Grantee Operating Manual

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I. Purpose of this manual

1. This manual seeks to help potential grantees better understand how ECW works and how to apply for funding.
2. This manual was developed based on the operating model design and governance structure, approved by ECW's High Level Steering Group on xx date.
3. Specifically, this manual was informed by the following documents:
    a. Education Cannot Wait Operating Model Design;
    b. Education Cannot Wait Governance Overview;
    c. Terms of Reference for the High Level Steering Group, the Executive Committee, and the Independent Proposal Review Panel;
4. This manual should be treated as a "living document" which can be revised at any time by the ECW Secretariat.

II. Education Cannot Wait Overview

5. ECW provides funding to support education of children and youth in crisis contexts, including new emergencies and protracted crises caused by conflict, natural disasters, and disease outbreaks.

6. ECW aims to bridge the humanitarian/ development gap in education financing. Additionally, ECW aims to support forgotten crises and marginalized groups, and to promote gender equality and inclusive education.

7. ECW provides funds through three funding windows: Acceleration Facility, First Response Window, and Multi-Year Window.

8. ECW's strategy is set every 3-5 years through a consultative strategic planning process, which informs priorities across the Fund and by funding window.

Education Cannot Wait: Funding Window Overview

	Acceleration Facility	First Response Window	Multi-Year Window
Description	Makes targeted investments in EiE global and regional public goods	Provides early funding support at the onset or escalation of a crisis 4 possible funding modalities: • Initial funding to an appeal • Matched funding for appeal • Fund proposals • Fund needs assessments	Provides multi-year funding support to bridge the divide between emergency response and development, and to support protracted crises
Eligibility	• Broad eligibility • Specifications in RFPs	• Be selected as crisis for which First Response window will solicit proposals • ECW pre-accredited organizations	• Be selected as crisis for which Multi Year window will solicit proposals • Broad organizational eligibility • Must apply as coalition
How to receive funding	• ECW issues RFPs, aligned with ECW's strategy, on a rolling basis • Interested organizations submit a proposal	• ECW will determine which funding modalities to open • Initial and matched funding will be disbursed based on coordinating entity guidance • Organizations should apply for proposals and needs assessments	• Apply as joint proposal with coalition of actors

III. Receiving funding

III-i. From the Acceleration Facility

9. <u>Role of the funding window</u>: The Acceleration Facility advances the delivery of high-quality education services in crises by making targeted investments in global and regional public goods – defined as products that can be used in a wide array of countries and crisis contexts to improve responses, build capacity, and deepen the field of education in emergencies.

10. <u>What types of projects are funded</u>: ECW makes catalytic investments in global and regional public goods that are aligned with five functions – inspiring political commitment, facilitating joint planning and response, generating and distributing new funding, strengthening capacity, and improving accountability. While exact investments are based on ECW's strategy, and thus will evolve over time, some <u>example</u> investments may include:

a. Inspire political commitment for education in emergencies (EiE): Building an evidence base that can be used to shine the spotlight on the importance of EiE, incentivizing the activation and funding of an education appeal.

b. Facilitate joint planning and response: Building regional connectivity to support cross-country collaboration, preparedness, and response.

c. Generate and distribute new funding: Conducting research or pilots to inform how ECW and the EiE field more broadly might raise additional resources for EiE.

d. Strengthen capacity: Investing in strengthening the skills and capacity within the existing global architecture to improve coordination and responsiveness (e.g., the Global Education Cluster, Refugee Coordination Groups, INEE, START)

e. Improve accountability: Investing in global and regional data platforms with a focus on improving the collection, analysis, and aggregation of education results and financial flow data. Funding efforts to disseminate knowledge and good practice to the EiE field.

11. Amount available and duration: The amount of funding made available, the duration of a grant, and fund disbursement frequency varies and is specified in each RFP. The value of a single Acceleration Facility grant is expected to be between [Note: Minimum and maximum to be approved by Executive Committee.].

12. Results-based funding: Acceleration Facility grants with multiple disbursements may base some of its later disbursements on achieving a set of agreed upon results or reaching key milestones, as specified by each RFP.

13. Eligibility criteria: All types of actors are eligible to apply to the Acceleration Facility. In addition to fulfilling ECW's risk management protocols, each RFP will specify any additional grantee qualifications required.

14. Application process:

a. RFPs are issued on a rolling basis, based on objectives identified through ECW's strategy process, and publicized widely.

b. Applicants submit a proposal by a specified deadline. All proposals are reviewed at the same time, after the deadline.

c. Proposals for grants that are less than $500,000 USD are reviewed and approved by the Secretariat. Proposals for grants that are $500,000 USD or greater are reviewed by the Independent Proposal Review Panel and approved by the Executive Committee.

15. Selection criteria: Proposal selection criteria differ by RFP, but are informed by a consistent set principles, including:

a. Potential impact at a global or regional level;

b. Likelihood of implementation success;

c. Value for Money;

d. Past performance of the applicant, and;

e. Capacity and capabilities of the applicant

16. Grantee support provided by ECW:

a. Upon request, ECW will serve as a connector between grantees and other EiE partners.

b. ECW, through its partnership with the Global Business Coalition for Education will share opportunities to receive in-kind support from a consortium of private sector partners.

c. Secretariat support beyond a. and b. are limited in this facility, and it is expected that grantees have the capacity and capabilities to deliver on the project proposal with limited further support.

d. Please contact the ECW Secretariat for more details on opportunities to receive support.

III-ii. From the First Response Window

17. <u>Role of the funding window</u>: The First Response Window provides early funding support at the onset or escalation of a crisis, in order to reduce the impact of the crisis on education.

18. <u>Summary of eligibility and timing</u>: Only organizations pre-accredited by ECW can receive funding through the First Response Window. All First Response funds should be spent within one year of crisis onset or escalation. (Note, this does not imply all activities need to be completed by then.)

19. <u>Summary of funding modalities</u>: The First Response Window provides funding support through four possible modalities (listed below). For each crisis, the Secretariat determines which modalities will be most appropriate to address the need.

      a. <u>Modality 1</u>: Initial provision of funds to an education appeal

         i. Quickly provide a small amount of funding to an education appeal. Designed to ensure the continuation of services, make rapid early investments, and incentivize inclusion of education in humanitarian appeals. ECW works with the appropriate coordinating entity (e.g., education cluster, refugee coordination groups) in-country to determine the prioritization of projects.

      b. <u>Modality 2</u>: Matching funds to an education appeal

         i. Provide matching funds to an education appeal, with the aim of deploying additional funding without displacing existing donor funding. ECW works with the appropriate coordinating entity (e.g., education cluster, refugee coordination groups) in-country to determine the prioritization of projects.

      c. <u>Modality 3</u>: Funding for project proposals

         i. Fund education project proposals to support underfunded crises that require an immediate response. This modality will be used when there is no education appeal to effectively absorb matching funding to education, or when not enough funding is expected for a match to be valuable.

      d. <u>Modality 4</u>: Funding for needs assessments

         i. Fund needs assessments that help actors implement an informed EiE response. This modality is open to various types of needs assessments, including rapid single-sector needs assessments to supplement the immediate multi-sector needs assessment at the onset of a crisis, as well as comprehensive needs assessments to build a greater understanding of long-term needs and inform the transition to rebuilding and recovery.

First Response Window: Overview of Funding Modalities
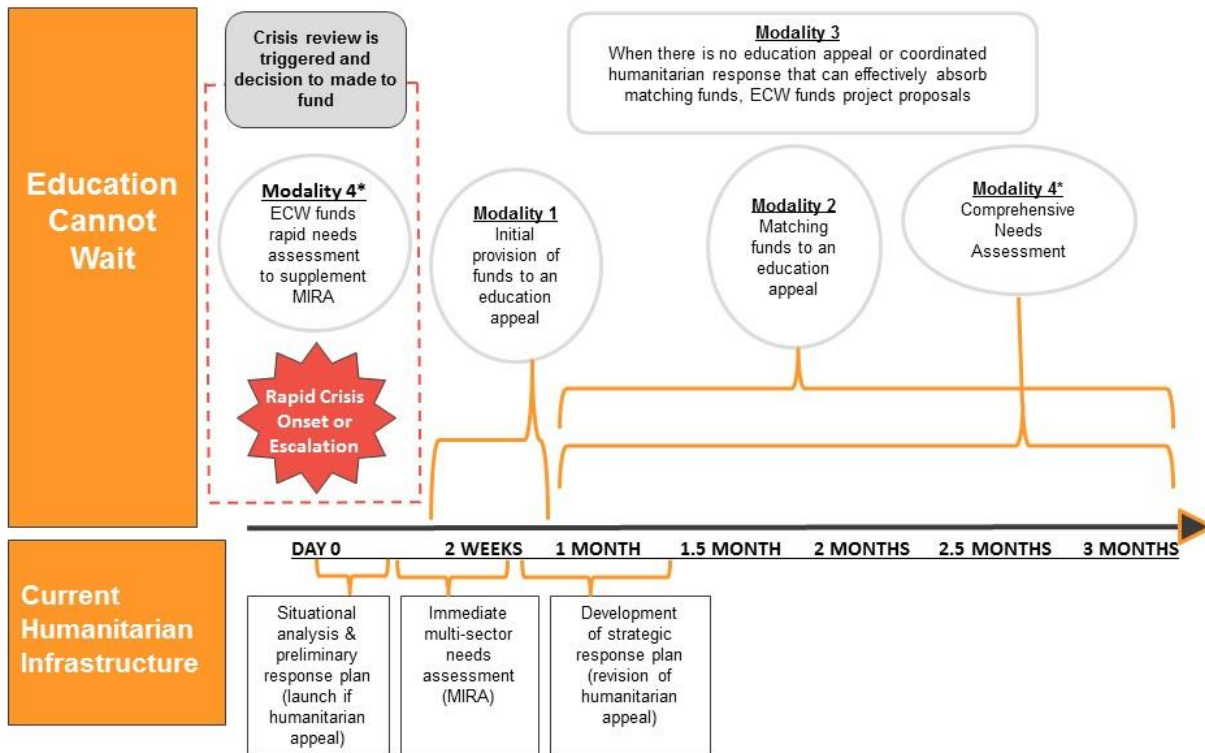
The timing for Modality 4: Needs Assessement if flexible & ECW accepts applications on a rolling basis. This overview shows two example of how Modality 4 might be used.

20. Eligibility criteria:

   a. Only organizations pre-accredited by ECW are eligible for funding in the First Response Window.

   b. The current list of pre-accredited organizations can be found on the ECW website.

   c. The list is currently comprised of organizations already pre-accredited by ECW's donors. Over time, ECW will set up and conduct its own accreditation process, aiming to increase the number of pre-accredited organizations and to ensure representation of local civil society, international NGOs, and multilaterals.

   d. If your organization would like more information on the ECW accreditation process, please contact the ECW Secretariat.

21. Crisis selection:

   a. At the start of a crisis, ECW will evaluate whether it will be funded in the First Response window and what type of funding (modality) will be used.

b. A review of a crisis will be triggered in the following two ways:

    i. All crises <u>escalated</u> to an L2 (escalated to an L2 on UNICEF and/or UNHCR's emergency response classifications) or L3 (escalated to an Inter-Agency Standing Committee's System-wide Level 3 emergency) will be reviewed by the Secretariat.

    ii. Organizations pre-accredited by ECW can request a crisis review in the case of a crisis onset or escalation for crises classified as L1 (UNICEF and/or UNHCR), L2 (UNICEF and/or UNHCR), or L3 (Inter-Agency Standing Committee's System-wide Level 3 emergency).

c. When a crisis review is triggered, ECW evaluates the crisis against the First Response crisis selection criteria, preferring crises with:

    i. <u>High level of need</u>: ECW gives higher preference to crises with a greater need, both in terms of scale (i.e., large number or large proportion of children and youth affected), and in terms of vulnerability (i.e., more out-of-school children and youth).

    ii. <u>Large gap in support</u>: ECW gives higher preference to crises that currently have less of their needs met and are less likely to have their needs met in the near future, whether via other funding sources or via country government support (e.g., lower-income countries).

    iii. <u>High ECW impact</u>: ECW gives higher preference to crises where ECW is more likely to be able to make a difference (e.g., where the First Response Window funding modalities could be most impactful).

    iv. <u>Alignment with ECW's strategic priorities</u>: ECW gives higher preference to crises that align with the strategic focus areas outlined in the strategy-setting process.

d. ECW aims to make a decision on whether a crisis will be funded, and which funding types (modalities) will be used, within one week of a crisis review being triggered.

e. These decisions are announced and made publicly available on ECW's website, and shared with ECW's pre-accredited organizations.

22. <u>Modality 1</u>: Initial provision of funds to an education appeal

a. When modality is applied: There is a clear immediate need for funding to ensure continuation of services or to make rapid investments, and there is an education appeal which is able to absorb a rapid provision of funds.

b. Funding level: Defined by funding formula – TBD by the Executive Committee.

c. Timing: One disbursement, within 3 weeks of the onset or escalation of a crisis, to fund activities within an education appeal.

d. Process for receiving funding (once crisis and modality has been selected):

    i. Once a humanitarian appeal has been launched with an education appeal, ECW disburses funds based on ECW's initial provision funding formula. (The current funding formula can be found on the ECW website.)

    ii. ECW works with the appropriate coordinating entity (e.g., education cluster, refugee coordination groups) in-country to determine the prioritization of projects among pre-accredited organizations.

    iii. Funds are disbursed directly by ECW to pre-accredited implementing agencies when funds are allocated to their project.

    iv. ECW works with implementing agencies to establish a grant-specific results framework and target indicators.

23. <u>Modality 2</u>: Matching funds to an education appeal

a. When modality is applied: There is an education appeal that is able to absorb matching funds earmarked to education, and there is likely to be some but not sufficient funding flowing to education, such that matching will be impactful.

b. Funding level: ECW matches funding to an education appeal until a specific deadline. The matching ratio – i.e. at what percentage of funds ECW will match funding to an appeal (e.g., 1:1, or 50%) – is based upon a standard ECW matching ratio that will be set / revisited annually by the Executive Committee. There is also an absolute maximum cap for matched funding toward a particular country /region that is set / revisited annually by the Executive Committee. Crisis-specific adjustments to the standard matching ratio and/or maximum cap can be made if approved by the Executive Committee. (The current matching ratio and absolute funding cap can be found on the ECW website.)

c. Timing: First several months of an education appeal. Exact timing, and whether there are one or multiple disbursements, is determined by the ECW Secretariat on a case-by-case basis.

d. Process for receiving funding (once crisis and modality has been selected):

    i. Once a humanitarian appeal has been launched with an education appeal and donors have begun to bilaterally fund the appeal, ECW provides matching funding to an education appeal, based on ECW's matching ratio and absolute funding cap. In exceptional circumstances, ECW may make country / region-specific adjustments to the matching ratio and/or absolute funding cap.

     ii.   ECW works with the appropriate coordinating entity (e.g. education cluster, refugee coordination groups) in-country to determine the prioritization of projects.

     iii.   Funds are disbursed by ECW directly to pre-accredited implementing agencies when funding is allocated to their project.

     iv.   ECW works with implementing agencies to establish a grant-specific results-framework and target indicators.

24. <u>Modality 3</u>: Funding project proposals

   a. When modality is applied: There is no or limited coordinated humanitarian response, or the coordinated humanitarian response is not set up to effectively absorb matching funding to education.

   b. Funding level: The funding level varies by project. The value of a single proposal grant is expected to be between [Note: Minimum and maximum to be approved by Executive Committee.].

   c. Timing: Rolling applications until proposal deadline, determined by the ECW Secretariat on a case-by-case basis. Proposal deadline is generally within first six months of crisis onset or escalation. There is one disbursement, and activities should be completed within one year of the crisis onset or escalation.

   d. Process for receiving funding (once crisis and modality has been selected):

     i.   Where ECW decides to fund a crisis but there is no coordinated humanitarian appeal, ECW makes a call for proposals to ECW's pre-accredited organizations, and informs the in-country government and relevant coordinating entities (e.g., education cluster, refugee coordination group) on the call for proposals.

     ii.   ECW may request potential applicants to contact the Secretariat and share their intention to apply within a short window after the call for proposals is made.

     iii.   At the time of the call, ECW determines a deadline for all proposal applications. Until the deadline, ECW reviews proposals as they come in, on a rolling basis. Generally, this deadline will be within the first six months of crisis onset or escalation.

     iv.   Applicants fill out and submit proposals, using the ECW First Response Proposal Form, which can be found on the ECW website.

     v.   ECW promotes coordination, and may require or encourage coordination between grantees and other EiE actors during the proposal writing process and/or during implementation as appropriate.

  vi. Proposals are assessed and funding decisions are made based on whether proposals exhibit the following criteria:

   1. A clear understanding of education needs in the crisis-affected area, including the needs of marginalized groups;

   2. A compelling plan to address the education needs, including how the grantee will pursue the intervention's sustainability;

   3. Technically sound activities proposed, that are aligned with ECW's results framework;

   4. A plan that is likely to maximize the impact of ECW's resources (i.e. Value for Money), and;

   5. Technically sound set of grant-specific indicators

  vii. To the extent possible, proposals will be reviewed and funding decisions will be made within two weeks of receiving the proposal.

  viii. ECW will consult relevant coordinating entities (e.g., education clusters, refugee coordination groups) during the proposal selection process, whenever applicable.

  ix. While coordination is encouraged and may be required, there is no limit regarding the number of organizations that can be funded per country / region.

25. Modality 4: Fund needs assessments

 a. When modality is applied: There is an insufficient understanding of needs, and a needs assessment would improve the EiE response.

 b. Funding level: The funding level varies by needs assessment, but must not exceed [Note: Maximum to be approved by Executive Committee].

 c. Timing: For crises selected for the First Response Window, ECW accepts rolling needs assessment applications until the proposal deadline, determined by the ECW Secretariat on a case-by-case basis. In addition, in cases where a rapid needs assessment would be helpful at the immediate onset or escalation of a crisis (e.g., if local actors believe more detail is needed than what is provided in the MIRA), ECW may accept and fund proposals for needs assessments prior to crisis selection.

 d. Process for receiving funding (once crisis and modality has been selected):

  i. Once the crisis and modality has been selected, ECW makes a call for needs assessment proposals to ECW's pre-accredited organizations.

  ii. At the time of the call, ECW determines a deadline for all proposal applications. Until the deadline, ECW reviews proposals as they come in, on a rolling basis, to the extent possible.

    iii.   Applicants fill out and submit proposals, using the ECW First Response Needs Assessment Proposal Form, which can be found on the ECW website.

    iv.   Proposals are assessed, and funding decisions are made based on whether proposals demonstrate the following:

        6. A clear need for the needs assessment, including how the assessment is complementary / additive to existing efforts, and;

        7. A clear, thoughtful plan to conduct the assessment, including a consultation plan of relevant stakeholders

    v.   ECW does not support duplicative efforts. To the extent that complete or partial needs assessments have already been created (e.g., PDNA), ECW will only fund supplementary assessments that help to build a broader understanding of needs.

    vi.   Coordinating entities (e.g., education clusters, refugee coordination groups, Local Education Groups) are consulted during the application process to confirm need and ensure complementarity and additionality, whenever applicable.

26. <u>Grantee support provided by ECW</u>:

    a. Upon request and pending resource availability, ECW will provide facilitation support for the needs assessment modality.

    b. ECW, through its partnership with the Global Business Coalition for Education will share opportunities to receive in-kind support from a consortium of private sector partners.

    c. Please contact the ECW Secretariat for more details on opportunities to receive support.

III-iii. From the Multi-Year Window

27. <u>Role of the funding window</u>: The Multi-Year Window provides multi-year funding support to help bridge the divide between acute emergency response and longer-term education systems strengthening work, and to support education needs in protracted crisis contexts.

28. <u>Amount available and duration</u>: This Window will provide sustained funding support for 3-5 years. The value of a Multi-Year Window grant is expected to be between [Note: Minimum and maximum to be approved by Executive Committee].

29. <u>Upfront grant agreement</u>: The Secretariat and the grantee will make an upfront agreement on the fund disbursement frequency (this will typically be annual), disbursement amount per stage, and what grantee results or performance if any will trigger a performance review, a pause on disbursements, or a grant cancellation.

30. <u>Crisis selection process</u>: The ECW Secretariat and Executive Committee will, on an annual basis, select crises for which to solicit proposals. This crisis selection process will be informed by ECW's strategic plan.

31. <u>Crisis selection criteria</u>: To determine which crises to fund, ECW evaluates crises against the Multi-Year Window crisis selection criteria, preferring crises with:

    a. <u>High level of need</u>: ECW gives higher preference to crises with a greater need, both in terms of scale (i.e., large number or large proportion of children and youth affected), and in terms of vulnerability (i.e., more out-of-school children and youth).

    b. <u>Large gap in support</u>: ECW gives higher preference to crises that currently have less of their needs met and are less likely to have their needs met in the near future, whether via other funding sources or via country government support (e.g., lower-income countries).

    c. <u>High ECW impact</u>: ECW gives higher preference to crises where ECW is more likely to be able to make a difference (e.g., where in-country actors could particularly benefit from ECW's joint planning and facilitation support).

    d. <u>Alignment with ECW's strategic priorities</u>: ECW gives higher preference to crises that align with the strategic focus areas outlined in the strategy-setting process.

32. <u>Maximum funding level</u>: For each selected country / region, ECW determines the maximum funding level ECW would be willing to fund. This level is determined based on objective such as the number of children and youth affected, with some flexibility to adjust based on ECW's fundraising and strategy.

33. <u>Eligibility criteria</u>:

    a. For a selected crisis, ECW typically funds one joint proposal from a country or region. ECW may make an exception and solicit or fund

multiple aligned proposals for a country or region, in specific contexts and with the mutual agreement of ECW and country-level actors.

b. A joint proposal can have one or several grantees nominated by the coalition to manage funds. Grantees must be able to fulfill ECW's fiduciary requirements and risk management protocols. (To be developed and included in proposal instructions.)

c. ECW strongly prefers joint proposals with a diversity of implementing partners, including where possible, local national governments, multilaterals, international NGOs, local civil society organizations, and private sector partners.

    a. ECW strongly prefers coalitions to include national governments and/or to be aligned with country education plans, where appropriate.

    b. ECW strongly prefers coalitions to include local civil society organizations. Wherever possible, coalitions should conduct robust local civil society consultations as part of the joint proposal process, and include local civil society actors as grantees or implementing partners.

34. Joint proposal process:

a. Once a country / region is selected, ECW will make a publicly-announced call for one or multiple proposals (e.g., announce via website, directly contact actors on the ground, including humanitarian and development actors and relevant government ministries where appropriate).

b. A broad set of in-country actors develop a joint proposal, which is informed by a broad stakeholder consultation – including, wherever possible: humanitarian and development partners, local national governments, multilaterals, international NGOs, local civil society organizations, and private sector partners.

c. The Secretariat will work with actors in selected countries and/or regions and provide pre-grant application support as needed to improve the likelihood of a proposal meeting ECW's proposal review criteria. This may include but is not limited to: coordination support, coalition building, and technical support in developing a joint proposal.

35. Proposal review process:

a. Once the Secretariat deems a proposal to be complete, compliant with ECW guidelines, and of a quality that it likely meets ECW's proposal review criteria, the Secretariat submits the proposal to the Independent Proposal Review panel.

b. The Independent Proposal Review Panel reviews the proposal to ensure technical soundness, and evaluates proposals based upon ECW's Multi-Year Window proposal selection criteria.

c. The Executive Committee approves all proposals for grants up to $20M USD, and the High Level Steering Group approves all proposals for grants larger than $20M USD.

36. Proposal selection criteria: To evaluate a proposal, the Independent Proposal Review Panel evaluates a proposal against the Multi-Year Window proposal selection criteria, preferring proposals with:

   a. Evidence of a clear understanding of needs: A comprehensive understanding of 3-5 year education needs in the crisis-affected area, including the needs of marginalized groups.

   b. Comprehensive plan: A comprehensive and inclusive plan to address 3-5 year education needs (including the needs of marginalized groups inclusive of gender equality). This plan should be reflective of humanitarian principles and rights-based approaches while adhering to the principles of conflict sensitivity and do no harm, and include initial ideas around how sustainability will be pursued for this plan.

   c. Technical soundness and alignment with results framework: Technical soundness of the proposal and its proposed activities, and clear alignment with ECW's results framework.

   d. Grantees with capabilities and capacity to execute: Proposed grantees that have the capabilities and capacity to execute the project plan and can take on the fiduciary and operational risk associated with sub-granting and the management of implementing partners.

   e. Broad and inclusive proposal: A diverse set of grantees and/or sub-grantees in the proposal. Fair and open process for determining grantee(s) and sub-grantees. Joint plan developed in coordination with a broad set of existing actors, including the national government wherever appropriate, and informed by a broad set of consultations.

   f. Value for Money: A plan that is likely to maximize the impact of ECW's resources.

   g. Innovation: A plan to experiment and pursue something different from the status quo, in order to address an existing challenge or help drive greater impact.

37. Grantee support provided by ECW:

   a. ECW provides support to grantees on an as-needed basis, especially focusing on working with actors in selected countries and regions to get to a proposal that meets standards for ECW funding. ECW currently offers the following:

      a. Pre-grant application coordination and technical support: May include, coordination support, coalition building, and technical support in developing a joint proposal.

b. Grantee capacity building: May include, training and support on resilience and preparedness, evidence building and data, project management, coordination, and EiE standards.

c. Field cultivation and readiness: Improve the readiness of country actors to apply for a Multi-Year Window grant and cultivate a pipeline of potential countries and regions to be funded in the future. May include, needs assessment support for grantees, and coalition building support.

b. ECW, through its partnership with the Global Business Coalition for Education will share opportunities to receive in-kind support from a consortium of private sector partners.

c. Please contact the ECW Secretariat for more details on opportunities to receive support.

IV. Post-funding requirements

38. Grantees are expected to track and report on target indicators on a regular basis, as agreed upon by the grantee(s) and ECW at the time that the grant is awarded.

39. ECW will use grantee reporting to learn, to publicly report on grantee progress, and to understand if there are risks (e.g., operational or fiduciary risks) that need to be addressed.

40. In the cases where the grantee is not demonstrating agreed-to progress (e.g., milestones, target indicators), ECW reserves the right to intervene and manage performance by establishing and implementing performance improvement plans, by providing grantee support, and by adjusting grant funding disbursements (e.g., increases / decreases, changes in disbursement schedule).

41. As Secretariat capacity allows, grantee support, especially for the Multi-Year Window, will be available upon request to help grantees even when progress is on track. Support may include trainings, technical or advisory support from experts, coordination, and coalition facilitation support.

42. Grantees are expected to regularly report on their compliance to grantee obligations related to grant rules and regulations, such as ethics and conflict of interest, fiduciary oversight, legal compliance.

43. The ECW Secretariat reserves the right to audit grantees at any time, either directly or through a contracted third party.

V. ECW management & governance

44. ECW is managed and governed by the following bodies:

45. High Level Steering Group: The HLSG is a high level steering body designed to provide political advocacy and strategic oversight and decision making. The HLSG makes decisions about governance structure and strategy to ensure the success of the Fund over the long term. The HLSG also approves major Multi-Year investments exceeding US$20 million. Furthermore, the HLSG selects the membership of the Executive Committee to ensure effective delegation of authority.

46. Executive Committee: The Executive Committee serves as the operational oversight body of the Fund. This committee makes decisions regarding crisis selection, most investments less than US$20 million, innovative financing mechanisms, and annual budgets. The committee is responsible for oversight of other bodies' operations (i.e. the Secretariat, Proposal Review Panel) and for ensuring the effective use of the Fund's resources. This body also approves the membership of governance bodies, including Task Teams and the Independent Proposal Review Panel.

47. Task Teams: The Executive Committee creates Task Teams to provide technical inputs to the Fund's work and/ or to draw on the expertise of ECW constituencies, as necessary and appropriate to carry out the strategy set forth by the High Level Steering Group. Task Teams are designed to produce a specified deliverable in an assigned time period. Three types of task teams exist: Standing (ongoing task teams designed to support the ongoing work of the Fund), Recurring (launched for a limited time period, focused on a task that may be repeated over the life of the Fund), and Temporary (created on an as needed basis to support the Fund for a one-time need).

48. Independent Proposal Review Panel: The Independent Proposal Review Panel supports the decision making of the Executive Committee and HLSG by conducting independent technical reviews of proposals and making recommendations on funding. The Panel reviews applications for the Acceleration Facility grants exceeding US$500,000 and all grants for the Multi Year Window of the Breakthrough Fund. Members of the Panel are independent of the other bodies of ECW.

49. Secretariat: The Secretariat conducts the day-to-day operations of ECW. Led by the Director, the Secretariat supports the work of other governance bodies, facilitates the grant process, provides technical support to grantees, and tracks progress of ECW investments. The Director of the Secretariat will have delegated authority, including approving First Response investments less than US$3 million and Acceleration Facility grants less than US$500,000, and approving the target outcomes and release of RFPs for the Acceleration Facility.

50. UNICEF Funds Support Office *(temporary, pending permanent host decision)*: The current Funds Custodian for ECW is the UNICEF Funds Support Office. The Funds Support Office sits under the control of the UNICEF Comptroller with responsibility

for ensuring the administrative operations of ECW comply with the rules, regulations, and procedures governing UNICEF operations. The Funds Support Office also supports the distribution of funds to grantees and the financial management of ECW.

ECW Organizational Chart

HIGH-LEVEL STEERING GROUP

High level body, focus on strategy and political advocacy

EXECUTIVE COMMITTEE

Operational oversight body, focus on investments and in depth decision making

Independent Review Panel

Review proposals and make recom.

Standing Task Teams:

E.g., Financial oversight

Recurring Task Teams:

E.g., Strategy

Temporary Task Teams:

E.g. Risk management frameworks & tools

Director

SECRETARIAT

Management body, conducts the core operations of the fund

FUND CUSTODIAN
(current; UNICEF Funds Support Office)

Support financial and risk management