no voting ex-officio member (can delegate responsibility to UNICEF representatives 2.4.2, 2.4.3); 2.4.2 - UNICEF representative programmatic; 2.4.3 - UNICEF representative management, operational and administrative matters. 2.4.2 and 2.4.3 casting a single vote.

accompanied by one other member of support staff (such as a private secretary) if agreed by the ECW Secretariat at least five working days in advance, subject to space.

5. The HLSG Chair may, on a meeting-by-meeting basis, invite non-voting observers or guests to attend a specific HLSG meeting to support specific agenda items.
6. The names and institutional affiliations of HLSG members are published on the ECW website.
7. All members of the HLSG will receive a member contact list to support membership communication.

C. Compensation

1. HLSG members do not receive compensation for their services and (except for members from crisis-affected countries) meet their own costs of participating in HLSG activities.
2. HLSG members from crisis-affected countries and CSO participants have their reasonable expenses for attendance at HLSG meetings and for participating in other ECW activities paid or reimbursed, in accordance with UNICEF's Regulatory Framework.

D. Chair

1. The HLSG Chair will serve for a period of three years, renewable once (see E. below). Should the need arise, the HLSG can agree by consensus to extend the Chair for one additional year upon completion of two terms of three years.
2. The Chair is a non-voting, independent member of the HLSG and does not represent their organization, government, or entity but the fund as a whole.
3. The Chair has a public role in representing ECW and publicizing its work alongside the ECW Director. This is coupled with an internal role of planning and chairing the annual meetings as well as keeping in regular contact with the ECW Director, ECW Secretariat staff and the ExCom Chair/Co-Chairs. The Chair plays a key role in regular ECW replenishment efforts, working with the ECW Director, the HLSG and ExCom.
4. The Chair works closely with the ECW Director who is accountable to the HLSG Chair for the implementation of the ECW Secretariat's work plan and budget. In addition, the Chair participates in the selection committee responsible for making recommendations on the appointment of the ECW Director. The Chair also has responsibility for input into the ECW Director's annual performance appraisal, which is carried out by the UNICEF Deputy Executive of Programmes.⁵
5. The Chair's travel and daily subsistence costs associated with attending face to face HLSG meetings, where they are not covered by any other entity, will be covered by ECW.

E. Nomination and Appointment of the Chair

1. Selection and renewal of the HLSG chair is determined by HLSG voting members.

⁵ In accordance with the Hosting Arrangement pg. 7 - 8, para 3.3 and Section 4.15 of the UNICEF Procedure on Hosted Funds and Partnerships.

2. The HLSG Chair is responsible for informing the ECW Secretariat of their wish to remain in the position at least 12 months prior to their first term ending.
3. In cases where the HLSG Chair indicates that they will not pursue a second term, or where they have 12 months or less remaining of a second term, the appointment process for a new HLSG Chair will be triggered.
4. In the absence of a replacement chair being confirmed within the one-year nomination and appointment period, the incumbent will be extended for a further interim period until such time the HLSG Chair is appointed, subject to non-objection from HLSG voting members.
5. If the incumbent chair is unable to continue in the role up until such time a new Chair is appointed, an interim Chair will be appointed from within the HLSG membership until such time the HLSG Chair is appointed.
6. The nomination and appointments process for an incoming HLSG Chair is led by a selection working group and supported by the ECW Secretariat. It is instigated one year prior to the incumbent's term end date.
7. The HLSG Chair criteria include:
 - a. Highest level leadership skills
 - b. Experience managing highly senior staff
 - c. Knowledge of the issues that drive ECW mandate, diversity and lived experience
 - d. Demonstrated commitment to international development and education issues
 - e. Convening power with Heads of Agency and Government Ministers
 - f. Strong ability to raise funds for ECW from sovereign governments and philanthropy
 - g. Established public profile
 - h. Experience engaging with global media

F. HLSG Chair Selection Working Group

1. Selection and nomination of the new HLSG Chair will be led by a working group. The working group will be comprised of at least two members of the HLSG or their representatives, the ExCom Chair/Co-Chair or their representative, the ECW Director, and a senior representative of UNICEF.
2. Where appropriate the working group will be supported by the outgoing HLSG Chair to ensure strong continuity and generate interest by high caliber candidates
3. The working group will engage with CSO's to participate in the process of identifying the new Chair of HLSG.
4. The working group will be responsible for:
 - a. Seeking nominations for the role of Chair via the HLSG and other relevant parties
 - b. Handling outreach to potential candidates to gauge formal interest
 - c. Finalizing a shortlist of no more than four candidates, with recommendation of the most suitable candidate to present to HLSG for decision.

G. Working Methods

1. The HLSG meets up to twice a year.
2. Consideration will be given to the timing and length of the meetings to allow for high-level participation.

3. The meetings focus on strategic issues and high-level decisions and approvals as outlined in the HLSG functions.
4. Virtual meetings via teleconferencing and email consultations are held as necessary.
5. Each HLSG member provides contact details for their adviser or support office to ensure the HLSG member receives communications from the ECW Secretariat
6. The HLSG Chair may choose to invite key actors, decision makers and relevant education champions on a time bound observer basis to support and inform dialogue and specific agenda items.

H. Meeting Practices

1. HLSG members receive the meeting agenda and background papers a minimum of 15 working days prior to the HLSG meeting.
2. The agenda format is classified for:
 - a. Information – to formally record HLSG acknowledgement of tabled reports that will, to the extent possible, be circulated to HLSG members by email outside of formal meetings.
 - b. Discussion – to build common understanding, clear strategic priority and direction. To focus on forward thinking ideas, innovative partnerships and matters of resourcing and validation of diverse views.
 - c. Approval – to facilitate decision making on matters that require a clear agreed course of action backed by supporting documentation, decision language and advice/recommendation from ExCom.
 - d. Adoption – to provide the final confirmed position for ECW on matters that have been deliberated and approved by ExCom and recorded in the HLSG minutes by way of clear adoption language.
3. Agenda items will have supporting background papers inclusive of drafted approval or adoption language. Where agenda items are for approval by HLSG, this will include proposed draft HLSG decision language as well as the endorsement language from ExCom. Where agenda items are for HLSG adoption, this will include draft adoption language and the final approval language from ExCom.
4. HLSG meeting background papers will outline any decisions or recommendations made by ExCom.
5. Meeting minutes clearly document final decision language based on discussions held in the HLSG meeting, documenting the consensus reached or voting outcome relevant to that decision.

I. Voting

1. The HLSG uses all reasonable efforts to make decisions by consensus. If consensus cannot be reached, the HLSG Chair or any other member in consultation with the HLSG Chair, can call for a vote.
2. Voting requires a quorum. A quorum is a simple majority (50 percent plus one) of all HLSG members (or their alternates) present and voting.
3. For the HLSG to have a quorum, the UNICEF representatives or their duly

- authorized proxy(ies) must be represented at the meeting.⁶
4. Each voting member of the HLSG has one vote.⁷
 5. For a vote to be carried a 60 per cent majority, of those voting, in favour of the motion, is required.
 6. All voting results are reflected in written form in HLSG meeting minutes, clearly stating which members voted in favour/against.
 7. The agreed final decision language is circulated one day after the HLSG meeting and documented in the HLSG meeting minutes. A recording of the meeting is circulated to members at the time of circulating the meeting minutes.

3.3 EXECUTIVE COMMITTEE

This section covers the Executive Committee (ExCom) functions, membership, chairing roles, compensation, and working methods, including relationships with other ECW organs. It is harmonized with the guidance concerning the HLSG, in section 3.2 above, and with the ECW Director's job description⁸.

A. Functions

1. ExCom is committed to the vision and values encapsulated in the ECW Charter (see chapter 2 of this Operational Manual).
2. The ExCom:
 - a. Approve ECW's annual work plan, annual budget, strategic plan, results framework, annual results report, new policies, and the Hosting Arrangement.
 - b. Refers issues of critical importance to the HLSG that:
 - Reflect a new ECW policy requirement
 - Reflect an urgent geopolitical matter of global shock not supported by current policy
 - Reflect an issue of political sensitivity requiring a higher level of decision making.
 - Fundamentally affect the delivery model, results framework, and/or risk exposure of the Fund
 - c. Provides support to the ECW Secretariat on resource mobilization, operational, technical, or policy issues.
 - d. Engages with the ECW Technical Advisory Group and ad-hoc time bound working groups to facilitate the technical inputs required to support ExCom decision making
 - e. Provides support to capacity building and donor engagement in crisis affected contexts through its members, and in country representation.
 - f. Approves operational and financial matters initiated and undertaken by the ECW Secretariat, including specific actions relating to the three funding windows. The table of ExCom approvals is available in Annex 10.4 [ExCom approvals table](#)
 - g. In consultation with the HLSG Chair and ECW Director, sets annual performance objectives for the ECW Director in accordance with the Hosting

⁶ Reference 2.4 and 2.6.1 of the Hosting Arrangement, and Section 4.11 of the UNICEF Procedure on Hosted Funds and Partnerships

⁷ Reference 2.4 of the Hosting Arrangement that UNICEF has only one vote, and Section 4.10 of the UNICEF Procedure on hosted Funds and Partnerships

⁸ See APPENDIX 3.3, ECW Director job description

Arrangement and UNICEF Regulatory Framework. One member of the ExCom participates in the selection committee for the ECW Director.

B. Membership and Selection Process

1. All ExCom members are senior with authority to make decisions on behalf of their institution or constituency, and with direct access to their HLSG principals, constituency, respective minister/ head of agency/ chief executive officer.
2. ExCom's membership is comprised of the following:
 - a. Ex-Officio representatives: The ECW Director (non-voting); the UNICEF Executive Director⁹ (non-voting); UNICEF Representative – Programme¹⁰ and UNICEF Representative – Operations/Administration¹¹ – sharing a single vote.
 - b. Donor representatives: Senior representatives of those donor countries and organizations, including bilateral and multilateral partners, private sector companies and private foundations, which contribute to ECW. They should be officially appointed by their respective HLSG principal in the case of HLSG member institutions, with authority to make decisions on behalf of their institution and with access to their respective minister/head of agency/ chief executive officer.
 - c. Country representatives: two senior representatives of governments from crisis-affected countries, nominated by their respective HLSG principal for a three-year plus one-year term.
 - d. Civil Society constituency representatives: At least four senior representatives of CSOs representing International NGOs, National NGOs, Youth and Students, and Teachers, nominated by their constituency, for a three-year plus one-year term. These representatives should include both northern and southern CSOs and at least one representative from a youth-led CSO.
 - e. International partners and networks: a senior representative from the World Bank; the Coordinator of the IASC Global Education Cluster; a senior representative of the Global Partnership for Education; the Director of INEE.
 - f. Multilateral partners: Five senior representatives from UN Agencies – OCHA, UNESCO, UNHCR, UNICEF, WFP.
3. New ExCom members shall be supported by onboarding activities conducted by the ECW Secretariat, to support their effective engagement. The ExCom Chair/Co-Chairs shall connect individually, either in person or online, with all ExCom constituencies/groups at least twice annually outside of ExCom regular meetings to similarly support engagement.
4. The list of ExCom members is published on the ECW website. The list of ExCom member contact details is shared with all members to support communication across representative members/groups/constituencies.
5. The standard for ExCom attendance at in person meetings is one member (or their alternate) plus one adviser (non-voting) with observer status noting carbon

⁹ The UNICEF Executive Director role may be delegated to the two UNICEF representatives prespecified in Section 2.4.1 of the Hosting Arrangement and Section 4.9 of the UNICEF Procedure on Hosted Funds and Partnerships.

¹⁰ Ref 2.4.2 Hosting Arrangement, and Section 4.9.2 of the UNICEF Procedure on Hosted Funds and Partnerships

¹¹ Ref 2.4.3 Hosting Arrangement, and Section 4.9.3 of the UNICEF Procedure on Hosted Funds and Partnerships

footprint and cost considerations. In the case of constituency representation, the non-voting adviser may be from a different organization to that of the nominated ExCom member. ExCom members may request additional advisers attend either virtually or in person.

6. Only voting members will sit at the table of any one meeting or have their camera on for those attending on line. All other advisers will sit to the back or have camera off. The ECW Secretariat will do their best to meet requests for additional attendees, however limits may be applied to in person attendance at meetings where venue space is limited. In such circumstances all members will be advised in advance of the meeting.
7. The Chair/Vice Chair/Co-Chairs of ExCom may invite observers to ExCom meetings on a meeting-by-meeting basis, who will be non-voting, to support specific agenda items.
8. To promote equal participation among all members, adequate and sustained financial support will be provided to the CSOs and Youth-Student-led constituencies. This includes consistent and predictable assistance, including outreach and support, to ensure continuity of representation in ECW governance and other global Education in Emergencies (EiE) forums, as well as meaningful engagement in advocacy and policy dialogue.

C. Compensation

1. ExCom members do not receive compensation for their services and (except for members from crisis-affected-countries, and CSO/Youth and Student-led constituencies) meet their own costs of participating in ExCom activities.
2. ExCom members from crisis-affected countries as well as National Civil Society Organizations and Youth and Student-led constituencies have their reasonable expenses for attendance at ExCom meetings and for participating in other ExCom activities paid or reimbursed, in accordance with the UNICEF's Regulatory Framework

D. Chair and Vice Chair / Co-Chairs

1. ExCom has the flexibility to opt for a Chair and Vice Chair or Co-Chair modality for leadership of ExCom.
2. In the case of a Co-Chair modality being chosen, all of the defined roles and responsibilities of Chair and Vice Chair are adopted based on an agreed division of labour between the Co-Chairs.
3. The Vice-Chair or a Co-Chair, or a designated ExCom member shall attend pre-ExCom TAG meeting to support preparation of technical inputs for upcoming scheduled ExCom meetings.

Chair

- a. Is a non-voting member of ExCom, with an alternate nominated to represent their organization or constituency as a voting member, and where needed can provide a costing vote in circumstances where there would otherwise be a deadlock.
- b. Is guided by a detailed TOR.
- c. Is appointed for a two year plus one year term length. Renewal is subject to non-objection by ExCom.

- d. Is responsible for the effective functioning of the Committee, including facilitating opportunities for active participation by all members, and regular outreach to all constituencies/groups.
- e. Communicates regularly with the ECW Director to coordinate the respective efforts of ExCom and the ECW Secretariat, and to agree the agenda for ExCom meetings/calls.
- f. Coordinates ExCom inputs into the process of selection and annual performance appraisal of the ECW Director in accordance with the Hosting Arrangement.

Vice Chair

- a. Is either a voting member of ExCom, or a non-voting member with an alternate from their organization or constituency nominated to participate in ExCom as a voting member.
- b. Is guided by a detailed TOR.
- c. Is appointed for a two year plus one year term, with the option to nominate for the Chair/Co-Chair position after one year. If moved to Chair/Co-Chair, then they can spend a maximum of four years across both roles (two plus two years). Renewal is subject to non-objection by ExCom.
- d. Provides a vital support role to the Chair with particular support to ensuring and increasing the active participation of all ExCom members, outreach to non-donor member/constituencies, and on boarding activities in liaison with the ECW Secretariat.

Co-Chairs

- a. Adopt the responsibilities of both Chair and Vice Chair.
- b. Are guided by detailed TOR that reflects all roles and responsibilities of both the Chair and Vice Chair.
- c. Are appointed on a two year plus one year term length. Renewal is subject to non-objection by ExCom.
- d. Are non-voting members of ExCom, who nominate alternates from their organization or constituency to participate in ExCom as voting members. In situations where a Co-Chair is unable to coordinate an alternate from their organization they may act as a voting member, as long as the other Co-Chair remains a non-voting member.
- e. Comply with the same expression of interest, selection process and term lengths as stipulated for the Chair role.
- f. Coordinate to ensure streamlined coordination and communication with the ECW Secretariat and HLSG.

E. Nomination and Appointment of the ExCom Chair/Vice Chair/Co-Chair

1. Recruitment of the Chair/Vice-Chair/Co-Chair role is facilitated by a small working group of ExCom. This working group must involve ExCom members from at least two different constituency groups and number no more than four members.
2. The working group will be led by the Chair/Vice-Chair/Co-Chair that will remain in position unless they are seeking a change in office, or an ExCom member designated by the ExCom Chair/Co-Chairs.
3. The working group is responsible for soliciting expressions of interest from ExCom members with a call for expressions of interest being sent out to ExCom

by the ECW Secretariat no later than four months before the current Chair/Co-Chair's term ending.

4. The working group will dialogue with interested candidates; agreeing a proposal for ExCom decision, including advice on the preferred modality (Chair and Vice-Chair or Co-Chairs); and informing the HLSG Chair of the outcome.
5. ExCom approve the appointment of these roles based on recommendations by the working group. This approval may be via non-objection or vote, dependent on number of candidates and working group recommendations.
6. The confirmed modality (Chair and Vice-Chair or Co-Chairs) will be informed by advice from the designated working group and agreed by ExCom. This decision will take into consideration recommendations from the incumbents and preference of candidates.
7. Where possible, the Chair and Vice-Chair, or the two Co-Chairs, will not step down from their positions at the same time to ensure continuity.
8. The Co-Chairs or Chair and Vice-Chair should preferably represent two different ExCom constituency groups.

F. Working Methods – Approvals¹²

1. ExCom approvals¹³ include:

Strategic Planning documents

- a. Strategic plan and results framework
- b. Changes to grant allocation criteria or methodology as necessitated under the Strategic Plan
- c. Case for Investment

Regular annual approvals

- a. Annual Secretariat workplans
- b. Annual Secretariat Operational Budget
- c. Annual Financial usage and year ahead report (including overall allocations to the three funding windows)¹⁴
- d. Annual results report¹⁵
- e. Strategies for specific funding mechanisms as part of the annual workplan
- f. Corporate Risk Framework

Grant related approvals

- a. First Emergency Response (FER) requests over USD3M and any grant where UNICEF is the consortium lead/grantee
- b. All Multi-Year Resilience Programme (MYRP) requests
- c. All Acceleration Facility (AF) grants over USD500,000 and any grant where UNICEF is a consortium lead/grantee

Governance related and evaluation approvals

- a. Hosting Arrangement¹⁶
- b. Hosting Review and any proposed changes to Hosting conditions¹⁷

¹² Reference Appendix 10.4 ExCom Approvals Table

¹³ In alignment with ExCom's confirmed roles and responsibilities and provided approval authorities remain consistent with UNICEF's Regulatory Framework.

¹⁴ HLSG approves the overall level with ExCom approving specific allocations per window

¹⁵ To be approved via non-objection, subsequent adoption by HLSG required

¹⁶ For subsequent adoption by HLSG

¹⁷ For subsequent adoption by HLSG

- c. Formative evaluation reports and management responses to formative evaluations
 - d. TORs and inception reports to formative evaluations
 - e. Management responses to audits
 - f. Establishment of temporary time bound working groups
- Other issues outside of regular approvals/categories*
- a. Secretariat staffing plan
 - b. New ECW policies¹⁸
 - c. Innovative finance mechanisms in line with the HLSG approved resource mobilization strategies
 - d. Methodology for the MYRP portfolio country list.
 - e. Non-traditional contributors deemed high-risk
2. Other issues outside of this list may be escalated to ExCom for approval by the ECW Secretariat with agreement by the ExCom Chair / Co-Chairs.
 3. ExCom approvals are reached either by:
 - a. Non-objection – whereby a non-objection is sought within five to ten working days from ExCom members via email outside of face-to-face or online ExCom meeting. Non-objection is used primarily for grant approval processes.
 - b. Consensus (or voting) – whereby ExCom members are asked to consider background information, decision papers and draft decision language; engage in discussion¹⁹; conclude a consensus decision or move to a vote based on agreed decision language. (See I. Voting below).
 4. In granting approvals, ExCom members will recuse themselves from decisions in which they might have a conflict of interest, for example, in the approval of a MYRP, FER, or AF in which they are the choice of consortium lead/grantee.

G. Grant Approval Processes

1. Within each funding window, ExCom has specific oversight and approval responsibilities. In support of ExCom fulfilling these responsibilities the ECW Secretariat will facilitate the process and preparation of any required reference documentation for ExCom approval.
2. ExCom is advised of upcoming approvals to be made 10 working days prior to approval by non-objection under the MYRP window, and five working days for grants under the FER window. See Annex 10.3 [ECW Programmatic Processes 5 March 2025](#).
3. ExCom approves FER grants valued at over US\$ 3 million, all MYRP grants, and AF grants valued at over US\$ 500,000, as well as all grants in which the organization acting as Fund Custodian and Administrator (FCA) is included as a consortium lead/grantee.
4. Approval is obtained for all grant requests via non-objection emails from the ECW Secretariat to ExCom. In general, a ten working day deadline is observed. In exceptional cases (for example an urgent FER approval) a shorter timeframe may be proposed.

¹⁸ Subsequent adoption by HLSG required - on matters relating to earmarking, due diligence, conflict of interest, risk management, financial guidelines and Gender policy and accountability framework, ECW policies must be in accordance with UNICEF regulatory framework.

¹⁹ Discussion may include presentations and/or Q&A with any technical experts requested by the Chair/Co-Chairs to attend.

5. With MYRPs, the ECW Secretariat will consult with the Technical Advisory Group (TAG) and other country-based partners identified via the TAG before submitting requests to ExCom. With MYRPs and Acceleration Facility (AF) grants, ExCom also reviews the recommendations of the ERP.
6. ExCom members may suggest amendments to proposals as part of this non-objection process, focused on compliance with ECW's agreed policies, procedures, and operational guidance²⁰, addressed to the ECW Secretariat focal point for the respective grant, within the timeframes set out in the respective funding window guide. For MYRP proposals, ExCom members should engage via the TAG where possible rather than exercise this amendment function.
7. Approval criteria for each of the funding windows are outlined in detail in CHAPTER 4. In broad terms, however, approvals of funding decisions by ExCom should consider the following:
 - a. Does the proposed FER, MYRP, or AF financing request align with FER and MYRP guidance, the AF approach outlined in the ECW Strategic Plan, the ECW Strategic Plan and the ECW Gender Equality and Empowerment of Women and Girls: Policy and Accountability Framework?
 - b. For proposals under the AF, does the proposed financing request align with the Strategic Plan's AF commitments?
 - c. Is the requested funding level coherent with the allocations to the associated funding window?
 - d. For FER requests, has the proposal been subject to the agreed ECW Secretariat internal quality assurance processes; and has it been demonstrated that it has sufficiently met requirements?
 - e. For funding requests in support of MYRPs and those under the AF exceeding \$500,000, has the proposal been subject to the agreed internal (ECW Secretariat) and external (ERP) quality assurance processes; and has it been demonstrated that it has sufficiently met requirements, per the consolidated feedback matrix submitted by the ECW Secretariat to ExCom with each proposal?
 - f. For all funding proposals, does ECW have sufficient funding to cover the proposed amount?²¹
8. For more details of the specific ExCom functions in the approval of the three funding windows, see CHAPTER 4 (below) and the respective guides for the FER, MYRP, and AF windows (*APPENDICES 4.1, 4.2, and 4.3*).

H. Timing and Sequencing of ExCom Meetings

1. A minimum of three ExCom meetings will be held each calendar year, with two in person and the remainder on-line.
2. In-person meetings will consist of a one-day formal meeting with flexibility for additional back-to-back meetings/discussions to maximize travel investment and face-to-face dialogue opportunities. Additional meetings may be required for replenishment or thematic discussions.
3. On-line meetings will aim to be a maximum of three hours.
4. Consideration will be given to cost, climate budgeting thresholds and proximity to other meetings when scheduling in-person ExCom meetings.

²⁰ In a manner consistent with UNICEF's Regulatory Framework.

²¹ Informed by data provided by the ECW Secretariat

5. ExCom will seek field trip opportunities outside of the structured meeting schedule, when field visits coincide with other meetings or global events.
6. The 12-month ExCom meeting schedule will be drafted at the beginning of each calendar year and circulated to all members, to support planning and budgeting and consideration of additional meeting, field trip or in field consultation opportunities. ExCom members will be advised of the date of in-person meetings six months in advance. The draft schedule will include the sequencing of TAG, ExCom and HLSSG meetings to maximize streamlined inputs and inputs to decision making at the ExCom and HLSSG levels.
7. Other extraordinary meetings – including retreats – of the ExCom may be held as needed, subject to agreement by the ExCom Chair / Co-Chairs.

I. Meeting Practices

1. ExCom members will receive the meeting agenda and all meeting papers a minimum of ten working days prior to the ExCom meeting.
2. Agenda items for decision will be supported by decision papers and proposed draft decision language to be approved in the meeting and later inserted in the official ExCom meeting minutes.
3. The standardized decision papers will outline relevant analysis, findings and/or recommendations provided by the ECW Technical Advisory Group, or time bound working group.
4. Where ExCom members seek changes to draft decision language, they may request the changes in writing to the ExCom Chair/Co-Chairs five days in advance of the meeting date. ExCom members may also propose amended decision language during the ExCom meeting at the discretion of the ExCom Chair/Co-Chairs. Final decision language will be displayed on the screen in the ExCom meeting at the point of agreement, including any proposed amendments for consideration.
5. Agenda items for discussion will be supported by background papers unless agreed otherwise by the ExCom Chair/Co-Chairs, to facilitate full participation by ExCom members.
6. Each ExCom meeting agenda will require ExCom to approve the minutes of the previous meeting.
7. Specific technical expertise from the TAG may be requested by the Chair/Co-Chairs to provide technical inputs (in person or virtually) into an ExCom meeting in support of decision making.
8. Minutes of all ExCom meetings are drafted by the ECW Secretariat and approved by ExCom Chair/Co-Chairs. Full meeting minutes will be distributed to ExCom members within ten days of the meeting, along with the full recording of the meeting²² and an up-to-date ExCom member contact list.
9. A summary of decisions made during the meeting will be issued to all ExCom members no later than one working day following the meeting.
10. Meeting minutes will clearly document all agreed actions arising from the meeting, and final decision language based on discussions held in the ExCom meeting, the consensus reached or voting outcomes relevant to the agenda item.

²² ExCom Chair/Co-Chairs or members may request some discussions within the agenda to not be recorded for sensitivity reasons.

J. Standard Meeting Agenda Format and Planning

1. Agendas are prepared in the first instance by the ECW Secretariat and agreed by the ExCom Chair/Co-Chairs.
2. Agendas must take into account ExCom approval requirements, relevance to the ECW strategy and annual work plan.
3. Discussions on the next year's ExCom agenda will be held as part of ExCom annual workplan session and TAG scheduled meetings. ExCom members may suggest additional items to the ExCom Chair/Co-Chairs during the year however suggestions may not be scheduled in the next ExCom unless time sensitive.
4. The ECW Secretariat shall send a reminder to all ExCom members 28 days in advance in case of time-sensitive, high-priority issues to be added.
5. Final decisions on the agenda sit with the ExCom Chair/Co-Chairs.
6. ExCom meeting agenda are drafted against a standardized format that includes:
 - a. Introduction by ExCom Chair/Co-Chairs
 - b. Approval of previous minutes and any matters arising
 - c. Report by the ECW Director
 - d. [All other agenda items listed]
 - e. Any other business
7. ExCom agenda items within the standardized agenda format will be classified for:
 - a. Information – to formally record ExCom acknowledgement of tabled reports that may or may not be discussed in the meeting e.g. ECW Director's report, acknowledging that to the extent possible all matters for information will be circulated to ExCom members by email outside of formal meeting formats.
 - b. Discussion – to build common understanding on topics of priority. This includes space for strategic, forward-thinking issues and to allow listening to diverse views.
 - c. Approval – to facilitate clear decision making on matters that require a clear, agreed course of action including: those that are approved by ExCom and require advancement to HLSG for adoption; and those that are endorsed by ExCom and advanced for approval by HLSG.
8. The ExCom Chair/Co-Chair decides on the classification on agenda items in consultation with the ECW Secretariat.
9. Across the three planned ExCom meetings per year the following standard agenda items require attention:
 - a. First meeting: Report on the previous year's annual work plan; annual financial usage and year ahead report; resource mobilization update; inform the agenda of the next HLSG meeting, if relevant
 - b. Second meeting: Update on management responses to evaluations/audits; update on corporate risk framework; resource mobilization update; inform the agenda of the next HLSG meeting, if relevant
 - c. Third meeting: annual results report – take aways, lessons learned, strategic conclusions; annual progress report for current year and annual work plan for forthcoming year; detailed annual budget (operational and programme); resource mobilization update

K. Meeting Preparation Timeframes

1. To maximize the efficiency of ExCom meetings and to build transparency around ExCom meeting preparation the following timeframes will be followed:

2. At least 28 days in advance:
 - a. Standard/regular items identified by ECW Secretariat for the upcoming ExCom agenda (annual work plans, operational budgets)
 - b. ExCom member agenda suggestions forwarded to ExCom Chair/Co-Chairs
 - c. ExCom Chair/Co-Chairs (or delegate) chairs TAG meeting to discuss any technical ExCom meeting inputs
 - d. Reminder issued by ECW Secretariat to ExCom to suggest high-priority, time-sensitive issues for inclusion
3. 25 days in advance:
 - a. ECW Secretariat preparation of draft agenda based on above inputs
4. 22 days in advance:
 - a. Draft agenda shared with ExCom Chair/Co-Chairs
5. 20 days in advance:
 - a. Agenda approved by ExCom Chair/Co-Chairs
 - b. ECW Secretariat and TAG finalise background papers and decision language

L. Voting

1. The ExCom uses all reasonable efforts to make decisions by consensus. If consensus cannot be reached, the ExCom Chair/Co-Chairs or any other member, if seconded by another ExCom member, can call for a vote.
2. In calling for a vote, the ExCom Chair/Co-Chairs shall consider whether they are hearing considerable discomfort or disagreement by several ExCom members and the nature of the issue being decided.
3. Any decision of the ExCom by vote requires a quorum consisting of a simple majority (50 percent plus one) of members present and voting.
4. Each voting member of the ExCom has one vote.
5. For a vote to be carried a 60 per cent majority of members voting in favour of the motion is required.
6. All voting results are reflected in written form in ExCom meeting minutes.

3.4 ECW DIRECTOR AND SECRETARIAT

This section covers the roles of the ECW Director and ECW Secretariat – leadership, functions, and working methods, including relationships with other ECW organs. The guidance below is harmonized with the guidance concerning the HLSG and ExCom, in sections 3.2 and 3.3 above, with the Hosting Arrangement, UNICEF’s Regulatory Framework, and the ECW Director’s job description.

A. Leadership – ECW Director

The job description of the ECW Director sets out the functions and accountabilities, which are commensurate with the level of the position (*D2*) as stated in the employment contract issued by UNICEF²³. The Director reports for administrative purposes to the UNICEF Deputy Executive Director of Programmes. For the implementation of the ECW Secretariat’s work plan and budget the ECW Director is accountable to the Chair of the HLSG. The ECW Director is subject to the applicable contract terms and UNICEF regulatory framework.

²³ See APPENDIX 3.3, Director’s job description

The ECW Director provides strategic leadership to ECW and manages the ECW Secretariat. As per the job description commensurate to the level, the Director's functions include strategy and ECW policy development and implementation, advocacy to inspire political commitment for the goals of ECW; partnership building and development; mobilizing resources to leverage sufficient support for education in emergencies and protracted crises; building alliances among relevant stakeholders (governments, CSOs, private sector companies, foundations, and crisis-affected populations) towards collective outcomes; management of and oversight over ECW investments and the work of the ECW Secretariat; and leadership of knowledge-development and learning to improve response and delivery of education in emergencies and protracted crises.

The ECW Director approves all FER grants valued up to US\$3 million and all AF grants valued up to US\$500,000 except those of which UNICEF is a consortium lead/grantee, which are approved by ExCom²⁴. ExCom is informed of all grant decisions and approves all other grants.

B. Appointment and Performance Appraisal of the ECW Director

The ECW Director is selected based on a transparent and highly competitive process. The ECW Director is a UNICEF staff member under UN Staff Regulations and Rules, including UNICEF human resources policies and procedures.

Concerning the appointment of the ECW Director, a selection committee, comprised of the UNICEF Executive Director or delegate, the Chair of the HLSG and one of its members, and one member of the ExCom, with the Director of the UNICEF Division for People and Culture or delegate in attendance, will make a recommendation to the UNICEF Executive Director who will take the ultimate decision on the appointment of the ECW Director.

The ECW Director undergoes an annual performance appraisal²⁵ conducted by the UNICEF supervisor using standard UNICEF performance management processes. The HLSG Chair in consultation with the ExCom, which sets performance objectives with the ECW Director annually, will provide input to UNICEF for this process.

Following the approval of the ECW annual workplan, the ECW Director in consultation with the HLSG Chair and the ExCom, identifies up to four strategic deliverables/objectives and associated indicators related to the implementation of the annual workplan to be achieved by the end of the performance period. During the year-end appraisal process, the HLSG Chair in consultation with the ExCom, will provide input to the UNICEF Deputy Executive Director Programmes on the overall performance evaluation of the ECW Director.

The term of the ECW Director may be time-limited, as decided by the DED-Programmes at the time of recruitment or renewal of appointment, following consultation with the HLSG, which will seek the views of the Executive Committee.

²⁴ As per OM guidance and in a manner consistent with Section 4.24.1 of the UNICEF Procedure on Hosted Funds and Partnerships, in such case UNICEF would recuse itself from any decisions relating to the selection of grant allocation undertaken by ExCom.

²⁵ As outlined in 3.3 of the Hosting Arrangement

C. Functions

Under the leadership of the ECW Director, the ECW Secretariat has overall responsibility for the day-to-day operations of ECW, supporting the HLSG and ExCom to fulfil ECW's five core functions. ECW Secretariat staff members report to the ECW Director and are UNICEF officials, as specified in the Hosting Arrangement and the UNICEF Procedure on Hosted Funds and Partnerships. ECW Secretariat staff are therefore guided by the core functions and authority delegated by the HLSG to the ECW Director.

The ECW Secretariat's functions are thus: (i) strategy and policy development and implementation; (ii) advocacy, external relations, and communication; (iii) oversight and management of fund-raising, finances, reporting, and risk; (iv) management and monitoring of grants and relationships with consortium lead/grantees; and (v) supporting other ECW organs in their work.

Strategy and Policy Development and Implementation

1. The ECW Director leads the development and implementation of ECW's strategy, ECW policies, and budget.
2. The ECW Director and ECW Secretariat:
 - a. Oversee and facilitate ECW's strategic planning and policy development processes.
 - b. Develop policy statements and manage the process of their approval by ExCom and adoption by HLSG.
 - c. Oversee the implementation of ECW's strategic plans and policies.

Political Advocacy, External Relations, and Communication

1. The ECW Director acts as an "influential and powerful advocate"²⁶ for ECW, in conjunction with the Chair and members of the HLSG.
2. The ECW Director and ECW Secretariat:
 - a. Support and amplify the HLSG's political advocacy efforts.
 - b. Represent ECW externally and support efforts for the field of education in emergencies and protracted crises more broadly.
 - c. Coordinate with external stakeholders in the growing education architecture.
 - d. Manage advocacy and external communication for ECW.
 - e. Actively advocate for inclusive quality education for all children and adolescents in emergencies and crisis-affected countries.
 - f. Advance child safeguarding, gender equality, and accountability to affected populations
 - g. Advance the modelling and delivery of quality and inclusive education in emergencies and protracted crises, including protection and mental health and psycho-social support (MHPSS).
 - h. Ensure that ECW contributes to global knowledge and learning to improve the efficiency and effectiveness of education in emergencies and protracted crises.

²⁶ See APPENDIX 3.3, Director's job description

Management of Fundraising, Finances, Data, Reporting and Risk

1. The ECW Director works with the Chair of the HLSG, supported by HLSG and ExCom members, to develop ECW's case for investment to mobilize new resources from traditional donors and non-traditional funding sources.
2. The ECW Director and ECW Secretariat:
 - a. Support countries to leverage additional resources at national, regional, and international levels to meet needs for education in emergencies and protracted crises;
 - b. Manage relationships with current donors and investors.
 - c. Design, pilot, establish, and manage innovative financing instruments.
 - d. Develop ECW's annual budgets and manage spending.
 - e. Manage contracts with service providers.
 - f. Manage ECW's data, including data sharing and knowledge management platforms, in line UNICEF's data privacy policy.
 - g. Manage risks to ECW, in coordination with the FCA.
 - h. Provide regular reports to donors, the HLSG and ExCom as required.

Management of Grants and Relationships with Consortium lead/grantees

For details of the specific functions of the Director and ECW Secretariat in management of the three funding windows, see chapter 4 (below) and the respective guides for the FER, MYRP, and AF windows (APPENDICES 4.1, 4.2, and 4.3).

Supporting other ECW Governance Organs

The ECW Secretariat supports and facilitates the activities and processes of the HLSG, ExCom, the FCA, the ERP and the Technical Advisory Group.

D. Working Methods

1. The ECW Director leads ECW and manages all the work of the ECW Secretariat.
2. The ECW Secretariat works in close partnership and coordination with ExCom and the FCA.
3. The ECW Secretariat helps the Chair of the HLSG and the Chair/Co-Chairs of ExCom to prepare for meetings and teleconferences, aiming to provide background documents to the HLSG 15 working days in advance, and to ExCom a minimum of 10 working days in advance of meetings.
4. The ECW Secretariat manages, facilitates, and supports the work of the ERP and the Technical Advisory Group.
5. The ECW Secretariat contracts and manages external service providers as required to fulfil ECW's five core functions.

3.5 PERFORMANCE REVIEW HLSG AND EXCOM

An annual rapid performance review of HLSG and ExCom by its respective members provides an opportunity annually for reflection on the results achieved and standards maintained by the HLSG and ExCom in line with core functions.

A. Structure and Process

1. The rapid review conducted annually is undertaken by ExCom and HLSC members against agreed performance indicators specific to the core functions of ExCom and HLSC.
2. The process of rapid performance review is instigated annually by the ECW Secretariat in consultation with ExCom and HLSC Chairs through the circulation of an online survey sent directly to individual ExCom and HLSC members.
3. The review will capture member reflections on ExCom or HLSC performance against core functions, providing respondents the opportunity to highlight:
 - a. results achieved
 - b. self-contribution
 - c. lessons learned
 - d. issues for follow up, and
 - e. any support needs the member may have that would strengthen their capacity to fulfill their designated role as an ExCom or HLSC member.
4. The rapid review will be conducted by way of a short form electronic survey, with non-attributed responses collated by the ECW Secretariat and provided back to ExCom and HLSC members as a summary report.
5. The rapid review will be timed so as to support inputs to annual work planning.
6. The rapid review summary report may support planning and prioritization of ExCom and HLSC agenda linked to operational strengthening or strategic focus and visioning.
7. The rapid review may support ExCom and/or HLSC discussions on Chair, Vice-Chair and/or Co-Chair term extensions.

3.6 EXTERNAL REVIEW PANEL

The External Review Panel (ERP) has been established to provide independent, expert technical advice, contributing to quality assurance for all incoming MYRP proposals and for AF proposals greater than US\$ 500,000. It also provides recommendations to ExCom or the HLSC on the technical content and funding of such proposals. The ToR for the Panel can be found in APPENDIX 3.4.²⁷

A. Membership and Selection Process

1. The ERP roster consists of four to six members.
2. ExCom is advised of the composition of ERPs via the operational update prepared and circulated by the ECW Secretariat.
3. Panel selection criteria: (i) Broad, geographically diverse experience relevant to ECW's needs, including in emergency situations; (ii) experts from both the humanitarian and development sectors; (iii) expertise in education, different emergency contexts, human rights, gender, inclusion, refugees and migration; and (iv) ethnic and gender diversity.
4. A member of the ECW Secretariat serves as the coordinator and secretariat of the panel.
5. The ERP coordinator will select a minimum of two reviewers from the roster ('serving members') to review a given proposal, based on expertise requirements

²⁷ The current version is 20190130 draft External Review Panel ToR, available from the ECW Secretariat
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for that particular review.

6. All members serve in a personal capacity and do not represent their employers or governments.
7. The reviewers will not be current members or delegates of the HLSG or ExCom or be current members of the ECW Secretariat.
8. The recruitment process for the ERP roster is open and transparent, following UNICEF Division of Human Resources recruitment procedures, and its publicly available selection criteria.
9. Members are appointed for two-year terms. Membership can be renewed for additional two-year terms, to a maximum of six consecutive years.

B. Functions

The ERP:

1. Reviews proposals for AF grants exceeding US\$ 500,000 and MYRP grants (following the ECW Secretariat's review for completeness and compliance with agreed guidelines and the UNICEF Regulatory Framework).
2. Makes recommendations to ExCom or the HLSG on funding of proposals based on technical soundness and review criteria (see APPENDICES 4.2 and 4.3).
3. Has no decision-making authority.

For details of the functions of the ERP coordinator, see the ERP ToR (APPENDIX 3.4).

C. Working Methods

Review

1. The ERP coordinator assigns reviews to ERP members for independent review. The results of the review are shared with the ERP coordinator and programme teams are provided with an opportunity to respond, followed by a secondary review. Applications are cleared if minimum quality assurance requirements are met and submitted to ExCom for approval.
2. Meetings are closed to the public. If held by teleconference, only ERP members may be present.

Recommendation on funding

1. All reasonable efforts will be made to make recommendations by consensus. If a consensus cannot be reached with respect to a particular proposal, a majority vote of the reviewers will determine the recommendation.

Reporting and minutes

1. The ERP will produce a consolidated report of its activities, observations, recommendations, and findings across grant applications after each meeting, to be submitted to the ECW Director and ExCom. These reports will be retained by the ECW Secretariat and may be made publicly available on ECW's website.
2. The reviewers will produce a report on each proposal reviewed, specifying whether or not the proposal is recommended for funding (including whether it is for full, partial, or no funding), the Panel's reasons, whether there are any major outstanding issues that need to be addressed prior to disbursement, as well as any additional recommendations for the ECW Secretariat and ExCom's attention.

Conflicts of interest

1. ERP members will not take part in any discussion or action for proposals:
 - a. In which they took part in the preparation process.
 - b. That would directly benefit an organization or entity to which they are affiliated.
 - c. That are from countries of which they are a citizen or where they have strong personal or professional ties.

For further details on provisions for avoiding conflicts of interest, see the ERP ToR (APPENDIX 3.4).

Remuneration

1. ERP members will receive an honorarium for actual services provided on a per proposal basis, as well as reimbursement for travel expenses in accordance with UNICEF's Regulatory Framework. The honorarium amount will be determined in accordance with ECW's policies and budgets.
2. ERP members are not required to accept the honorarium and may agree to serve in a voluntary capacity.

3.7 TECHNICAL ADVISORY GROUP²⁸

This section outlines the functions, membership, and working methods of the Technical Advisory Group (TAG). The TAG provides a structure and system that increases efficiency and effectiveness. In order to maintain the identity and functionality of the previous Gender Reference Group (GRG) and the Refugee Reference Group, subgroups of the TAG will be created. The former GRG therefore will be referenced as 'TAG – Gender' operating under the same principles as the previous GRG.

A. Functions

1. The TAG is established and coordinated by the ECW Secretariat to provide technical advisory inputs to ECW's work and enable information sharing and consultation. It has three primary functions:
 - a. To review and advise on technical issues and papers to be presented to ExCom for discussion or approval, either upon the request of ExCom or based on issues identified by the TAG, which may be tabled at ExCom at the discretion of the ExCom Chair/Co-Chairs.
 - b. To review and advise on draft MYRP proposals to be submitted to ExCom for approval by non-objection.
 - c. To discuss aspects of ECW's technical work and key sectoral issues affecting ECW's work, including refugee inclusion and the identification of solutions.
2. The TAG will refer to the specific working groups of gender, and refugees/refugee education, both when coordinating support for ExCom decision making or being asked to provide specific technical advice.
3. The TAG has no decision-making authority.

B. Membership and Selection

1. TAG membership will be comprised of:

²⁸ The TAG replaces the former Reference Group structure. Reference Groups were formerly referred to as Task Teams.

- a. Technical and policy specialists drawn from ExCom member organizations, its constituent governments and organizations who possess relevant technical expertise and experience, including gender.
 - b. Technical and policy specialists drawn from non-members of ExCom who possess relevant expertise and experience, including gender.
2. The ECW Secretariat is responsible for overseeing TAG membership to ensure the TAG functions effectively. This will include ensuring that TAG membership is aligned with ECW's structure and purpose, and there is consistent representation. Any changes to TAG membership criteria will be discussed and agreed by the TAG, and in consultation with constituencies, provide opportunities for constituencies to nominate members with particular skill sets, prior to submission to ExCom for approval.
 3. The ECW Secretariat will maintain the membership contact list of all TAG members and will share with the TAG membership when circulating the TAG meeting record.

C. Working Methods

1. The TAG is coordinated and chaired by the ECW Secretariat and will meet primarily online.
2. The TAG will meet ahead of each ExCom meeting to discuss upcoming ExCom agenda items for which TAG has prepared specific inputs/technical papers inclusive of any specific recommendations.
3. Pre-ExCom TAG meetings will be attended by the ExCom Vice-Chair, one of the Co-Chairs, or a delegated member of ExCom to support continuity.
4. ExCom agenda items for TAG discussion are collated in draft by the ECW Secretariat and discussed with the ExCom Vice Chair/Co-Chair prior to circulation of the agenda for the meeting. Agenda items are technical in nature, and include those related to ECW delivery in country, ExCom requests for technical analysis or review, or specific sector issue.
5. Other TAG meetings will be convened as needed to discuss draft MYRP proposals or ad-hoc technical priorities. This will include regular focused discussions on gender, and refugee inclusion.
6. A meeting record will be prepared after each TAG meeting and distributed to the full TAG membership along with a recording of the meeting.
7. TAG members unable to join a meeting may share inputs in writing into any pre-ExCom TAG meeting or TAG MYRP proposal meeting within five days of the TAG meeting taking place.
8. A high-level summary of TAG meeting conclusions will be prepared by the ECW Secretariat and included in the final ExCom papers or MYRP requests sent to ExCom. This summary will include changes made as a result of the TAG process and rationale where TAG proposed changes were not adopted, highlighting feedback from implementing and Global South partners.

3.8 WORKING GROUPS – TIME BOUND

1. Time bound working groups will be established when needed and overseen by ExCom, in response to specific operational or programmatic priorities of ECW that cannot otherwise be addressed through the TAG or regular ExCom meetings. Time bound working groups may be established, for example, to advance operational

priorities inclusive of selection processes, the review and update of operational guidance, and responses to organizational evaluations and audits.

2. Time bound working groups are:
 - a. Chaired by a designated member of ExCom.
 - b. Guided by an ExCom approved TOR that incorporates roles and responsibilities, specified outputs and timeframes.
 - c. Comprised of membership as outlined in the working group TOR, inclusive of ECW Secretariat staff.
 - d. Inclusive of additional external technical expertise if/when specified in the TOR.
 - e. Responsible for the delivery of all outputs in the TOR within the specified timeframes.
 - f. Responsible for the presentation/submission of outputs/recommendations to ExCom, via the ExCom Chair/Co-Chairs who make the final decision.
 - g. Dissolved when all outputs are achieved and submitted to ExCom or when ExCom confirms that the working group has delivered all possible planned outputs as per the TOR.

3.9 FUND CUSTODIAN AND ADMINISTRATOR

ECW is a global fund. For the purposes of administrative and financial management, ECW is currently hosted by UNICEF. Under these arrangements, the hosting organization, UNICEF, acts as Fund Custodian Administrator (FCA) on behalf of ECW.

Within UNICEF, the UNICEF Funds Support Office (“UNICEF_FSO”), established in UNICEF’s Division of Financial and Administrative Management, is the focal point for UNICEF’s role as FCA and the provision and coordination of Administrative Support Services to the ECW Secretariat (as such term is defined in the Hosting Arrangement).

A. Functions

Specific functions of the FCA include:

1. As specified in the Hosting Arrangement, amongst other functions:
 - a. Allocate an administrative fee of one percent of each contribution to assist in defraying UNICEF’s costs of administering the Account. Such fee will be allocated upon receipt of the Contribution, and the balance will be deposited by UNICEF to the ECW account.
 - b. Ensure the Accounts are administered in accordance with the UNICEF Regulatory Framework and internal controls.
2. Establish and manage the ECW Fund and ECW Secretariat accounts in order to receive, hold, administer and disburse financial contributions that have been provided to support the work of the operation of the Fund.
3. Accept contributions to the Fund unearmarked and also contributions earmarked in accordance with earmarking requirements of the Contributor.
Make commitments of funds in the Account and disbursements of funds from the Account in accordance with decisions made by the HLSG, the ExCom and the ECW Director as per the approval authorities provided in the Operational Manual. Provide reports, in a manner consistent with the terms of the ECW SCA. Manage the consortium lead/grantee due diligence process in line with UNICEF’s Regulatory Framework. Obtain agreement from the UNICEF Comptroller that any

proposed ECW annual budget complies with UNICEF's Financial Regulations, Rules, Policies, and Procedures including those as to budgeting.

B. Conflict of Interest

Appropriate provisions are in place to maintain the independence of ECW and avoid any perceived or real conflict of interest concerning the FCA. This includes requiring the review and approval by ExCom of all proposals involving the FCA (at present, UNICEF) as a consortium lead/grantee. It also implies communicating clearly to consortium lead/grantees about the capacity in which the FCA may interact with them on behalf of ECW and making the distinction between ECW and the FCA readily apparent in branding and communication (e.g., through the creation and use of its own email domain). Furthermore, it means ensuring that procedures are in place to prevent against privileging of the organization serving as FCA in anyway (voluntary or involuntary), including in communicating new opportunities or approving proposals and other requests.

ECW will develop guidance on identifying and addressing actual or potential conflicts of interest, including with respect to the relationship between ECW and its FCA, to be included as APPENDIX 7.4 to this Operational Manual.

4. FUNDING WINDOWS

The majority of ECW financial investments (95 per cent) are allocated to support country-level programming through two windows: FER and MYRP. The third ECW window, the AF, constitutes up to 5 per cent of ECW funding and aims to provide a flexible financing mechanism to fund strategic initiatives that tackle a prioritized subset of systemic barriers.

4.1 FIRST EMERGENCY RESPONSE WINDOW

A. Introduction

This window responds to the most immediate and urgent education 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. ECW's target is to deliver funds as expediently as possible after the declaration of the emergency, entering into a dialogue with field emergency coordination mechanisms (typically the Education Cluster, Refugee Education Working Group (REWG), the Education in Emergencies Working Group (EiEWG), or the Local Education Group (LEG) in rare cases where no humanitarian coordination body exists.

The guidance below briefly summarizes criteria use by ECW to determine whether to proceed with a FER and set the level of allocation as well as the processes for proposal development (including consortium lead/grantee selection), approval, implementation, and monitoring of FER grants.

For a discussion of the relationship between FER and MYRP grants, see section 4.2.e (below).

B. Guidance for Application, Implementation, and Monitoring of FER Grants

Once decisions to invest in a FER are made ECW holds an orientation for in-country partners on the development of an application. The guidance covers the proposal development, the responsibilities of in-country Coordination Leads (Education Cluster, EiEWG, or REWG) to establish wide and transparent communication channels involving government and all in-country partners, priority setting, development of the results framework, budget and integration of protection, gender and inclusion to enable FER interventions to meet ECW minimum standards in priority areas. Guidance on consortium lead/grantee selection is also provided.

The in-country partner orientation also includes an overview of quality assurance processes, the monitoring responsibilities of FER consortium lead/grantees, reporting requirements, and interactions with the ECW Secretariat and FCA that consortium lead/grantees may anticipate during programme implementation.

The FER application template has been streamlined in the new Strategic Planning period along with revisions to the results framework, budget and risk matrices, and FER quality assurance template. Appendix 4.5 [FER Quality Assurance Template](#)

C. Selection Criteria

Criteria for FER crisis selection, consortium lead/grantee selection, and proposal approval, are outlined below.

These selection criteria are subject to review in conjunction with the preparation of each new Strategic Plan. They may be adjusted or refined as needed on the basis of lessons learned and alignment with ECW's overall strategic direction for a given plan period.

Any

adjustments or refinements made will be reflected in the Operational Manual and all other relevant guidance accordingly.

FER Selection Criteria and Approval

ECW uses the following approach to make decisions on: 1) whether to proceed with a FER investment and 2) the level of investment.

Monitoring of datasets

The ECW Secretariat actively monitors classifications by the IASC, UNICEF, and UNHCR and takes a proactive approach where possible to ensure an agile and early response to sudden-onset crises or escalations in existing crises. In consultation with other humanitarian partners, data is also used to monitor the likelihood and severity of known climate hazards, which can be used to plan for future FER investments.

Working through in-country coordination mechanisms

ECW works with and through coordination mechanisms (typically the Education Cluster, REWG, or an EiEWG) to ensure awareness of ECW and to test the demand and need for ECW support. ECW also responds to requests from in-country stakeholders regarding emerging or escalating crises, communicated either by the Resident Coordinator/ Humanitarian Coordinator, or by relevant coordination mechanisms for humanitarian crises. Such requests may also come directly from national governments. In the case of large-scale acute emergencies, ECW is proactive to support the response and may reach out to the country through the appropriate coordination mechanism.

ECW will aim to make the crisis selection decision within five working days of the triggering of a crisis review based on the below criteria. Operationally, the ECW Secretariat retains management discretion to manage the crisis review and selection process.

FER Eligibility: minimum thresholds for a FER investment

1. New or sudden-onset emergencies or escalation of existing emergencies classified as L2, or L3 (using UNHCR and UNICEF lists for L1 and L2 classifications, and IASC for L3) create immediate and urgent needs and trigger humanitarian response. L1 and unclassified emergencies will be considered in exceptional circumstances.
2. New displacement occurs and/or there are increases in the numbers of out-of-

school children and adolescents. ECW sets internal levels for the scale of the crisis and the number of children affected in order to determine whether a crisis is eligible for a FER.

3. A FER investment complements other ECW investments in country OR the country has previously received FER funding, still satisfies the basic criteria above for a FER, and is not prioritized for a MYRP.
4. The crisis is in an ECW priority country (ranking high on ECW’s composite index of crisis-affected countries) and/or is a lower-middle income country. Crises in other contexts will only be considered in exceptional circumstances.
5. When the country triggers the ‘Anticipatory Action’ to reduce the impact of disasters and address humanitarian needs, as described in APPENDIX 4.19.

If a crisis meets the minimum thresholds above, ECW invites a decision paper from the country team to determine: 1. whether to proceed with a FER investment; and 2. the level of allocation.

Selection criteria

ECW assesses the information provided in the decision paper to determine whether to proceed with a FER and the level of allocation.

The size of the ECW investment is determined by need, the size of the response, available financial resources, and the capacity of partners to implement. ECW does not set the level of funding as a percentage of the overall education requirements of the emergency. Rather, the ECW Secretariat enters into a dialogue with the emergency coordination mechanism and recommends a realistic level of funding.

Criteria	Key considerations and data points	Notes
1. Severity and need	<ul style="list-style-type: none"> • Type of emergency • Emergency level • Number / proportion of children and adolescents affected • Impact on the education system (e.g. school closures, attacks on schools, damage to education infrastructure) Vulnerable groups affected	If available, ECW draws on joint education needs assessments (JENAs) in making these decisions. When and where necessary, ECW may contribute to the undertaking of a JENA.
2. Gaps in support	<ul style="list-style-type: none"> • Plans to launch a Flash Appeal or other strategic appeal under the humanitarian coordination mechanism. • The size of the appeal (specific to the new crisis and cumulative) Gaps in funding (specific to the new emergency and cumulative)	The volume of unmet requirements in education in the crisis affected context and likelihood to have needs met in the near future, whether via other funding sources or government support.

3. Added value and alignment	<ul style="list-style-type: none"> • Presence and relevance of other ECW investments e.g. crisis modifier • Country has previously received FER funding, still satisfies the criteria for a FER, and is not prioritized for a MYRP. • Potential to draw in additional funders/ likelihood of other funders coming on board • FER incentivises inclusion of education in strategies and appeals • Potential to highlight a forgotten crisis • Potential to use Anticipatory Action 	Extent to which ECW is likely to be able to make a difference, where ECW funds can be catalytic in terms of bringing other donors on board and where FER funds might have greatest impact. Alignment with ECW's strategic priorities – as outlined in the current ECW Strategic Plan.
4. Cost effectiveness and operational feasibility	<ul style="list-style-type: none"> • Is the cost per child in the HRP aligned to ECW's range for a FER basic package • Availability of ECW funding • Access or absorption issues 	Used mainly to determine allocation levels
5. Country context	<ul style="list-style-type: none"> • Ranking on ECW composite index • Lower middle-income country 	

Consortium lead/grantee eligibility and selection criteria

ECW works with in-country partners, and the relevant 'Coordinating entity' in contexts where this is established, to determine the most efficient grantee selection approach for the FER. In some contexts (e.g. the absence of a 'coordination entity' to encourage diversification of partners, or to expedite the development of the FER) ECW may take on a more active role in the grantee selection process.²⁹ (See APPENDIX 4.1 for more detailed guidance, including a list of suggested criteria for consortium lead/grantee selection.) Whilst there is no fixed limit on the number of consortium lead/grantees, efforts should be made to avoid fragmenting funds across a large number of grantees. To avoid fragmenting funds across a large number of grantees, ECW is encouraging FER grantees to form consortia led by a single grantee.

ECW is committed to diversification (ensuring a healthy balance between UN agencies and NGOs, increasing reach to the most vulnerable, and promoting sustainability). For this reason, ECW will endeavor where possible not to award two consecutive rounds of FER funding to the same grantee in an effort to work with a diverse set of implementing partners and encourage more CSO-led consortia.

²⁹ The 'Coordinating entity' refers to the coordination mechanism designated to coordinate preparation of the FER application in a given context.

ECW can directly fund UN agencies and NGOs that have received a HACT- based micro-assessment of 'low' or 'moderate' risk. Other organizations are eligible to receive funds as sub-consortium lead/grantees of directly funded consortium lead/grantees in line with the sub-granting procedures of the consortium lead/grantee. In exceptional circumstances, for example, in response to rapid-onset natural disasters, ECW may fund non-HACT assessed consortium lead/grantees and treat them as 'high risk' pending the completion of a HACT micro-assessment.

Application approval criteria

The decision to fund a FER application is based broadly upon the following criteria:

1. A coordinated application among first responders (e.g., government, United Nations, and NGOs), developed collaboratively through existing coordination mechanisms (i.e., Education Cluster, EiEWG, or an equivalent) and aligned with their strategies, sector plans, and operational priorities – with specific engagement of local civil society from the outset, including through separate consultation where not represented in existing coordination mechanisms.
2. A clear understanding of the education needs in the crisis-affected area, including the needs of marginalized groups, with attention to gender and inclusion.
3. A compelling plan to address the education needs identified, including how the consortium lead/grantee(s) will pursue the sustainability of the intervention, i.e., through the definition of shared outcomes, and how the intervention will contribute to those shared outcomes.
4. Alignment with humanitarian standards and conflict-sensitive education principles, including the INEE Minimum Standards, the Child Protection Minimum Standards, the Sphere Handbook, and the IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings.
5. The technical soundness of the application and its component projects.
6. Alignment with ECW's strategic results framework and issue-specific strategies and policies (e.g., the ECW Gender Equality and Empowerment of Women and Girls: Policy and Accountability Framework 2023-2026, see APPENDIX 2.3).
7. The extent to which the proposal is likely to maximize the impact of ECW's resources.
8. The extent to which the application takes into account long-term implications of emergency education interventions.

Approval responsibility

Based on recommendations from the ECW Secretariat, the ECW Director approves:

1. FER funding for investments up to US\$ 3 million. This includes approval of crisis selection and proposals.

Based on recommendations from the ECW Director, the ExCom approves:

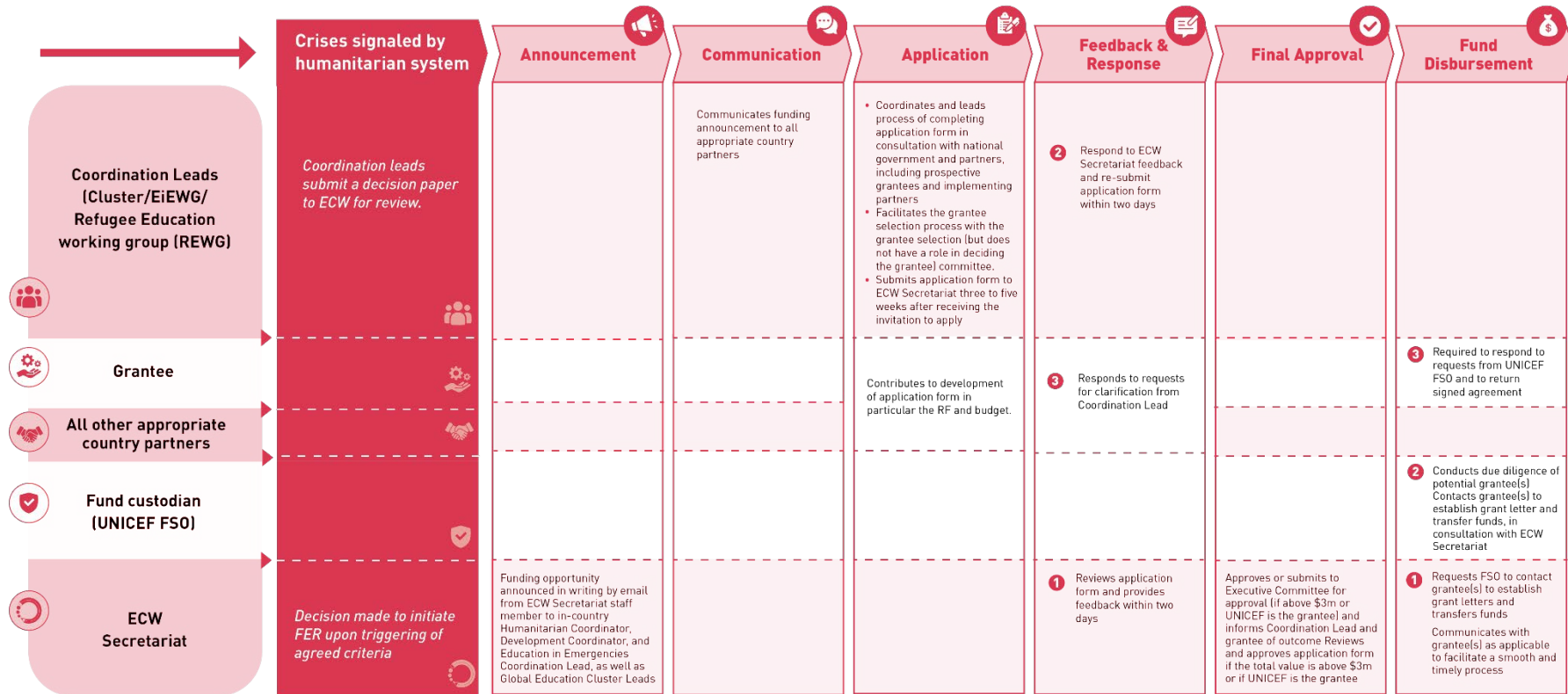
1. The annual FER budget as part of the annual workplan and budget process.
2. The eligibility criteria for FER consortium lead/grantees.
3. FER funding for investments exceeding US\$3 million. This includes approval of crisis selection and proposals.

4. FER funding for investments less than US\$3 million where UNICEF is a consortium lead/grantee or sub-consortium lead/grantee (while UNICEF is the FCA). In these cases, a non-objection request will be issued by the ECW Secretariat to ExCom. This request will not solicit comments on the content of the proposal, but simply ask whether there is any objection to UNICEF acting as consortium lead/grantee in this specific context

D. WORKFLOWS

Figure 4.1 Workflow chart for FER grant applications

Sets out the flow of work between ECW bodies and other entities involved in a FER grant. While the timeline is indicative, it is in the interest of the children, teachers, parents, and communities affected by emergencies that each participant in these processes acts with the maximum speed possible, while balancing the need for inclusive and thorough in-country consultations to ensure the highest quality of programme planning, design, and implementation.



4.2 MULTI-YEAR RESILIENCE PROGRAMME WINDOW

A. Introduction

This window addresses quality and financing challenges for education in protracted crises. Through multi-year financing and joint analysis and planning, MYRPs bridge the humanitarian-development nexus. By integrating immediate and medium-term responses that are mutually reinforcing, MYRPs facilitate long-term predictable funding and strengthen coherence between humanitarian relief and development interventions and financing. MYRPs are closely aligned with existing plans and strategies and seek to connect national sector strategies and humanitarian response plans. They serve as both a financing and resource mobilization tool.

MYRPs are country-led, promote gender-transformative, climate sensitive and inclusive programming, and implement a comprehensive package of holistic interventions. ECW helps facilitate the process of developing these programmes (which are predominantly led by governments). ECW provides an allocation that is intended to fund the full provide and serve as a catalyst for additional investments.

All MYRPs have a learning outcome measurement requirement. In addition, ECW has also embarked on measuring holistic learning outcomes in a subset of MYRP countries. The emphasis of this work is to understand the key factors that impact learning and well-being (including socio-emotional learning) and to feed these back into improvements in programme design.

The size of the MYRP portfolio is based on the ECW Secretariat's recommendation to the ExCom. The expectation is that ECW will focus on a strategic number of countries aligned with the Strategic Plan and its mandate as a global fund for EiEPC and ensure that MYRPs are sufficiently funded to ensure impact. In countries in which it is decided that ECW will phase out of a MYRP, dialogue with development actors will take place to ensure meaningful transition. It may be possible that ECW could fund a FER in a phased-out country if the situation requires it.

B. Guidance for Application, Implementation, and Monitoring of MYRP Grants

ECW's detailed guidance on the MYRP window is outlined under the MYRP Manual, which will be updated as necessary.

The MYRP manual provides an overview of the MYRP application process and timeline; the responsibilities of in-country Coordination Leads (Education Cluster, Education in EiEWG, REWG, or the Local Education Group (LEG)) to establish wide and transparent communication channels involving government and all in-country partners; process requirements for successful applications; consortium lead/grantee selection criteria; detailed guidance for completing the MYRP application template; programmatic guidance; requirements for programme implementation, including for an in-country programme oversight structure; engagement with national and local government ministries and authorities; use of the MYRP process for additional in-country resource mobilization; an overview of quality assurance processes; the monitoring responsibilities of MYRP consortium lead/grantees; reporting

requirements; and interactions with the ECW Secretariat and FCA that consortium lead/grantees may anticipate during programme implementation. Appendices include essential grant application templates. The MYRP Quality Assurance review template provides the format for the External Review Panel (ERP) to assess a MYRP prior to submission to ExCom.

ECW foresees the revision of the MYRP Manual in conjunction with the development of each new Strategic Plan to respond to evolving needs and to reflect stakeholders' experiences with application for, implementation and monitoring of, and accountability for MYRP grants. However, it is expected that the MYRP Manual can be updated as needed to reflect any relevant changes.

C. Selection Criteria

MYRP selection criteria

ECW's first strategic plan identified the crises to be targeted by the MYRP window.

The ECW Secretariat makes a recommendation to the ExCom on both the number and list of countries. Once the ExCom has agreed to the list of priority countries outlined in the Strategic Plan, ECW proceeds to develop the MYRPs based on the availability of resources. The list is updated to include or replace contexts as needed.

The ECW Secretariat will exercise management discretion to propose to ECW ExCom on an ad hoc basis that crisis situations be reviewed for inclusion among the priority countries for the plan period in progress. Similarly, the ECW Secretariat may as needed propose to ExCom to modify the established timetable for initiating MYRPs on the basis of unfolding developments and strategic opportunities.

Reference can be made to the MYRP Manual for details on the prioritization criteria

Programme development

A MYRP is developed by a coalition of actors working in education in the crisis-affected area, in close collaboration with national governments and in line with humanitarian principles and principles of crisis sensitivity. To ensure positive educational outcomes, the MYRP builds linkages with other relevant sectors and bridges humanitarian response plans with national sector plans.

ECW may support the formulation of a MYRP through the deployment of technical and financial resources.

Generally, ECW funds one MYRP per selected country or context in crisis. In some contexts, and with the agreement of ECW and the county-level actors, ECW may solicit and fund multiple aligned MYRPs for a selected crisis if political considerations make multiple proposals more effective.

Where it is reasonable to do so, proposals should include national governments as key partners in the assessment of needs and preparation of the joint response plan and should be aligned with country education plans.

In refugee contexts, preference will be given to interventions that support governments to include refugees within the national education system.

Consortium lead/grantee selection process

Eligibility

During the proposal development process, an independent consortium lead/grantee selection committee selects one (or several in exceptional cases) consortium lead/grantee to manage the programme.

Consortium lead/grantees will be screened as part of the joint proposal process to ensure they are able to fulfil ECW's fiduciary requirements and risk management protocols. ECW can directly fund organizations that have received a HACT- based micro-assessment of 'low' or 'moderate' risk. Detailed safeguarding requirements are contained in the MYRP Manual. Other organizations are eligible to receive funds as implementing partners of direct consortium lead/grantees in line with the sub-granting procedures of the consortium lead/grantee.

Selection criteria

The ECW Secretariat does not make decisions regarding selection of consortium lead/grantees or sub-consortium lead/grantee implementing partners and respects the choices made at country level, provided they comply with ECW's fiduciary requirements and risk management protocols and are selected through a process that is based on objective criteria and is open, fair, and transparent.

ECW is committed to funding a diverse set of consortium lead/grantees across its investment portfolio. Each joint proposal should involve a range of implementing partners, with the aim of including multilateral organizations, international and national NGOs, and local CSOs.

In the interest of increasing the diversity of implementing partners and supporting localization, MYRPs should involve national and local CSOs (e.g., national NGOs, local community and religious organizations), including through the conduct of a robust local civil society consultation as part of the joint proposal process and the inclusion of local civil society actors as implementing partners.

Documentation to support the Consortium lead/grantee Selection Committee's assessment of consortium lead/grantees against criteria will be shared with ECW along with minutes of meetings.

Meaningful engagement with local women organizations refugee-led organizations and organizations for persons with disabilities

In order to track progress towards ECW achieving its commitment to meaningful and systematic engagement with local women organizations in all its MYRPs, ECW will monitor the following two criteria: the percentage of local women's organizations (LWOs) involved in the design phase as well as the degree of their involvement (to

ensure meaningful engagement rather than tokenistic); and, the percentage of LWOs to be consortium partners in a MYRP consortium. This means that consortium lead/grantee or consortium leads will be required to report on the timeliness of their channeling of the funds to local WGOs, as well as the quality of partnership, and funding cascaded to LWOs.

Proposal approval criteria

The decision to fund a proposal and, if so, how much funding to allocate is based broadly upon consideration of the following criteria:

The ERP and the ECW Secretariat will review each MYRP prior to tabling the proposal for approval for ECW funding. The review report from the ERP will inform ExCom about the assessment in relation to:

1. *Understanding of needs:* A comprehensive understanding of education needs over a three- to five-year period in the crisis-affected area, including the needs of marginalized groups, informed by the completion of contextual, risk, and gender analyses. The MYRP draws on JENAs and other context specific assessments. When and where necessary, ECW may contribute to the undertaking of a JENA.
2. *Comprehensive and relevant programme:* A comprehensive and inclusive programme to address education needs (including gender equality, protection, and the inclusion of marginalized groups) over a three- to five-year period in coordination with existing actors, including the national government (which usually has a national education sector plan), and the Education Cluster, EiEWG, REWG, LEG, wherever appropriate. This programme must adhere to humanitarian principles, while adopting approaches that are rights-based, are conflict-sensitive and do no harm, and that promote resilience.³⁰ It should pursue shared outcomes by being aligned with national education sector plans, humanitarian needs overviews, humanitarian response plans, and transitional education sector plans (where any of these exist). It should reflect consideration of linkages to longer-term development and system-strengthening needs. It must also demonstrate how sustainability will be pursued for the proposed programme, both across the MYRP period and beyond, and should include a strong risk management plan.
3. *Technical soundness and alignment with results framework:* Technical soundness of the proposal and the activities it outlines and to ensure the proposed activities are likely to achieve the desired outcomes. There must be clear alignment with ECW's Strategic Plan and Gender Policy and Accountability Framework.
4. *Consortium lead/grantees with capacity to execute:* Proposed consortium lead/grantees that have the operational and technical capacity to execute the programme, to provide multi-year funding to implementing partners, and can take on the fiduciary and operational risk associated with sub-grants and management of implementing partners.

³⁰ These approaches draw upon the [Principles for Good International Engagement in Fragile States & Situations](#)

5. *Broad and inclusive proposal*: A broad set of consultations, including with government and civil society, to understand needs and to contribute to the development of the proposal. There should be fair, open, and transparent process for determining consortium lead/grantee(s) and implementing partners that ensures diversity and includes both humanitarian and development actors.
6. *Value for money*: A programme that is likely to maximize the impact of ECW's resources.
7. *Innovation*: A programme that experiments and pursues something different from the status quo that could address a challenge or help to increase impact.
8. *Resource mobilization potential*: The presence of the main drivers that enable the leveraging of new resources in country (e.g., clear responsibility to fundraise with the governance structure of the MYRP, the presence of a costed action plan for resource mobilization, the presence of a donor mapping and financial gap analysis).

Approval responsibility

Based on recommendations from the ECW Director, the ExCom approves:

1. The programmatic priorities of the MYRP.
2. Maximum funding levels for each MYRP grant.
3. MYRP funding and consortium lead/grantees for all MYRP investments following review of the recommendations of the ERP.

Approving amounts

When funding requests for financing towards MYRPs are submitted to ExCom for approval, ExCom will be asked to make a decision on the full multi-year programme amount, not simply for year one or years one and two. All grant recipients will be expected to ensure sub-awards are aligned the multi-year grant window to ensure continuity of education services and reduce management burden for sub-grant management. In addition, this is to ensure that additional repeat requests for funding for subsequent years do not have to come back to ExCom and that approvals are given for the full programme period.

D. Workflows

Figure 4.2 (below) sets out the flow of work between ECW bodies and other entities involved in developing a MYRP. The disbursement of funds to support a MYRP is expected to take place within eight months of the conclusion of the ECW scoping mission in country. It is in the interest of the children, teachers, parents, and communities affected by protracted crises that each participant in these processes acts with the maximum speed possible, while balancing the need for inclusive and thorough in-country consultations to ensure the highest quality of programme planning, design, and implementation.

MYRPs may have a duration of three years, depending on context and capacity.

Any continuation of funding relies on a new assessment of need and priorities and does not mean an automatic renewal of the scope duration, funding level, activities, geographic locations or implementation arrangements of the previous MYRP. In the final year of the programme, ECW will undertake a process to determine if the context continues to meet the MYRP requirements for a new MYRP or if the context permits a phasing out of an MYRP. This process will inform the ExCom on whether to recommend phasing out the MYRP altogether in that specific context. This approach is likely for countries where the MYRPs added value is deemed minimal.

A NOTE ON POSSIBLE RELATIONSHIPS BETWEEN FER AND MYRP GRANTS

Generally, these two funding windows are discrete. However, receiving a FER grant does not prevent a country from also receiving a MYRP grant. There may be times when both windows are applied in the same country or context. Examples include:

1. In a crisis, in which a FER grant has been received, is considered to be protracted. An application for a MYRP grant may be justified.
2. In a protracted crisis in which a MYRP grant is operating, a new and urgent humanitarian need may suddenly emerge, e.g., an intensification of armed conflict, a new influx of refugees or internally displaced persons, or a climate related or natural disaster occurring in a conflict zone. An application for a FER grant may be justified.
3. In a country, there may be several regions with acute emergencies, justifying more than one FER grant application.
4. In a country, there may be one region with an acute emergency, justifying a FER grant application, and another region in protracted crisis, justifying a MYRP grant application.
5. In a crisis, repeated FERs may be used if the in-country partners assess that the situation is not sufficiently stable for a MYRP. In such a case, it may be possible for a FER to have a larger allocation and a longer duration to address needs.

4.3 ACCELERATION FACILITY WINDOW

A. Introduction

The Acceleration Facility (AF) window provides ECW with the ability to support the development and update of global public goods within the EiEPC ecosystem. ECW defies 'global public goods' both as products as well as entities. Through strategic AF investments ECW seeks to drive positive change and address pressing challenges in the sector, in order to improve education outcomes for crisis-affected children and adolescents.

The objective of the AF is to provide a flexible financing mechanism to fund strategic initiatives that will tackle several systemic barriers, strengthen capacities, and test innovations to advance the effective provision of inclusive, quality education in emergencies and protracted crises.

One way in which ECW pursues this objective is by financing initiatives that increase the effectiveness and impact of investments under its other two financing windows – the FER and MYRP. The AF complements these actions by investing in catalytic and transformative solutions to strengthen capacities and systems in contexts where ECW has active investments. AF partners have the opportunity to identify and collaborate with MYRP partners on a needs-based/opportunity-based approach, and MYRP partners are encouraged and supported to utilize AF outputs as part of their design and planning.

Evidence, knowledge and resources accumulated as a result of all these efforts are

being translated into tangible policy, programming, and advocacy actions for wider use and application. They are also disseminated and promoted through dedicated AF communications and learning opportunities, as well as through existing knowledge platforms, networks, and regional/sub-regional entities specifically designed for education in emergencies and protracted crises. The AF contributes to global public goods in the EiEPC sector, both in terms of advancing good practice in the provision of gender-responsive, inclusive, and quality education as well as strengthening entities such as the Global Education Cluster, INEE, Education Sector Working Groups, Moving Minds Alliance, and the Global Coalition to Protect Education from Attack.

B. Guidance for Application, Implementation, and Monitoring of AF Grants

ECW's detailed guidance on the AF window is available on the ECW website. The *ECW Acceleration Facility Application for Grant Funding* template is available separately (see APPENDIX 4.6). The AF Quality Assurance and Reporting templates are also available (see APPENDICES 4.9 and 4.12A-B).

ECW's Acceleration Facility Approach sets out the aims and objectives of the AF and the priority themes for the strategic period. It also includes cross cutting themes to be addressed, operational modalities, indicative budgets, grant management, implementation and monitoring processes. The Acceleration Facility Results Framework, Budget Templates, Risk Templates and Reporting Frameworks align with the FER and MYRP application packages and processes and feed into ECW's wider monitoring and reporting efforts.

The AF Approach is updated alongside the Strategic Plan to reflect new Strategic Commitments, learnings from the ECW evaluations, and any new thematic AF priorities.

C. Selection Criteria

Table 4.3: AF selection criteria and approval

Proposal selection

Modality 1: Requests for proposals

Requests for Proposals (RFP) respond to the thematic priorities as set out in ECW's Strategic Plan. The criteria used to evaluate proposals differ by Request for Proposal (RFP) and are defined in each of them. These criteria are informed by a set of clearly defined principles, including:

1. Potential for impact at a global or regional level
2. Likelihood of implementation success
3. Value for money
4. Past performance of the applicant
5. Capacity and capabilities of applicant
6. Attention within the proposal to gender, inclusion, localization and protection issues
7. Linkage of the initiative to ECW's FERs and MYRPs

Modality 2: Targeted support

In situations where there is a valid justification the ECW Director or Secretariat may select a consortium lead/grantee directly (see approval below). This modality will be employed where:

1. There is already an existing entity in the EIEPC Ecosystem that is mandated to perform a coordination and collaboration function for the EIEPC sector. If meeting pre-agreed criteria, AF funds can be applied to expand the scope and/or depth of their work as a global good to the sector through an AF Architecture Partnership; or
2. The organization offers a specific and unique opportunity to pilot and test an innovative solution for the EIEPC sector OR as the only organization able to address a particular challenge.

Consortium lead/grantee eligibility

This ECW facility maintains broad eligibility, considering all types of organizations and entities with which to develop partnership agreements (e.g., academia, civil society, private sector), provided that they have been micro-assessed as either 'low' or 'medium' risk under the HACT Framework. Other parties may receive funds as implementing partners of direct consortium lead/grantees in line with their respective policies on sub-grants.

All entities need to demonstrate that they have the necessary capacity to deliver on proposed projects within the required time frame. Under modality 1, some RFPs may be more applicable to select groups or organizations (e.g., specific organizations with particular mandates). RFPs will specify the qualifications required.

Proposal/Consortium lead/grantee Approval

Modality 1: Requests for proposals

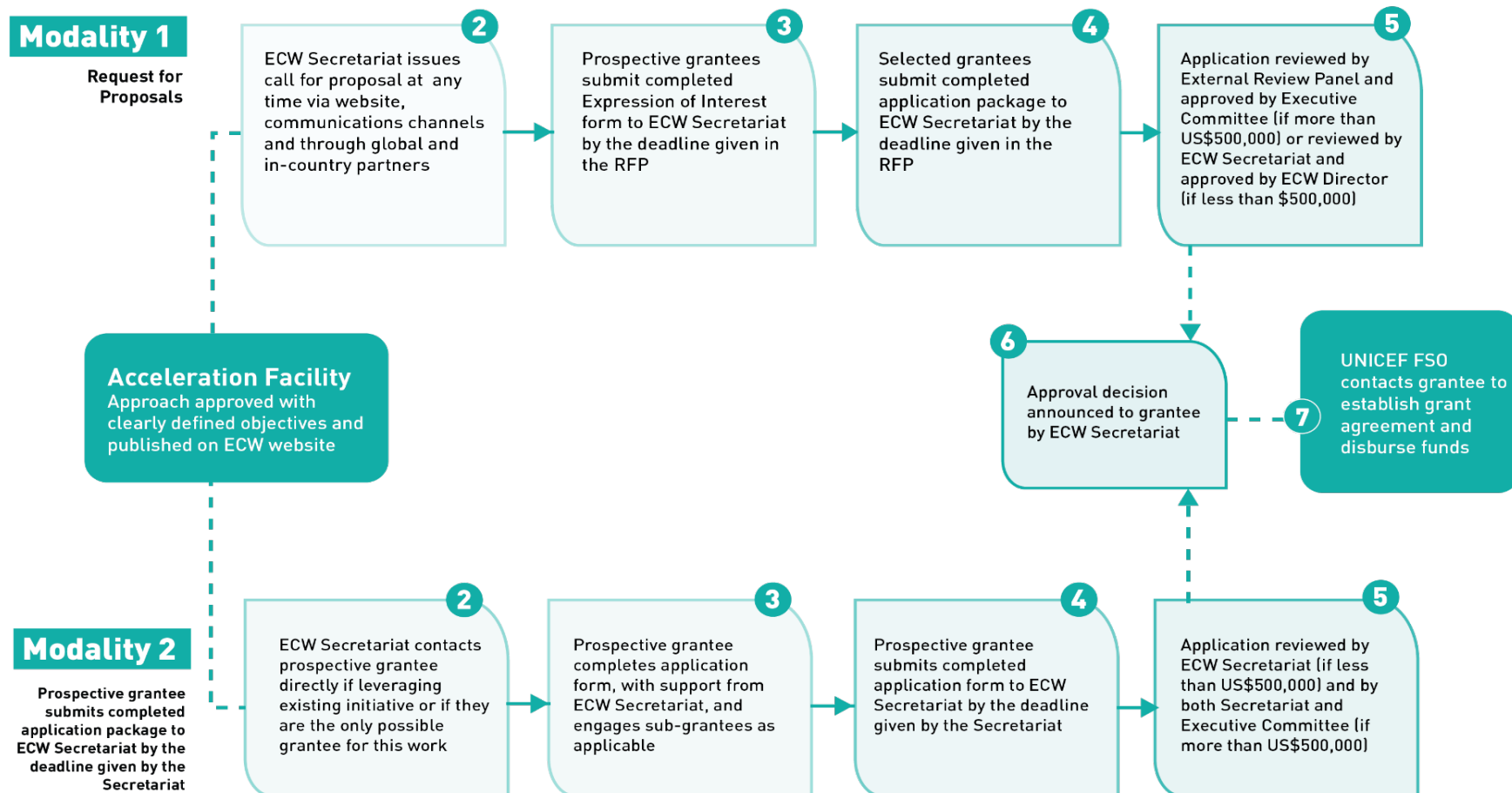
The ERP scores proposals for RFPs exceeding US\$500,000 and the ECW Secretariat reviews RFPs of US\$500,000 or lesser value. RFPs reviewed by the ERP are recommended to ExCom for approval. The ECW Director approves RFPs reviewed by the ECW Secretariat.

Modality 2: Targeted support

The ECW Secretariat reviews targeted support proposals of US\$500,000 or lesser value. The ECW Director can approve a proposal or consortium lead/grantee if the grant is equal or less than the Director's delegated authority of US\$500,000 and does not include the FCA (at present, UNICEF) as a consortium lead/grantee or sub-consortium lead/grantee. The ERP scores proposals for targeted support proposals exceeding US\$500,000. Upon the recommendation of the ECW Secretariat, ExCom may approve AF grants exceeding US\$500,000 or in which the FCA is a consortium lead/grantee.

D. Workflows

Figure 4.3 (below) sets out the flow of work between ECW bodies and other entities involved in an AF grant. While the timeline is indicative, all participants act with the maximum speed possible, while balancing the need for inclusive and thorough consultations to ensure the highest quality of programme planning, design, and implementation.



5. STRATEGIC PLANNING

A. Purpose and Scope

ECW's strategy sets out ECW's ambitious results for children and adolescents, and articulates the strategic objectives, programmatic priorities and Monitoring, Evaluation and Learning (MEL) approach to deliver on that ambition. It also provides an overview of ECW's core functions and investment windows, and the accompanying Theory of Change and Results Framework. The strategy drives – and give coherent direction to – all of ECW's activities for a given period. Development of the strategy is informed by ECW's purpose, principles, added value, and core functions, encapsulated in the ECW Charter (see chapter 2) as well as by an understanding of the following:

1. The current landscape of needs and interventions, including good practices and lessons learned, and research on what works in education in emergencies and protracted crises.
2. The current funding landscape and focus.
3. The capacity of local actors and implementers.
4. Global, regional, and country-level architecture for education in emergencies and protracted crises.
5. The value ECW can add.
6. The findings of evaluations and feedback received from ECW stakeholders (including beneficiaries, consortium lead/grantees, sub-consortium lead/grantee implementing partners, and coordination mechanisms, and practitioners in the broader EiEPC eco-system).

The ECW Strategic Plan determines the focus of all activities of ECW, including its funding windows, and any specific prioritization by region, thematic area, crisis type, or type of beneficiary (e.g., young children, refugees, girls) for a given strategic planning cycle. It identifies the most pressing, under-funded needs and those that fall within ECW's areas of comparative advantage. The Strategic Plan informs the direction of ECW's three funding windows and will prompt any operational refinements to these windows needed to deliver on ECW's strategic commitments for the period. The plan embodies the 'New Way of Working' – facilitating strengthened collaboration of a wide range of stakeholders to achieve collective education outcomes.

In addition to its overall strategy, ECW may choose to develop issue-specific policies or frameworks focused on given priorities (e.g., gender, MHPSS, disability inclusion and protection).

B. Process and planning cycles

The ExCom works with the ECW Secretariat to develop and approve ECW's strategic plan, with third party support as needed. This plan reflects the strategic priorities agreed by the HLSG, with the strategic plan finalized through adoption by HLSG. It is highly consultative, with input from a range of experts and stakeholders, including but not limited to representatives from national governments, international and local civil society, donors, multilateral organizations, the private sector, and academia, as well as students, parents, and teachers.

ECW's strategic plans generally cover a period of four years. Strategic Plans can be

drafted for a shorter period if external factors require, or existing Strategic Plans can be extended in exceptional circumstances following approval by ExCom and adoption by HLSG.

Strategic planning, any major changes in governance structures or systems, or in hosting arrangements may necessitate update of the Operational Manual to better align operational guidance with current strategy and procedure. In the event of any required Operational Manual review the ExCom will trigger a process of review by establishing a timebound working group as per the procedures outlined in this manual.

6. MONITORING, EVALUATION AND LEARNING

ECW's Monitoring, Evaluation, and Learning (MEL) approach aims to:

1. Promote accountability
2. Ensure ECW partnerships achieve desired results
3. Ensure grants achieve desired results
4. Support results-based monitoring and risk management
5. Facilitate learning and better programming
6. Improve performance by enabling timely course corrections and risk mitigation actions
7. Stimulate learning across ECW partnerships
8. Facilitate decision making by ExCom, the ECW Secretariat, and other ECW stakeholders
9. Provide evidence for advocacy to influence the education in emergencies sector

This is achieved through four key activities: monitoring, evaluation, capacity development, and dissemination and learning.

Overarching documents for ECW's MEL approach are:

1. ECW Results Framework (see APPENDIX 6.2)
2. ECW Evaluation Policy and Evaluation Plan (see APPENDICES 6.4 and 6.5)

A. Monitoring

At the level of consortium lead/grantees, monitoring and reporting requirements are aligned to ECW's Results Framework to facilitate the tracking of progress against the same indicators. All consortium lead/grantees are required to submit progress, and completion reports in accordance with the reporting schedule in the Grant Confirmation Letter (see APPENDICES 4.15 and 4.16). The reporting templates are specific to each investment modality and can be found in APPENDICES 4.10A–4.12B. Those reports are approved by the ECW Secretariat.

In terms of indicator requirements for consortium lead/grantees, ECW has a set of indicator requirements for both FERs and MYRPs. At the output level, both investment windows have a common set of recommended standard output indicators, such as numbers of teachers trained, and numbers of classrooms rehabilitated. At the outcome level, monitoring requirements differ between FERs and MYRPs. As speed is crucial for FERs and their duration is not more than one year, FERs are only required to include one outcome indicator related to access to education. MYRPs with their multi-year funding are required to include and monitor both access and learning outcome indicators. All MYRP, FER and AF consortium lead/grantees are required to conduct a gender analysis during the programme lifetime and provide sex-disaggregated data. This should be funded from the ECW programme budget.

In line with Grand Bargain commitments, ECW works with global partners and donors to ensure that monitoring and reporting requirements are harmonized to the best possible extent. This includes working towards common indicators for education in emergencies and protracted crises and harmonized donor reporting templates, thereby

alleviating the data collection and reporting burden for consortium lead/grantees. This harmonization will be achieved through engagement in a number of ways: shaping the setup of a common data architecture for education in emergencies and protracted crises; participating in relevant international events and discussions; undertaking advocacy and thereby keeping harmonization on the agenda; and participating in consultations on specific indicators for education in emergencies and protracted crises with donors.

In addition to reviewing, analyzing, and approving reports from consortium lead/grantees, ECW also conducts and/or participates in programmatic reviews with consortium lead/grantees and undertakes monitoring visits on a case-by-case basis, as outlined in the Standard Contribution Agreement template. For FERs, ECW Secretariat staff do not routinely undertake monitoring visits, though third-party monitoring in FER countries may take place at the discretion of ECW Secretariat. Consortium lead/grantees are expected to monitor and report on the programmatic and financial progress of the programme in accordance with the stipulations in their Grant Confirmation Letter. As such, consortium lead/grantees' own monitoring and reporting systems at country level are paramount. For MYRPs, ECW Secretariat staff participate in annual programme reviews either remotely or face-to-face. These are aligned with in-country joint review processes where possible to avoid multiple review processes occurring in parallel.

During each annual review, consortium lead/grantees are required to provide the following updates to the ECW Secretariat: (1) updated situational analysis; (2) updated risk assessment; (3) financial utilization rates; (4) numbers of children reached – duly disaggregated; (5) gender-age marker monitoring; and (6) measurement of results at the outcome level. Based on this information, ECW discusses with consortium lead/grantees any programmatic adjustments as needed and disburses additional tranches to the consortium lead/grantee(s).

At the funds level, the Monitoring and Evaluation (M&E) team tracks progress against the indicators specified in the ECW Results Framework. This includes the disaggregation of data to determine children reached by education level. It also includes compiling and analyzing data from global partners to track progress against systemic outcomes for education in emergencies and protracted crises, such as political commitment, financing, coordination at the nexus, localization and improved data and evidence. Data is made accessible via an online database and can be aggregated for FERs and MYRPs separately to consider results by type of context.

Roles and responsibilities

At the funds level, the ECW Secretariat, and M&E team specifically, are responsible for tracking progress against expected results and working with global partners on harmonizing indicators, tools, and systems. ECW are also responsible for the ethical use of data and protection of sensitive consortium lead/grantee information.

Consortium lead/grantees are responsible for monitoring at the grant level, with support from the M&E Team as needed. Consortium lead/grantees are required to demonstrate adherence to minimum quality standards for monitoring, including on how they plan to incorporate beneficiaries into their MEL plan, before being awarded a grant as part of the proposal development and approval process. ECW relies on partners

leading on the ECW investment in-country for their knowledge of partner capacity and consortium lead/grantee systems.

Relevant documents

1. ECW Collective Outcomes Results Framework (see APPENDIX 6.2)
2. ECW Results Dashboard (see APPENDIX 6.6)
3. ECW Annual Results Report (see APPENDIX 6.7)

These documents are updated periodically.

B. Evaluations

ECW conducts evaluations of its organizational strategic objectives, funding windows, and thematic approaches. These areas are not mutually exclusive, and success is partly determined by the achievement of consortium lead/grantees and the challenges of working in emergency and protracted crisis contexts. The Theory of Change (TOC) elaborates on these different layers and related account-abilities for ECW itself and the consortium lead/grantees.

At the level of the ECW Fund as a whole, ECW conducts a summative evaluation at the end of each strategic planning cycle to assess performance in relation to core functions. This includes an assessment of progress against both ECW's strategic objectives and its beneficiary outcomes. The findings of the summative evaluation are designed to inform the development of subsequent strategic plans.

At a consortium lead/grantee level, only MYRP consortium lead/grantees are required to carry out a programme evaluation at least once during the duration of the programme in accordance with their Grant Confirmation Letter (see APPENDICES 4.15 and 4.16 for UN and non-UN consortium lead/grantees, respectively). For the FER and AF, consortium lead/grantees do not have an obligation to undertake evaluations, but they may do so if deemed relevant in a given context. Evaluations form an integral part of all AF investments related to testing innovations for education in emergencies and protracted crises. These evaluations should be included in the consortium lead/grantee programme documents with relevant budget provisions (e.g., 5–10 per cent of the total programme budget, depending on the nature of the programme and context).

At the level of funding windows, ECW conducts formative evaluations to assess the relevance, efficiency, effectiveness, and impact of each funding window. These types of evaluations are based on a sample of consortium lead/grantees for each funding window, each of which can feature as a stand-alone knowledge product in addition to the integrated overall assessment. These evaluations are managed by the ECW M&E Team and funded through the ECW Secretariat budget. They will be conducted at least once every strategic planning cycle.

Thematic approaches (e.g., non-formal education, quality education, safe and protective learning environments) are evaluated on a case-by-case basis, thereby contributing to the global discourse and knowledge base on how to address contemporary challenges for education in emergencies and protracted crises.

All evaluations are guided by globally accepted evaluation criteria from Organization for Economic Co-operation and Development's Development Assistance Committee

(OECD-DAC) as well as commonly used humanitarian evaluation criteria, including those relevant to the Grand Bargain agreements.

In addition, in accordance with the Hosting Arrangement, ECW's programme is subject to programme evaluation procedures in line with the UNICEF Regulatory Framework.

Roles and responsibilities

The ECW Evaluation Policy was launched in 2019. The Evaluation Plan based on the policy is prepared for every strategic planning cycle. Budget provision for M&E is included in annual ECW Secretariat budgets, which are also approved by ExCom at the end of each preceding calendar year. Further information can be found in ECW's Evaluation Policy and Evaluation Plan in Appendices 6.4 and 6.5. All findings from all evaluations will be published on the ECW website.

In all evaluations, overall quality assurance is provided through the ECW M&E Team. To facilitate independence in its evaluations, ECW conducts evaluations through a two-tier approach. Grant-level evaluations, e.g., for MYRPs, should be included in the relevant programme documents and are managed by the consortium lead/grantee. They should adhere to the consortium lead/grantee organization's evaluation standards and processes.

Formative evaluations of ECW's investment windows are managed by ECW's M&E staff.³¹ At the stages of the ToR and inception report, an advisory group is tasked to review, provide recommendations for revisions, and approve the documents. At the stage of the evaluation report, the advisory group³² provides their recommendation for approval by ExCom. ExCom approves both the evaluation report and the management response drafted by the ECW Secretariat based on the evaluation report's findings. The HLSG will be informed by ExCom of the outcomes of the evaluation report and management response.

For summative evaluations, ExCom approves the ToR and inception report based on the advisory group's recommendation. At the final stage of the evaluation, ECW forwards the advisory group's recommendations on the evaluation report along with ECW's management response for approval by ExCom and subsequent adoption by the HLSG.

Relevant documents

ECW Evaluation Policy and Evaluation Plan (see APPENDICES 6.4 and 6.5)

C. Capacity Building

As part of its broader capacity development approach, ECW aims to strengthen global and national M&E capacities to contribute towards achieving its systemic outcomes 4 (strengthen individual and institutional capacity of those leading education efforts in crises and improve delivery systems) and 5 (improved data, evidence, and

³¹ To maintain segregation of duties, ECW's M&E staff involved in the management of evaluations are not eligible to lead or co-lead FER and MYRP investments.

³² For details on the advisory groups, please refer to the Evaluation Policy (see Appendix 6.4).

accountability) in the ECW Results Framework. This is enacted by strengthening capacity to generate, manage, and use quality timely data and evidence through partnerships (e.g., with INEE, Global Education Cluster, UNESCO). Related capacity development efforts include leveraging funding for evidence-driven programming; strengthening EMIS systems and adapting them for emergency and protracted crisis contexts; and deploying M&E experts in conflict-affected countries. This extends to building capacity for accountability mechanisms and ensuring accountability to crisis-affected children and adolescents, covered in more detail in section 8.

In addition to technical support from the ECW M&E Team, ECW uses funding from the AF to generate global/regional public goods and/or to support key partners/initiatives to advance the availability and quality of data on education in emergencies and protracted crises. The AF Strategy (APPENDIX 4.3) identified the lack of real-time data and analysis to inform decisions on education response as a key bottleneck in developing quality programmes. In this regard, ECW supports JENAs, evidence generation, and dissemination on what works to improve learning outcomes for girls and boys, and the development of measurement systems and tools to assess child outcomes more holistically.

At a grant level, the ECW M&E team provides technical support to improve the quality of consortium leads/consortium lead/grantees' proposed Theories of Change, Results Frameworks and indicators, costed M&E strategies/plans, accountability mechanisms, and M&E tools and processes. Consortium leads/consortium lead/grantees in turn are expected to strengthen the M&E capacities of consortium members, with a focus on national and local actors.

Roles and responsibilities

The ECW M&E Team is responsible for strengthening global and national M&E capacities in education in emergencies and protracted crises and for supporting Consortium leads/consortium lead/grantees consortium lead/grantees to monitor and evaluate results effectively. Consortium leads/consortium lead/grantees themselves play a role in developing M&E capacities at a more local level and are responsible for the capacity development of national and local organizations.

Relevant documents

1. ECW Evaluation Policy (see APPENDIX 6.4)
2. ECW Strategic Plan 2023–2026 (see APPENDIX 1.1)

D. Reporting, Dissemination, and Learning

As a contribution to global public goods, ECW sees the dissemination of knowledge products from its investments as a key component towards the achievement of systemic outcome 5 to strengthen the global and regional evidence base on education in emergencies and protracted crises. Data on key positive and negative results, as well as risks and how these were addressed, are presented in depth every year in ECW's Annual Results Report. This report is submitted as an advance copy for approval by ExCom at the end of June, adopted by the HLSG and published. Aggregated data on selected indicators from the ECW Results Framework are made publicly available

through a dashboard on ECW's website, updated quarterly (see also APPENDIX 6.6).

In addition to sharing its products through its website and in print, ECW disseminates its knowledge products (e.g., case studies, evaluations, and Annual Report) through conferences, webinars and international networks (e.g., INEE and the Global Education Cluster). The main language of publication is English, but key communication and advocacy products and reports will be translated into French, Arabic, and Spanish as needs evolve in the related geographical areas. At national or regional levels, the development and dissemination of learning materials, sometimes in local languages, is led by in-country consortium leads/consortium lead/grantees and consortium members.

Dissemination is aimed at the following stakeholders:

1. Consortium leads/consortium lead/grantees, consortium members, and other in-country stakeholders to promote continuous improvement and learning, including cross-country learning
2. ExCom and HLSG to inform ECW strategy and decision making
3. The general public and wider stakeholders through ECW's website, Annual Report, external relations efforts, and international forums.

E. Roles and responsibilities

ECW's M&E team is responsible for developing the Annual Results Report, while consortium leads/consortium lead/grantees are responsible for fulfilling their reporting requirements to ECW, as per the Consortium Leads/Consortium lead/grantees Confirmation Letter. The ECW M&E team manages the dissemination of all global learning products from ECW's monitoring, evaluation, capacity-building, and reporting efforts. Dissemination of country-specific and project-specific products at a national and regional level is the responsibility of consortium leads/consortium lead/grantees with support from ECW to facilitate the transfer of learning between programmes, thereby avoiding reinventing the wheel in every context and enhancing accountability to affected populations (see also section 8). These populations also have a role to play in the dissemination of learning, under the leadership and guidance of consortium leads/consortium lead/grantees and consortium members.

7. RISK MANAGEMENT, COMPLIANCE & SAFEGUARDING

A. Overview

There are extensive risks associated with disbursing funds and implementing large-scale programmes in crisis- and conflict-affected regions. To manage these, ECW monitors key organizational risks in a Corporate Risk Register as well as portfolio risks through its grantees' / consortium lead grantees' risk management frameworks and a Portfolio Level Risk Report. Both the Corporate Risk Register and the Portfolio Level Risk Report are shared with ExCom at least once a year. Risk management at ECW is guided by the ECW Risk Management Framework which is aligned with UNICEF's Policy on Enterprise Risk Management, as part of the UNICEF Regulatory Framework

All grantees / consortium lead grantees are required to produce a full risk assessment during programme development, with support from the ECW Secretariat, and before any funding is disbursed. This includes, among others, a risk assessment and a PSEA assessment. Grantees / consortium lead grantees are responsible for identifying and managing all programme-related risks, with guidance from the ECW Secretariat and support from the Education Cluster and/or Steering Committee in-country.

Requirements for consortium leads/consortium lead/grantees with regard to compliance and regulations (e.g., ethics and conflict of interest, fiduciary oversight, legal compliance, protection of information, asset ownership, and intellectual property rights) are made explicit in the Grant Confirmation Letter (see APPENDICES 4.15 and 4.16). Both the ECW Secretariat and all consortium leads/consortium lead/grantees must adhere to UNICEF's data protection and management policies and procedures regarding capturing, using and storing sensitive data. See Chapter 10 on Communications and Branding for further information, as well as ECW's Guidance on Visibility (APPENDIX 10.2).

B. Fiduciary Risk Management

ECW has several layers of mitigation measures in place to manage risks before a programme begins. For example, consortium leads/consortium lead/grantees are screened as part of the joint proposal process to ensure they are able to fulfil ECW's fiduciary requirements and risk management protocols (which are aligned with UNICEF's Enterprise Risk Management policy). This screening is often done first by the Education Cluster or Steering Committee in country, and then by ECW. Consortium leads/consortium lead/grantees must satisfy the UNICEF CSO policies for disbursement of funds³³³⁴ before the UNICEF FSO will disburse any funds, thereby ensuring that all organizations receiving ECW funds as consortium leads/consortium

³³ In some cases, ECW may accept a non-HACT assessed consortium lead/grantee, in which case the ECW Secretariat is responsible for ensuring an independent micro-assessment is undertaken by a third-party audit company before any funds are released. For more detail, please refer to ECW's forthcoming guidance around assessment of partners' compliance with sound principles for cash transfers, to be included as Appendix 7.5.

³⁴ The process includes: (1) core values and integrity assessment; (2) financial management assessment; and (3) a Prevention of Sexual Exploitation and Abuse (PSEA) assessment.

lead/grantees have undergone a due diligence process, which includes a financial capacity assessment, core values assessment and PSEA assessment. This provides an institutional safeguard for the accountability of donor resources, given that ECW does not have a presence in the countries in which it operates. Risk management during implementation is guided by each programme's risk assessment and closely monitored by the ECW Secretariat.

C. Conflict of Interest

Conflicts of interest (CoI) between consortium lead/grantees and ECW should be identified as early as possible and mitigated as applicable. This is most likely to be an issue when UNICEF is a consortium lead/grantee while also disbursing funds as the hosting organization (see FCA section, above) but could also occur between Education Cluster co-leads, other consortium lead/grantees, or between members of ExCom/the HLSG and consortium lead/grantees. ExCom and HLSG members should not participate in decisions from which they or their employer and home institutions could directly benefit. It should be a transparent process, initiated and managed by the ECW Secretariat in collaboration with the relevant entities. The Hosting Arrangement (Section 2.13 – Management of Conflicts of Interest) sets out the overall provisions in relation to CoI where UNICEF is a grantee, both during the proposal and the implementation stages. UNICEF and ECW will be attentive to actual and potential COI over the course of grant allocation and throughout the grant period, and that actual or perceived COI will be managed through the employment of mitigation measures appropriate to the context and in line with the UNICEF Regulatory Framework. Any suspected CoI should be reported to the ECW Secretariat, and any reported or self-identified CoI should be reviewed by the ECW Secretariat, under the leadership of the ECW Director. Any necessary changes in personnel or partner organizations/consortium lead/grantees as a result should be communicated to ExCom where it applies to ExCom members or their funding agreements.

D. Safeguarding Children and Communities

ECW is committed to managing potential and actual risk of harm to individuals. Such harm could include sexual exploitation and abuse (SEA) of children and adults, physical and emotional abuse of children and neglect of children. Harm could be perpetrated by the personnel and associates of organizations receiving ECW funds or by ECW Secretariat staff and complementary personnel. Harm could also eventuate due to the way in which programmes are designed and implemented. All ECW Secretariat staff, ECW complementary personnel including volunteers, contractors and consultants and partner organizations and consortium lead/grantees are required to notify ECW of safeguarding incidents through a confidential reporting channel described in section 9.

As the ECW Secretariat and Fund are hosted by UNICEF, and staff serving the ECW Secretariat are UNICEF staff members, ECW operates in accordance with UNICEF's safeguarding policies and procedures. This includes the UNICEF Safeguarding Policy 2024 (see APPENDIX 7.3) and UNICEF's Strategy to Prevent and Respond to Sexual Exploitation and Abuse and Sexual Harassment 2019 (see APPENDIX 7.2). ECW's Safeguarding Framework 2024 (see APPENDIX 7.3) outlines safeguarding requirements for ECW personnel.

ECW conducts Safeguarding Capacity Assessments on Civil Society Organization (CSO) consortium lead/grantees by using two capacity assessment tools. The UN implementing Partner PSEA Capacity Assessment (to prevent sexual exploitation and abuse of any person) and the ECW Child Safeguarding Capacity Assessment (to prevent non-sexual exploitation and abuse of children). For further information, see APPENDIX 7.3D for the PSEA Assessment Guide for CSOs and the ECW Child Safeguarding Capacity Assessment tool. Included in the Safeguarding Capacity Assessments is consideration of the capacity of a consortium lead/grantee to manage risks across the delivery chain, including if entering into a sub-granting arrangement with an implementing partner.

See section 9 for information on safeguarding incident reporting requirements.

ECW recognizes the value of applying international standards, including in crisis settings. Partners are expected to apply the *INEE Minimum Standards for Education: Preparedness, Response, Recovery* and the *Minimum Standards for Child Protection in Humanitarian Action* where possible. Partners are also encouraged to work collaboratively across the cluster system to share knowledge and resource tools.

D. Procurement

ECW follows the procurement processes of UNICEF as host organization. The UNICEF procurement policy and guidelines are shown in Annex 10.5.

E. Audit

In line with the Grant Confirmation Letter the consortium lead/grantee must acknowledge that ECW may, at the request of any contributor or at its own initiative, request that the consortium lead/grantee or another entity conduct an enquiry, review, or investigation into credible allegations of misuse of funds disbursed from the Fund to the consortium lead/grantee. The consortium lead/grantee will promptly undertake such enquiry, review, or investigation at its own expense and report the results to ECW. The consortium lead/grantee will ensure that its sub-contractors and implementing partners provide full cooperation in any such enquiry, review, or investigation – whether conducted by itself or by another party at the request of the ECW.

8. ACCOUNTABILITY

Accountability can be understood at different levels and depths. Broader accountabilities for risk and compliance, governance organs and funding windows are covered in the respective sections of this Operational Manual. This chapter focuses on accountability for results for children and adolescents, and accountability to ECW's partners (donors, governments and consortium lead/grantees), at the country and global level.

The results specific to children and adolescents reflect ECW's accountability to ensure governments and ECW partners having the necessary understanding and capacity to engage and include the most marginalized children and adolescents in EiEPC; ECW's partners having sufficient political influence to advocate for improved education policies for crisis-affected children and adolescents, along with sufficient capacity to support governments develop and implement those better policies; organizations active in EiEPC maintain high-quality programming standards; governments provide enabling environments for EiEPC operations; sufficient numbers of consortium lead/grantees/implementing partners at the country level able to operate and respond flexibly to high-risk environments; and multi sector collaboration existing at the country level. It represents a risk mitigation mechanism, which enables the appropriate execution of ECW's operations and use of ECW funds.

ECW's strategic objectives reflect accountability to ECW's partners through sufficient influence and technical capacity, complementarity between ECW and other global actors, fund raise both globally and in-country to contribute to EiEPC funding gaps, and transformation approaches to support education in crises. ECW reflects accountability to in country EiEPC actors through effective coordination under designated structures; accountability to ECW donors through effective funding programmes and support for operations in high-risk environments; and accountability to cluster leads through efficient coordination and information management.

Transcending the TOC, there are fixed accountabilities from the consortium lead/grantee to ECW, which are itemized in the Grant Confirmation Letter for each grant; and from ECW to donors, which are itemized in the Standard Contribution Agreement. These documents should be referred to for all matters regarding accountability of a consortium lead/grantee or to a donor.

Broader fixed accountabilities between entities, which ensure that ECW follows due process, are summarized here:

1. ExCom donor members are **accountable** to their governments for safeguarding their respective country's resources.
2. ExCom is **accountable** to the HLSCG for delivering on the mandate of its TOR, including mobilizing resources and providing strategic and operational oversight of ECW's operations.
3. The ECW Director is **accountable** for fulfilling the terms of the ECW Director's job description, including providing strategic leadership and supervision of the ECW Secretariat on a daily basis. The Director reports directly to the Chair of the HLSCG with respect to the ECW Secretariat's annual work plan and budget, and the UNICEF Deputy Executive Director of Programmes for administrative purposes.

The ExCom Chair/Co-Chairs contribute with comments to the HLSG Chair against four indicators agreed with the ECW Director at the outset of each reporting period.

4. The ECW Secretariat staff are **accountable** to the Director for delivering on ECW's mandate and work plan, including carrying out their core functions.
5. **Accountability** for grant utilization sits with the consortium lead/grantee and the ECW Secretariat. Consortium lead/grantees are accountable to ECW for following the conditions of their Grant Confirmation Letter, including achieving results, using funds as agreed, and not committing fraudulent or unethical behaviour. The ECW Secretariat in turn is accountable to donors for overseeing the correct use of funds and consortium lead/grantee performance.
6. UNICEF is contractually **accountable** to the contributors for ensuring compliance with the requirements of the standard contribution agreement (SCA).

A. TOC of ECW

The TOC of ECW presents its four core functions of advocacy for EiEPC to be prioritized at the global and local levels; mobilization of resources for EiEPC; funds and quality assures a portfolio of high-quality grants via three funding windows; and driving capacity development, learning and systemic improvements at all levels.³⁵ ECW objectives³⁶ focus on increased and better funding for EiEPC; and stronger EiEPC capacities and systems through strategies implemented at the global and country level. If ECW's core functions and strategic objectives are achieved children and adolescents will experience increased participation in education through increased gender-equitable participation, retention, and completion in safe and inclusive learning spaces; and increased learning and wellbeing through improved inclusive, gender-equitable, holistic learning and well-being outcomes.

The responsibilities for upholding the relationship between core functions, strategic objectives and results for children and adolescents are detailed in the following Table.

Role	Responsibility
HLSG	Supports ECW to inspire political commitment and generate additional funding by advocating within their countries and on an international platform.
ExCom	Supports the capacity-building of consortium lead/grantees through in-country structures and staff. Approves proposals/grants above the Director's delegated authority.
Director	Internally and externally champions the advancement of children's educational opportunities in emergencies and protracted crises and advocates for the funding required to do so.
Role	Responsibility
Director	Advised by the HLSG and ExCom, ensures the four key functions of ECW are being enacted and monitored.

³⁵For further information, see Appendix 1.1. ECW Strategy 2023-2026, pg. 14 TOC Overview, and pg. 48 ECW's Governance Structure

³⁶ Which are aligned with the INEE Minimum Standards.

ECW Secretariat	<p>Ensures M&E requirements are integrated into guidance for all consortium lead/grantees.</p> <p>Ensures that proposals are of good quality and demonstrate a sufficient baseline from which capacity can be built.</p> <p>Plans and responds collaboratively with in-country partners.</p> <p>Supports and promotes accountability throughout the grant cycle.</p> <p>Ensures Operational Manual and guidance are available and provided to consortium lead/grantees and potential consortium lead/grantees, and that these documents are accurate and updated.</p> <p>Actively strengthens the capacity of consortium lead/grantees in-country through visits, guidance, advisory support and reviewing and approving project reports.</p> <p>Supports capacity-building of government and relevant government bodies where possible.</p>
External Review Panel	Ensures all MYRP and AF proposals reviewed meet minimum criteria and/or provide justification, if not.
Technical Advisory Group	Provide advice to the ECW Secretariat on its overall implementation of the three funding windows and consortium lead/grantee capacity-building, and to support ExCom in decision making.
FSO	Supports the ECW Secretariat and consortium lead/grantees on compliance with UNICEF rules, regulations, and procedures.
Education Cluster/EiEWG	<p>Support and promote capacity-building of in-country partners and provide guidance to ECW on in-country capacity.</p> <p>Advocate for consortium lead/grantees and implementing partners at national and international level.</p>
Consortium lead/consortium lead/grantee	Follow the lead and guidance of the ECW Secretariat and in-country network during programme implementation, reaching out when support is needed.
Consortium members	Follow the lead and guidance of the consortium lead/consortium lead/grantee, reaching out when support is needed.
National governments	<p>Facilitate ECW's capacity-building efforts and support consortium lead/consortium lead/grantees and in-country partners to respond where necessary.</p> <p>Promote national and international advocacy around education in emergencies and protracted crises and the work of national organizations in this field.</p>

Supporting documents and tools required for the achievement of the TOC of ECW include:

1. Operational Manual and appendices (including individual funding window guidance and templates)
2. HLSG, ExCom, and ERP ToRs (see APPENDICES 3.1, 3.2, and 3.4)
3. Job description of ECW Director (see APPENDIX 3.3)
4. ECW Strategic Plan 2023–2026 (see APPENDIX 1.1)
5. ECW's Collective Outcomes Results Framework and Indicator Guidance (see APPENDICES 6.2 and 6.3)

6. Template Grant Conformation Letters (see APPENDICES 4.15 and 4.16)
7. Template Standard Contribution Agreements (available upon request from ECW Secretariat).

For related indicators for this section, see output indicators in the ECW Collective Outcomes Results Framework (APPENDIX 6.2) or ECW Strategic Plan 2023–2026 APPENDIX 1.1). Improvements in these indicators would be expected if the TOC for ECW is effective.

B. TOC of consortium lead/grantees

The TOC of consortium lead/grantees (level 2) presents how consortium leads/grantees use ECW funds to realize beneficiary outcomes and impact. If consortium leads/grantees deliver programmes effectively through ECW’s indicative intervention areas, this should contribute to the realization of the organization’s two results areas³⁷ and, by extension, to the overall impact of increased learning outcomes and well-being for children and adolescents affected by crisis. At this level, partners leading on the ECW investment in-country are accountable to affected populations, including crisis-affected children, families, and communities as per each programme’s scope of work and M&E plan. The accountability roles and responsibilities for upholding these are detailed in the table below.

Role	Responsibility
HLSG	N/A
ExCom	Regularly monitors the degree to which ECW’s investments are meeting intended outputs and outcomes.
Director	Advised by the HLSG and ExCom, ensures all programmes are being adequately delivered, supported, and monitored.
ECW Secretariat	Ensures programme M&E requirements are being met. Closely manages and monitors all programmes, including on performance, risk, and quality of implementation, intervening when necessary. Ensures external audits and monitoring of consortium leads/consortium lead/grantees is conducted. Ensures targets are being met and supports consortium leads/consortium lead/grantees to revise them, if necessary. Works closely with national government to encourage government uptake and ownership.
External Review Panel	N/A
Technical Advisory Group	Provide advice to the ECW Secretariat on technical issues, including emerging tools and best practices.
FCA	Releases funds to consortium leads/consortium lead/grantees in a manner consistent with the SCA and

³⁷ Increased participation in education - increased gender-equitable participation, retention, and completion in safe and inclusive learning spaces; Increased learning and well-being - improved inclusive, gender-equitable, holistic learning and well-being outcomes; See Appendix 1.1, [ECW Strategic Plan 2023 - 2026](#)

	manages grants effectively in line with UNICEF/ECW due diligence processes.
Education Cluster/EiEWG, REWG	Supports ECW consortium leads/consortium lead/grantees and partners in-country to deliver effectively, including in reaching and impacting crisis-affected populations.
Consortium lead/grantees	Assess and plan programmes with solid M&E plans and realistic targets in accordance with the context. Follow M&E plan throughout programme implementation. Conduct risk assessment in accordance with programme window guidance. Make adjustments to programme delivery and M&E as necessary in response to lessons learned and changes in context, and in collaboration with country partners and the ECW Secretariat. Document and disseminate lessons learned.
Consortium members	Implement programme as guided and advised by the consortium lead/consortium lead/grantee, responding to requests for changes in approach.
National governments	Facilitate consortium leads/ consortium lead/grantees and consortium members to implement programmes, supporting them when problems arise where possible. Facilitate and support ECW to work in-country, including programme interventions by ECW Secretariat and stakeholder engagement. Take ownership of programmes, mainstreaming initiatives into national systems where possible and driving sustainable scaling up.

Supporting documents and tools required for the achievement of the TOC of consortium leads/consortium lead/grantees include:

1. Grant Confirmation Letters (see APPENDICES 4.15 and 4.16).
2. Individual programme proposals, including M&E plans and results frameworks (available on request from consortium leads/consortium lead/grantees/ECW Secretariat).
3. Respective programme window guides and reporting templates (see APPENDICES 4.1–4.3 and 4.9–4.12).

For related indicators for this section, see Outcome Indicators in the ECW Collective Outcomes Results Framework (APPENDIX 6.2) or ECW Strategic Plan 2023 -26 (APPENDIX 1.1). Improvements in performance against these indicators would be expected if the TOC for consortium leads/consortium lead/grantees is effective.

ECW should also incentivize partners to encourage more accountability at the level of the children, adolescents, teachers, parents, and communities they support. This could be considered in future revisions of this Operational Manual as ECW matures.

9. FEEDBACK AND COMPLAINTS

In addition to the mandatory reporting of safeguarding incidents, all feedback is welcomed by ECW to support institutional learning, strengthen accountability to stakeholders, increase transparency, and promote open channels of communication. As well as responding to specific solicitations for feedback from the ECW Secretariat periodically, donors, consortium leads/consortium lead/grantees, consortium members, beneficiaries, and all other ECW stakeholders are encouraged to refer to the following contacts, documents, or channels to provide this feedback.

1. For feedback regarding this Operational Manual or associated appendices, please contact info@un-ecw.org.
2. For news, media, communications and branding, and ECW publications, please refer to the [Communication Guidelines](#), [News and Media](#) and the [Publications](#) sections of the ECW website, or contact info@un-ecw.org.
3. For safeguarding incidents (in relation to children and adults), reports must be made by ECW staff, volunteers, contractors, consultants and consortium leads/consortium lead/grantees/consortium members, in writing to safeguarding@un-ecw.org, in accordance with ECW's Incident Reporting Guidance Note available on ECW's website [*to be added once finalized*]. Information will be treated confidentially and sensitively in line with international best practice.
4. For suspected misuse of ECW funds, email dfam-fso@unicef.org and info@un-ecw.org, in line with ECW's Policy on Misuse of Funds and Communications Protocol. Reports will be treated confidentially. Reports may also be made anonymously to integrity1@unicef.org.
5. For further information regarding making an anonymous complaint or raising confidential feedback, please refer to UNICEF's Whistle-blower Policy, [Branded Policy Template \(unicef.org\)](#) APPENDIX 9.1.
6. For any other enquires or feedback, please contact info@un-ecw.org.

ECW is committed to continuous and systematic feedback and is working with civil society partners to further strengthen the opportunities for feedback and learning.

10. EXTERNAL COMMUNICATION AND BRANDING

Effective communication is key to strengthening visibility for ECW and galvanizing support and funding for education in emergencies and protracted crises. ECW articulates a positive narrative that values partnership and collaboration and that acknowledges the achievements and contributions of its consortium leads/consortium lead/grantees and consortium members. It is committed to advocating for inclusive quality education for all children and adolescents affected by crisis and to mobilizing political and financial commitments to the goals of ECW.

ECW utilizes digital platforms, including its website and social media outlets, as well as targeted publications to communicate its identity and to highlight challenges and opportunities for addressing education needs in crisis-affected contexts. In doing so, it adheres to UNICEF's standards and safeguarding principles around the ethical collection, storage, and use of child testimonies, photos, and videos, and upholds their rights to expression, privacy, and protection.

To help ECW in its advocacy and communication, consortium leads/consortium lead/grantees and consortium members are invited to share with the ECW Secretariat stories, quotations, photographs, and other content that might be used on ECW's digital platforms, with appropriate credit given and in accordance with ECW's ethical standards and privacy safeguards. Partners are also encouraged to publicize the achievements of ECW-funded activities, in line with ECW's forthcoming Guidance on Visibility, which will become APPENDIX 10.2 to this manual.

The [ECW Brand Guidelines](#), found in APPENDIX 10.1, provide an overview of ECW's narrative and branding, as well as guidelines and requirements for logo use, photography, and video. They should be referred to when developing all communication materials.

Written consent is required for usage of the ECW logo. Requests should be forwarded to the ECW Secretariat at info@un-ecw.org, accompanied by the proposed product as an attachment. Consortium leads/consortium lead/grantees may obtain blanket approval for use of the ECW logo on pre-approved project activities and in pre-approved project locations to avoid obtaining written consent repeatedly. For standard requests, the ECW Secretariat will respond within five working days.

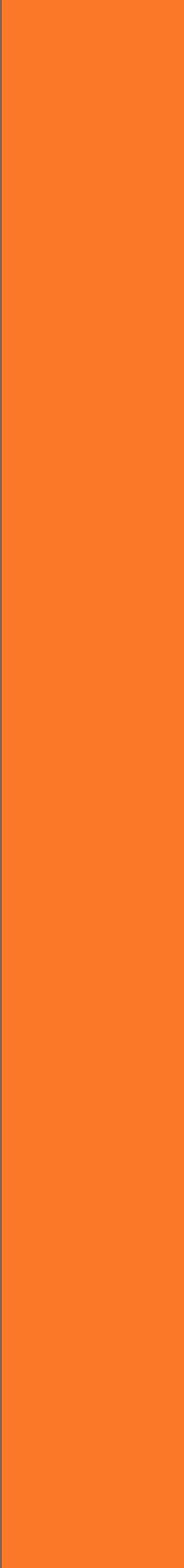
11. APPENDICES

Appendices are available on the ECW website: www.educationcannotwait.org³⁸

- 1.1 [ECW Strategic Plan 2023-2026](#)
- 1.2 [222 million Dreams A Case for Investment 2023 – 2026](#)
- 2.1 [ECW Investing in Humanity – Understanding the Fund’s Added Value](#)
- 2.2 [Gender Equality and Empowerment of Women and Girls: Policy and Accountability Framework 2023 - 2026](#)
- 2.3 [Gender Reference Group](#)
- 3.1 [HLSG Terms of Reference \(needs updating\)](#)
- 3.2 [ExCom Terms of Reference \(needs updating\)](#)
- 3.3 ECW Director Job Description (needs updating)
- 3.4 [External Review Panel Terms of Reference](#)
- 3.5 Technical Advisory Group Terms of Reference (*to be drafted after OM approval*)
- 4.1 [MYRP Manual](#)
- 4.2 [FER Application Template - August 2024](#)
- 4.3 [MYRP Application Template](#)
- 4.4 [Acceleration Facility Template](#)
- 4.5 [FER Quality Assurance Template](#)
- 4.6 [MYRP Quality Assurance Template](#)
- 4.7 [FER Narrative Reporting Template](#)
- 4.10 [FER Budget and Financial Reporting Template](#)
- 4.11 [MYRP Narrative Reporting Template](#)
- 4.8 [MYRP Budget and Financial Reporting Template](#)
- 4.11 [Acceleration Facility Reporting Template](#)
- 4.13 [Methodology for MYRP Country Prioritization](#)
- 4.14 [No-Cost Extensions and Re-programming Request Form](#)
- 4.15 [Grant Confirmation Letter](#)
- 4.18 [Policy on Misuse of Funds and Communications Protocol](#)
- 5.1 Process for review and updating of the Operational Manual (to be drafted)
- 6.1 [Theory of Change](#)
- 6.2 [ECW Collective Outcomes Results Framework](#)

³⁸ Some appendices are updated regularly; the most up-to-date versions are available on the ECW website

- 6.3 [Indicator Guidance](#)
- 6.4 [Evaluation Policy](#)
- 6.5 [Evaluation Plan 2023-2026](#)
- 6.6 [ECW Results Dashboard](#)
- 6.7 [ECW Annual Results Reports](#)
- 7.1 [UNICEF Safeguarding Policy 2024](#)
- 7.2 [UNICEF Strategy to Prevent and Respond to Sexual Exploitation and Abuse and Sexual Harassment 2019](#)
- 7.3 [ECW Safeguarding Framework 2024](#)
- 7.4 [ECW Corporate Risk Management Framework](#)
- 7.5 [PSEA Capacity Assessment Guide for CSOs](#)
- 7.6 Guidance on Conflict of Interest (*to be developed*)
- 7.7 [Harmonized Approach to Cash Transfers](#)
- 9.1 [UNICEF Whistle-blower Policy June 2023](#)
- 10.1 [ECW Brand Guidelines](#)
- 10.2 [ECW Guidance on Visibility](#)
- 10.3 [ECW Programmatic Processes 5 March 2025](#)
- 10.4 [ExCom Approvals Table](#)
- 10.5 [UNICEF Procurement Policies](#).



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Education Cannot Wait (ECW) is the first and only global multilateral fund dedicated to education in emergencies and protracted crises. It was launched during the World Humanitarian Summit in 2016 by international humanitarian and development aid actors, along with public and private donors, to address the urgent education needs of 75 million children and adolescents in crisis settings.

Additional information is available at www.educationcannotwait.org