



**EDUCATION
CANNOT
WAIT**

The global fund for education in emergencies

Evaluation Policy

November 2019

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1. Introduction

This document sets out ECW's evaluation policy. The policy describes the purpose, scope, methodologies, steps and timelines, deliverables, as well as roles and responsibilities for different types of evaluations that ECW commissions. The evaluation policy builds and expands upon the content of the 'Evaluation' section number 6 in the Operation's Manual. The evaluation policy is closely linked to ECW's results-framework and ToC.

2. Evaluation definition

ECW follows the UNEG definition of evaluation as a globally accepted standard. UNEG's, Norms and Standards for Evaluation (2016, p. 10) defines evaluation "as assessment, conducted as systematically and impartially as possible, of an activity, project, program, strategy, policy, topic, theme, sector, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using such appropriate criteria as relevance, effectiveness, efficiency, impact and sustainability. An evaluation should provide credible, useful evidence-based information that enables the timely incorporation of its findings, recommendations and lessons into the decision-making processes of organizations and stakeholders."

ECW is the first global fund on EiE and several characteristics of the above definition are important to take note of:

- Evaluations are systematic and impartial following certain steps and processes as outlined below.
- Evaluations at ECW focus on specific projects/programs, funding modalities and/or organizational/institutional levels.
- Evaluations focus on the design, implementation and results (expected and unexpected) of the interventions. Emphasis hereby lies on the results-chain of output-outcome-impact level results, with a specific emphasis on outcome level.¹
- Evaluations should be timely and evidence-based serving both accountability and the opportunity to learn and improve.

3. Evaluation purpose

This evaluation policy directly contributes to ECW its strategic objective number 5 which states that ECW "improves accountability by developing and sharing knowledge, including collection of more robust data to make better-informed investment decisions, and knowledge of what works and does not." The evaluations as part of this policy directly feed into this objective both by being accountable towards ECW's planned results as well as by contributing to the global knowledge base around measurement towards development results in EiE settings.

Linked to the above definition, the purposes of evaluation within ECW are multifold and elaborated below:

¹ <https://undg.org/wp-content/uploads/2016/10/UNDG-RBM-Handbook-2012.pdf>, p. 33-45

- 1) **Accountability:** ECW aims to be accountable towards its donors and its target beneficiaries. It aims to be transparent on how funds were used and if set targets were reached. ECW understands that donors are accountable towards their tax payers. Donor and recipient countries signed up to the SDGs and the declaration on human rights stating that education is a fundamental right for all, including those in conflict affected and protracted crisis. ECW therefore has the obligation to report on this.
- 2) **Learning and development:** ECW intends to understand and explain why its interventions are successful or not. It continuously aims to improve its work thereby adapting its Theory of Change and related funding modalities. ECW cannot do this alone and works together with its partners and grantees promoting partnership and collaboration. In this way ECW aims to learn and manage for results. Reflection and evaluation are important elements to learn on both an organizational and global level within the broader EiE community.
- 3) **Steering:** evaluation also serves to generate important information that ECW intends to use towards evidence-based decision making on both policy and organizational level. While generation of data is a common challenge in EiE settings, ECW aims to reduce this knowledge gap and make its strategic decisions based on evidence.
- 4) **External communication and advocacy:** ECW's aim is to use evaluation information towards its strategic objectives to inspire political commitment and generate additional funding for EiE. Evaluation is hereby used as a vehicle to communicate important messages towards specific actors or the public.

4. Evaluation norms and standards

ECW upholds itself to internationally accepted norms and standards of evaluations as defined by UNEG² as well as other international organizations such as the OECD-DAC. These include:

Utility: Evaluation must be used to contribute to organizational learning and accountability for results. Evaluation findings should inform the decision-making processes of senior management and ECW's Governing Bodies as it concerns strategic decisions regarding fund mobilization, positioning, program modalities and their continuation, reorientation, or termination. All evaluations of ECW should have a timely management response addressing the key findings and recommendations. Implementation of the management response for the formative funding modality, thematic and organizational evaluations is implemented by the applicable head(s) of department. It is monitored and reported on by the head of M&E to the ExCom. The implementation and monitoring of the management response of country evaluations is led by the individual grantee agency

Credibility: An advisory group of ExCom members is established for all investment window and organizational evaluations. In addition, a technical expert group can be established, next to or on its own, to provide technical backstopping and insight into the topics to be evaluated. The level of engagement and independence depends on the type and purpose of the evaluation (see chapter 10). Evaluation processes, analysis and findings should be grounded on availability of accurate data. Evaluators competence is critical.

Independence: The evaluation budget of ECW is approved by ExCom on an annual basis as part of its Secretariat budget. Evaluations are managed by the M&E team led by the head of evaluation.

² <http://www.unevaluation.org/document/detail/100>

Evaluations are undertaken by independent/external consultants/firms in line with UNEG evaluation norms and standards who have not been involved in the design or implementation of the initiative. All evaluations are sourced at international level following UNICEF rules and regulations. Evaluations are in principle managed by the M&E section of ECW who are not responsible for program implementation. Country leads or program managers of ECW and the Grantee are not involved in the evaluation besides taking on the role as respondent.

Ethics: All evaluations conform to the ethical, gender and human right norms and standards for evaluation of UNEG, including those related to the prevention of sexual exploitation and abuse and sexual harassment. All evaluations should also assure safeguarding and protection of children according to ECWs safeguarding policy³.

Human rights and gender equality: Evaluations should be conducted with an understanding of contextual power and gender relations. ECWs Gender Policy and Accountability Framework on Gender Equality serve to guide the evaluations in these areas and are to be applied in every stage of the evaluation process. ECW also encourages its grantees and other partners to mainstream these principles into decentralized evaluations.

Transparency: All completed evaluations and related management responses are made publicly available in a timely manner.

Inclusiveness/participation: The evaluation process should be inclusive and participatory for all actors involved. Evaluations should aim to outline how they will incorporate the participation of children in the evaluation. When possible, evaluation is conducted in partnership with national institutions as a mean to enhance participation and strengthen local capacity.

5. Evaluation framework

The scope of ECW's evaluation policy targets the different aspects of its Theory of Change depicted in Figure 1. The Theory of Change can be split in two parts that together determine ECW's success in delivering results for children and youth. In the upper layer, the 5 core functions/strategic objectives of ECW are depicted whereby ECW:

1. Inspires political commitment based on its vision;
2. Mobilizes funds;
3. Catalyzes rapid and collaborative response, bringing together humanitarian and education development actors;
4. Strengthens capacities for implementation, and;
5. Strengthens EiE data systems and evaluates and shares knowledge on what works and what does not in EiE settings.

Through these five functions, ECW aims to improve grantee capacity to assess, plan, implement, monitor/report, and evaluate inclusive EiE programs. This part of the ToC (or the ToC of the Fund) works on global, regional and national levels. ECW as a fund has more direct control over implementing this

³ ECW adopts UNICEFs child safeguarding policy of 2016.

part of the TOC and uses its three funding modalities to do so, i.e. FER, MYRP and AF. The ECW operational manual and program guides steer the implementation of the funding windows.

The approaches to achieve each of the above systemic outcomes are captured by separate strategic or guidance documents. These are for example: the communication and advocacy strategy, gender strategy and policy as well as accountability framework for gender equality, the resource mobilization strategy, the nexus paper, capacity development framework (in draft), and consolidated approaches towards a variety of thematic areas that are designed as a global public good based on ECW experiences regarding for example: learning outcome measurement, quality education, gender equality, MHPSS, safe learning environments.

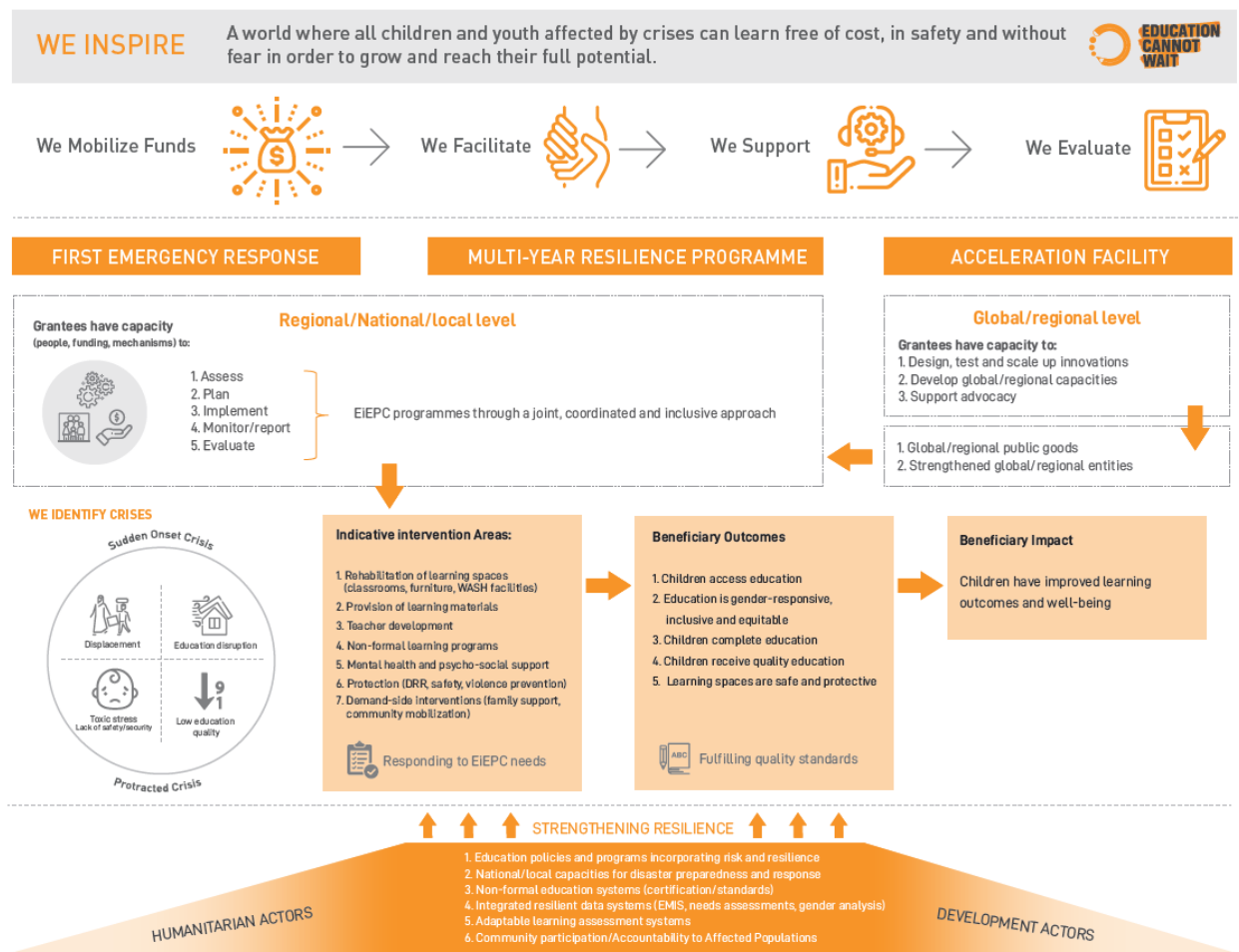


Figure 1: ECW Theory of Change

The second layer of the ToC describes how programs executed by grantees achieve results for beneficiaries. In its results framework, ECW aims to achieve five collective beneficiary outcomes, that is, (1) access; (2) continuity; (3) gender equality, equity and inclusion; (4) quality education and learning, and (5) safe, healthy and protective learning environments. Since implementation of ECW-funded programs take place through grantees, ECW has only indirect control over achievement of results, while remaining jointly accountable on such results by retaining influence on program design and monitoring.

Next to these collective outcomes ECW aims to work on the nexus of emergency, recovery, and development bringing education actors together to strengthen the resilience of the education system. Special attention hereby is given to interventions that promote system resilience and institutional development and capacity. This links to the humanitarian focused connectedness evaluation criteria whereby ECW grantees, via context specific collaborations, work on aspects that strengthen the educational institutional setting, i.e. data systems like EMIS, non-formal education (NFE) and recognition of prior learning (RPL) linked to certification, disaster preparedness, adaptable learning assessment, as well as Grand Bargain agreements on community participation, localization and institutional capacity development.

Within its evaluation policy ECW aims to evaluate both parts of its ToC. It specifically aims to evaluate the success of (1) the **Fund as a whole**; (2) its **investment windows (FER, MYRP, including initial investments and the AF)** and (3) **programmatic thematic implementation approaches**⁴, towards achieving its **strategic objectives and collective outcomes for beneficiaries**.

When evaluating ECW's achievements and shortcomings (intended and unintended), it is important to note that, as a Fund, ECW has varying control over its different result levels, from intermediate results of strengthening grantee capacities towards achieving results on the ground. As ECW's beneficiary results are collective outcomes, the success of ECW is partly determined by the achievements of the grantees, that is influenced by the often challenging EiE context we all work in, as well as the level and quality of donor contributions provided to ECW.

6. Evaluation types

Each evaluation type is further described below:

- A. Country level evaluations:** These are evaluations of ECW funded projects in a country or region. The scope of work and focus lies with the individual country and the methodology, findings, conclusions and recommendations are geared towards this. The ECW M&E head decides to initiate country level evaluations as part of ECW's annual plan. Per default, all MYRP countries are required to carry out a country evaluation after at least 2 years of implementation (not counting the inception phase) by an external firm/body. For FERs, country or regional level crises, evaluations are optional and dependent based on several criteria⁵. A third-party evaluator will be procured by a selected grantee. In certain cases, depending on the in-country situation, ECW M&E department can contract the contractor. While each evaluation allows for specific areas of interest to be evaluated, a standardised ToR with a basic set of evaluation questions and linked reporting format is provided so to enhance its usage for a meta-evaluation⁶ in the future.

⁴ These are educational approaches towards achieving for example access and NFE, learning outcomes, safe learning environments, MHPSS, and gender equality in EiE.

⁵ Criteria include budget size, strategic value of country or partnership, innovative technical approach, potential for scale-up. A minimum budget indication that could trigger such an evaluation is approximately \$6 million.

⁶ A meta-evaluation is an evaluation that combines data from multiple in this case country studies. When the findings and insights are consistent from one study to the next, meta-analysis can be used to identify and report on these common effects.

- B. Evaluation by investment window⁷:** The focus in this set-up lies with evaluating ECW's investment windows (FER, AF and MYRP including the initial investments). These evaluations focus on the entire portfolio of projects within the funding modality and findings, conclusions and recommendations are provided against the set objectives of the modality, and not towards individual grants or projects.⁸ In principle, the set of existing country/project level evaluations serve as input for this meta-evaluation. A sample of projects from across different types (i.e. intervention area, budget size, geographical location, grantee type) can be selected as case studies so to gather primary data.⁹ The sample should be selected via setting up an objective set of selection criteria between ECW and the consultant(s) and include aspects of project intervention area and thematic focus, budget size, stage of the project cycle, grantee type, future interest and others.

The key evaluation question is whether the mechanisms and features of the investment window, as designed and implemented by the ECW Secretariat, has delivered on its objectives. Note that this is different than establishing whether an individual project/program has worked or not. In addition, evaluating the (progress towards) beneficiary results of the specific projects, sampled countries serve as case studies towards the validity of ECW's ToC. It is important to understand that the funding windows are an integral part of the ToC. They are the core functions of political commitment and resource mobilization that allow the projects to start and finish, and it is the promoted collaborative approach, provided technical assistance, coordination, innovation, and data provided by ECW that should enhance evidence-based funding. This approach of ECW, in theory, would result into increased capacity of grantees to better jointly assess, plan, implement, monitor/report and evaluate their EiE interventions. As noted above, it is the pathway of change between the funding windows and the organizational objectives that will be evaluated. In this regard, it is expected that the evaluation provides relevant conclusions and recommendations for ECW to learn and further shape its ToC and/or improve the design of each funding window, their execution, and its project cycle management.

- C. Thematic evaluations:** Linked to its core function of global knowledge creation, ECW wishes to evaluate important parts of its thematic approaches. Access to formal and non-formal education, learning outcomes, gender equality, safe and quality learning environments, impact of cash transfers humanitarian-development coherence/nexus, system strengthening, social-emotional learning, SGBV, and MHPSS are currently identified but other topics are possible to be evaluated. The thematic evaluations could be integrated/linked into the evaluations under A and B, or they could be separately executed. The topics preferably incorporate assessments on how programs strengthened resilience in the education sector and contributed to linking

⁷ Compared to A. project/program evaluations, the focus lies on the portfolio of the funding modality.

⁸ The evaluation will use the existing individual project and/or country evaluations present as input towards these investment window evaluations.

⁹ The evaluability of particularly the selected FERs, and a lesser extent MYRPs, and thematic evaluations are an important point to consider before selecting a sample of projects, or before commissioning an evaluation of a thematic area. A generic checklist of evaluability accessible via the link (add link) should be used. The criteria for being evaluated are clustered around the clarity of the ToC and its related results, the availability of data, and the availability of stakeholders i.e. project staff, partners, and beneficiaries.

humanitarian and development programming at the nexus. The aim of these evaluations is to create a better understanding of these concepts in an EiE setting, thereby contributing to the global debate and knowledge base on how to address these challenges. The insights are consequently shared with partners/grantees, so it can influence evidence-based decision making of new and existing projects and programs. The decision to and when to evaluate a certain thematic area is made by ExCom and ECW head of M&E and is part of the annual plan.

One of the important aspects is the concept of innovation that ECW promotes via leveraging the AF into the FERs/MYRPs modalities, and to create public global goods. Innovation¹⁰ is an element that should receive attention in the design of both the formative and summative evaluation and be a core element of the thematic evaluations.

- D. Organizational evaluation:** a final summative strategic evaluation will be conducted towards the end of each strategic planning cycle so that it can serve as important input into the new strategic direction of ECW as well as an accountability towards its constituents and partners. The focus of this evaluation lies on the measurement of its strategic objectives and the related core functions of the organization. While thoroughly looking back, the evaluation should have a forward-looking character and provide clear and practical recommendations to ExCom/HLSG on the new strategic direction of ECW. It also includes a meta-analysis of its portfolio beneficiary results incorporating all funding windows. The evaluation uses the existing evaluation reports and based on this sampled field visit countries could be decided on.

7. Evaluation criteria/questions

The analysis of the funding windows and specific project/program evaluations are guided by a set of globally accepted evaluation criteria of OECD-DAC as well as common used humanitarian evaluation criteria including those relevant to the Grand Bargain agreements.¹¹ These criteria are set by this policy, and relevant questions will be developed first and linked to the criteria. The criteria and questions differ for the FER, MYRP and AF investment windows, as the design and objectives under each modality differ.

The following criteria are selected to serve evaluations of grantee projects as well as meta-evaluation of the portfolio/funding modality:

Note: the sample questions in this policy are only indicative. The criteria and its connection to the modality are guiding.

Criteria	Description	Example evaluation question(s)	Modality
Relevance & appropriateness	The extent to which the activities are tailored to local needs, increasing ownership, and accountability.	To what extent did our intervention meet immediate education needs? To what extent is the investment linked to existing HRP/sector plans? What is the added value of ECW in the global aid architecture on EiE and on national level?	FER MYRP

¹⁰ In basic terms innovation is the process of ideation, incubation, and acceleration of a valuable idea that creates value to ECW its (in)direct beneficiaries, stakeholders and the global EiE community.

¹¹ <https://www.alnap.org/system/files/content/resource/files/main/alnap-evaluation-humanitarian-action-2016.pdf>

Coverage/reach	The extent to which population groups (particularly those most marginalized) facing education suffering were reached by ECW investments	To what extent have ECW investments reached those most needed?	FER
Efficiency & timeliness¹²	The outputs – qualitative and quantitative – achieved because of inputs. Are funds disbursed in the time set?	How cost-efficient was our teacher training intervention?	FER MYRP AF
Effectiveness	The extent to which output & outcome results (intended or unintended) are achieved, or whether this can be expected to happen The extent to which the programs are cost-effective.	To what extent did the intervention achieve its outputs and outcomes? Were minimum EIE standards ¹³ achieved? Did the intervention respond in-time according to set standards? What aspects of the approach ¹⁴ worked (not) well and why?	FER MYRP AF
Coherence	The extent to which project policies and actions are consistent with humanitarian policies and consider humanitarian and human rights.	How coherent are grantee policies on gender equality, safety/teacher training/learning outcome measurement/ MHPSS/ protection, and what are the implications?	MYRP
Connectedness	The extent to which activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account (resilience, humanitarian/development/peace nexus) ¹⁵ .	To what extent are the beneficiaries involved in the PME of interventions i.e. participatory revolution? To what extent did the program address longer term institutional/systemic change i.e. capacity development, localization, system strengthening? The extend to which humanitarian and development actors and frameworks are working together?	FER
Sustainability	Are the benefits of the project (portfolio) likely to continue after funding has come to an end?	What were the major factors which influenced the (non) achievement of sustainability of the intervention? To what extent did the program address longer term institutional/systemic change i.e. capacity development, localization, system strengthening?	MYRP AF
Impact	The wider effects of the project (portfolio) – social, economic, technical, and environmental – on individuals, gender- and age-groups, communities and institutions. Impacts can be intended and unintended,	Have learning outcomes improved due to the teacher training? Has access/ transition/ completion of education increased due to the interventions?	MYRP

¹² Timeliness only for FER.

¹³ <https://inee.org/standards/domain-1-foundational-standards>

¹⁴ Plan and respond collaboratively i.e. collaboration, complementarity, harmonization, joint activities (core function 3); Participatory revolution (grand bargain) and Strengthen capacity to respond to crisis (core function 4).

¹⁵ Replaces the sustainability criterion used in development evaluations

	positive and negative, macro (sector) and micro (household).	Has gender equality improved regarding access and learning?	
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In addition, gender equality, Grand Bargain and human rights dimensions are integrated into all evaluation criteria as appropriate and/or criteria derived directly from human rights principles are used (e.g. equality, participation, localization, social transformation, inclusiveness, empowerment, etc.). Also, humanitarian principles of humanity, neutrality, impartiality and independence are to be considered as it is important that evaluations capture the partners' ability to deliver aid in accordance with these.

Evaluations must include an evidence-based analysis of the gender dimension in the design (identification/formulation), the implementation (strategy/approach) and results of the area of evaluation. The evaluation report(s) and other deliverables should be based on (qualitative and quantitative) data and indicators (disaggregated, gender-specific, gender-distributive, gender-transformative), to measure results and long-term outcomes for both women/girls and men/boys. Ideally gender equality issues should be mainstreamed in all sections of the evaluation report, rather than mentioned only in a separate section on gender.

8. Evaluation methods

Depending on the evaluation a variety of quantitative and qualitative methodologies¹⁶ are to be used that analyze the success of the interventions and ECW as an organization. These methodologies will range from result measurements, impact assessments, contribution analysis type of methodologies, as well as organizational assessment tools. Randomized control trials might be useful in particular cases.

Data collection methods envisioned are documentation analysis, key informant interviews, focus group discussions, case studies, beneficiary assessments, (online) surveys, learning events and/or presentation workshops.

Essential data sources are strategic documents of ECW including its strategic and annual plans, result frameworks and related monitoring data, as well as thematic strategies on for example gender. Funding modality and project related documents such as annual plans, reports, monitoring and financial expenditure data, other outputs, as well as existing evaluations of MYRPs or FERs are essential. Finally, it includes the operation manual, templates, guidance notes and tools.

9. Evaluation process and quality assurance

Four phases can be distinguished in each evaluation process: (i) preparation, (ii) conducting/execution, (iii) approval, and (iv) implementing and monitoring the management response. Roles and responsibilities of actors differ between the types of evaluations as presented in chapter 6. The different roles and responsibilities are further elaborated on in chapter 10 and annex 2.

In general, the responsibility of the **preparation** lies with ECW¹⁷ incl. its ExCom. Each evaluation requires Terms of Reference (ToR) that guides the consultants, ECW and the grantees on the objectives, specific evaluations questions, approach, methodology and methods, time-line, and deliverables. A ToR has the following elements described:

¹⁶ <https://www.betterevaluation.org/en/approaches>

¹⁷ With project evaluations it lies with the grantee.

1. Background / Context
2. Purpose / Objectives (what kind of decision should the evaluation help to make)
3. Expected results (evaluation questions to be addressed, scope of recommendations)
4. Methodology and Approach
5. Required Expertise
6. Planning
7. Services to be provided by initiator of evaluation
8. Bibliography

It is advised to indicate a budget range for each evaluation avoiding too many proposals of consultancy firms offering different levels of support and rigor. Firms are selected based on an objective set of criteria of which annex 1 provides key criteria. Other criteria can be added based on the evaluation scope of work. The criteria are to be supplemented with a weight to calculate the overall score.

During the **execution stage** main responsibility lies with the consultants. ECW and grantees need to provide the required access to documentation and respondents, as well as logistical in-country support. An inception report is important to plan the evaluation accordingly. Grantees should not underestimate the amount of time that is needed to guide consultants to do their job efficiently. For individual project/program FER and MYRP evaluations quality assurance (QA) is to be provided by the M&E team of the ECW secretariat who are part of the in-country advisory groups together with the grantees. A quality check-list for evaluation deliverables could be developed when relevant and needed. Grantees could also use their own approved evaluation checklist

The **approval stage** includes a final evaluation report and a management response by ECW or the grantees for project level evaluations. This management response describes the evaluation's recommendations, response and actions ECW and/or the grantees will take towards addressing them, so to improve the current and/or next phase of the program/strategy. This management response is approved by either ExCom or HLSG (see chapter 10).

Implementation of the management response for the formative funding modality, thematic and organizational evaluations is implemented by the applicable head(s) of department. It is monitored and reported on by the head of M&E to the ExCom.

For full transparency, all evaluations and management responses are disseminated to the public, via ECW's website.

10. Governance of evaluations

The governance of the evaluations differs between the type of evaluations:

For **country level evaluations** the governance structure of a selected grantee is followed. One grantee is jointly selected to contract the evaluator and coordinate¹⁸ the evaluation process of the entire country that includes multiple grantees. Management¹⁹ of the evaluation is done by an in-country advisory group consisting of M&E experts of all grantees and one ECW M&E staff member to provide quality assurance and oversight. Selection of the grantee will be done based on mutual discussion with the in-

¹⁸ Coordination refers to the process of the evaluation as explained in chapter 9 above.

¹⁹ The responsibility and control of the evaluation including decision-making.

country grantees and is grounded on a variety of factors including grantees preference, capacity, and budget allocation towards the project to be evaluated. The selection of the grantee will be done at the beginning of the project or at the latest at the end of the first year of implementation. The in-country advisory group (incl. ECW) provides advice and feedback. It also approves the ToR, the selection of the evaluation team, the inception and final evaluation reports. Country level evaluations are decided on by ECW's head of M&E, while approved by ExCom on an annual basis. As mentioned above, per default, all MYRP countries are required to carry out a country evaluation after at least 2 years of implementation (not counting the inception phase) by an external firm/body. For FERs, country or regional level crises, evaluations are optional and dependent based on several criteria²⁰. The final evaluation report of the country level evaluations, including the management response, is shared with the ExCom for information.

The summative **organizational evaluation** as well as the formative evaluations of the **investment windows** (FER, MYRP) are managed by the M&E head of the ECW Secretariat. To enhance independence country program managers and technical experts are only involved as respondents. At the same time M&E staff are not involved as program focal points or technical experts during implementation. An advisory group is set-up consisting of 3-4 qualified and senior representatives from ExCom who know how ECW works, understand the EiE sector as well as the humanitarian-development nexus. Advisory group members are proposed by individual ExCom members and selected by the ECW M&E head,²¹ ensuring a balanced representation between the bi-lateral, multi-lateral, and civil-society actors of the ExCom. It is critical that representatives have a background and affinity with evaluation processes of global funds, institutions or agencies in education. For the evaluations of the investment windows, the advisory group provides feedback and recommendations throughout the evaluation process. The advisory group advises and approves key deliverables of the evaluation (ToR, inception report, final report). It also provides a recommendation for approval of the final evaluation report. ECW forwards the advisory group's recommendations of the evaluation report along with ECW's management response for approval by ExCom. HLSG will be informed of the progress and decision outcomes by ExCom on the final evaluation report and the management response.

For the organizational evaluation, the process is as the funding modality evaluation although approval of the ToR and inception report lies with the ExCom based on the recommendations of the advisory group. Also, at the final stage of the evaluation, ECW will forward the advisory group's recommendations of the final evaluation report along with ECW's management response for review by the ExCom and subsequent approval by the HLSG.

The **thematic evaluations** are led by the head of M&E of the ECW Secretariat with support of the ECW technical content expert(s). The decision to and when to evaluate a certain thematic area is made by ExCom and ECW M&E head. An advisory group of 2-4 members could be set-up when deemed relevant. This advisory group are technical experts in the respective field to be evaluated²². The same process and roles and responsibilities of the formative investment window evaluations is followed for thematic evaluations.

²⁰ Criteria include budget size, strategic value of country or partnership, innovative technical approach, potential for scale-up. A minimum budget indication that could trigger such an evaluation is approximately \$6 million.

²¹ When relevant, due to a technical focus of the evaluation, 1-2 partner agencies can be added to the advisory group.

²² Idem

All approved final evaluation reports and management responses are published on the ECW website.

For a visualization of the process for each evaluation process see the annex.

11. Resources for evaluations

The following budgetary amounts should be reserved in the annual budget of ECW or the grantee when the evaluation takes place:

- Country level evaluations²³: \$100.000 - \$150.000
- Funding window evaluation: \$400.000 - \$450.000
- Summative evaluation: \$450.000 - \$500.000
- Thematic evaluation: \$100.000 - \$150.000

Budget allocation per type of evaluation is approved by ExCom via approving this policy. As mentioned above, the annual evaluation budget is approved as part of the Secretariat annual budget approval process.

The M&E team of the ECW secretariat exists of three staff members, one head of unit and two M&E specialists. One M&E specialist is primary contact person for evaluations and supervised by the head of monitoring and evaluation. The M&E team reports directly to ECW leadership and not to program management level.

12. Capacity development in evaluation

On a global level ECW aims to share its learnings from its portfolio on EiE. The learnings should not be confined to ECW but be facilitated and shared within the broader EiE network via conferences, papers, presentations and other communication efforts, as deemed relevant.

The ECW M&E team provides the service of capacity development on monitoring & evaluation internally within the ECW secretariat as well as towards grantees and its implementing partners. This support can be provided online, via sharing of relevant documentation, and/or via preparing and organizing training/mentoring/coaching sessions for the grantees. This support is envisioned to be provided on a needs basis by the grantee or suggested from ECW if it notices that capacity is needed. The evaluations themselves serve as an indication of required support.

13. Approval and review of the policy

This policy is approved by ExCom and remains in place until changes are deemed necessary either by the ECW M&E head or ExCom. .

The review and approval of the evaluation plan, listing a minimum list of evaluation products, will follow the strategic plan cycle. Additional optional evaluations, such as the thematic evaluations, can be approved throughout the cycle at the discretion of the ECW Director.

The M&E team and country leads will regularly monitor the implementation of the policy and report on achievements, challenges and lessons learned in its Annual Report to the Executive Committee. In 2020,

²³ Multiple projects in a single country or when the crisis is regional a region.

this evaluation policy, ECW will conduct a self-assessment of the policy of which the results will be shared with ECW leadership and ExCom.

Annex 1: Core criteria for selection of evaluators

- Strong experience in conducting programmatic evaluations in both the humanitarian and development sector in (post) conflict and development countries.
- Strong experience in education, international development, and education in emergencies program evaluations.
- Experience with evaluating multi-donor initiatives and funding mechanisms.
- Experience of global discourse on SDGs, education 2030 agenda, Grand Bargain and other global frameworks that guide international/humanitarian development.
- Specialized thematic expertise on the subject matter evaluated.
- Proficiency in English and French in core team is mandatory. Arabic and Portuguese are an advantage.
- Strong research capacity including rigorous quantitative and qualitative data collection, analysis, and data visualization skills.
- Strong interactive presentation and workshop facilitation skills.
- Strong English reporting skills.
- Strong communication, inter-personal, people and team management skills to facilitate a smooth process of the evaluation.

Annex 2: Process flows

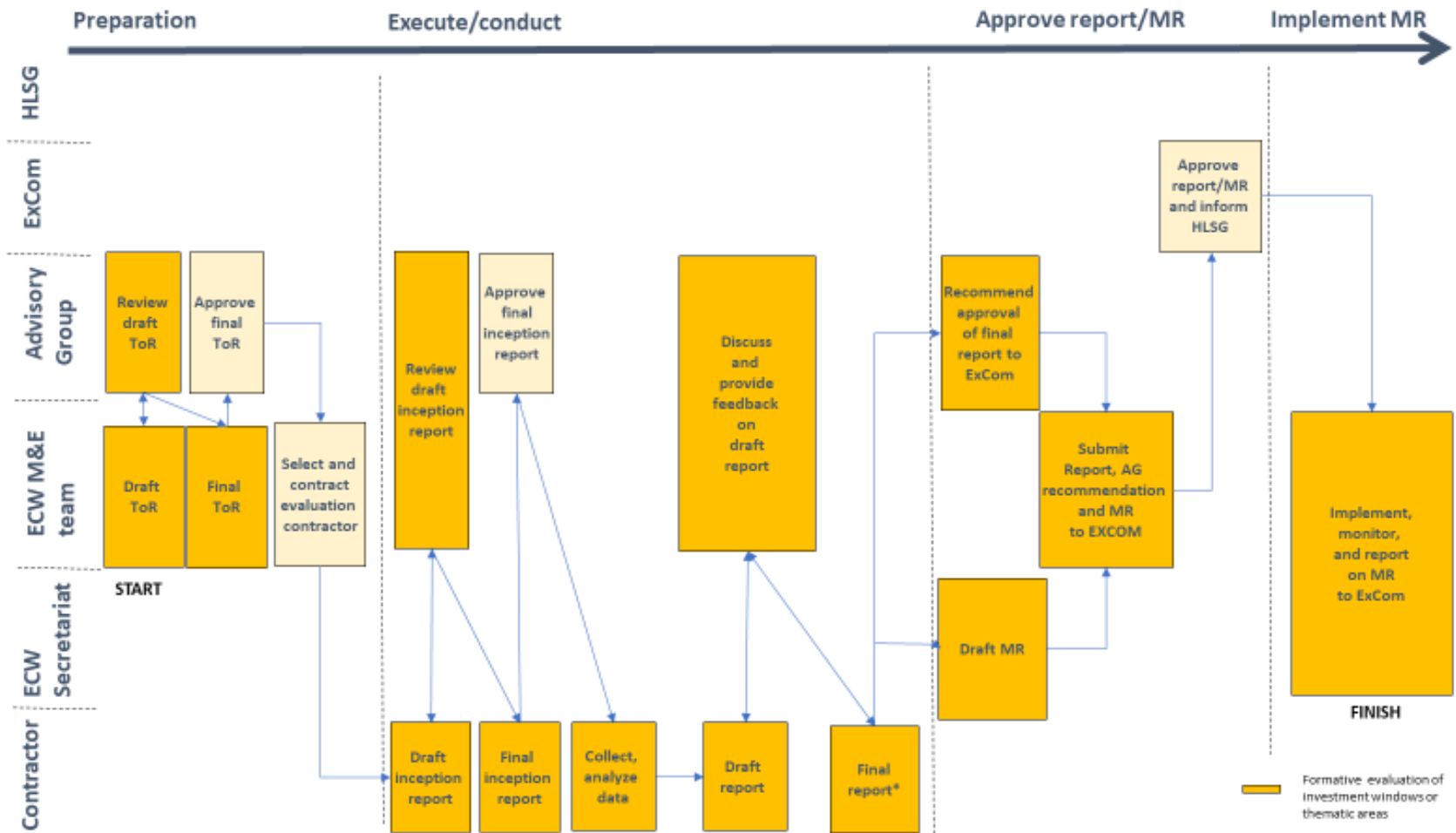


Figure 2: Process flow investment windows and thematic evaluations

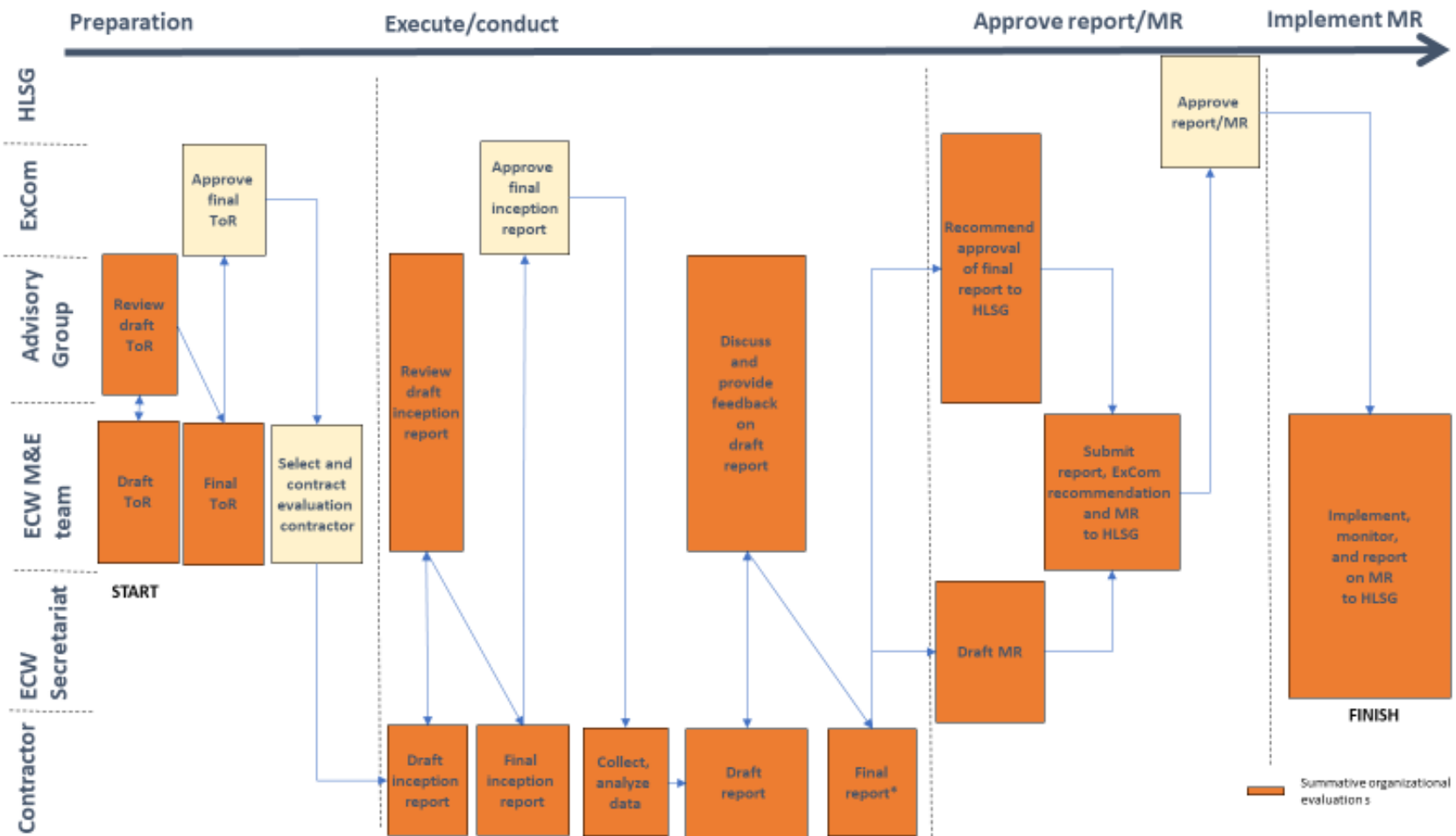


Figure 3: Process flow summative organizational evaluation

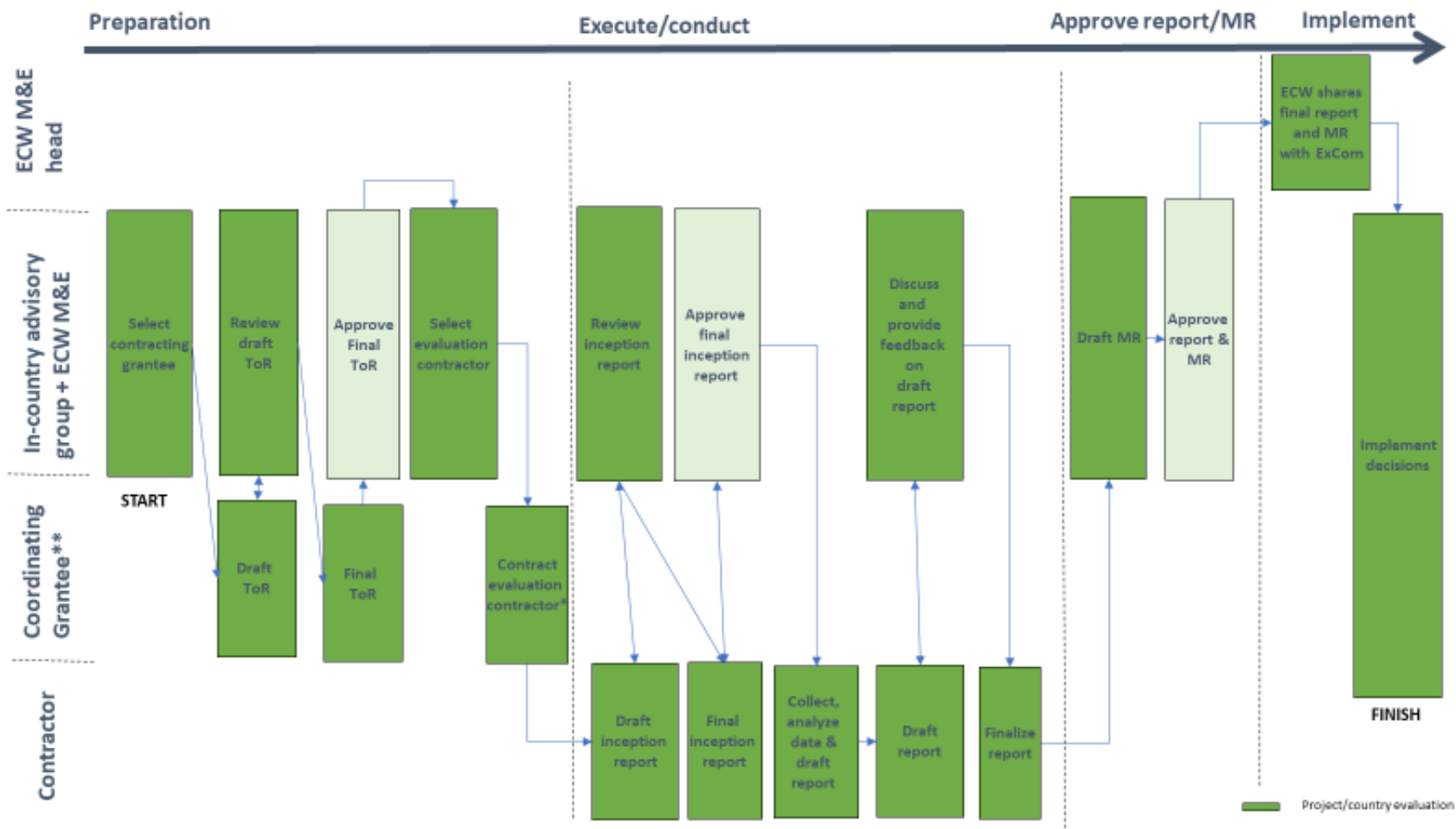


Figure 4: Process flow country/project evaluation

* In certain cases, depending on in-country situation, ECW secretariat can contract the contractor.

** In-country advisory group includes delegated M&E staff of all grantees (incl. the coordinating agency) and one ECW M&E staff member.

Annex 3: Acronyms

AF	Acceleration Facility
ALNAP	Active Learning Network for Accountability and Performance
ECW	Education Cannot Wait
EiE	Education in Emergencies
EMIS	Education Management Information System
ExCom	Executive Committee
FER	First Emergency Response
HLSG	High-Level Steering Group
HRP	Humanitarian Response Plans
M&E	Monitoring and Evaluation
MHPS	Mental Health and Psycho-Social Support
MYRP	Multi-Year Resilience Program
NFE	Non-formal Education
OECD-DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
PMC	Project Management Cycle
PME	Planning, Monitoring and Evaluation
RPL	Recognition of Prior Learning
SDG	Sustainable Development Goal
SGBV	Sexual Gender Based Violence
ToC	Theory of Change
ToR	Terms of Reference
UNEG	United Nations Evaluation Group