

Educate A Child

Monitoring and Evaluation Function

Introduction

The Educate A Child Programme has as its foundation, the following Vision and Mission.

EAC Vision Statement

EAC's vision is a world where every individual has the opportunity to learn through a quality education.

EAC Mission Statement

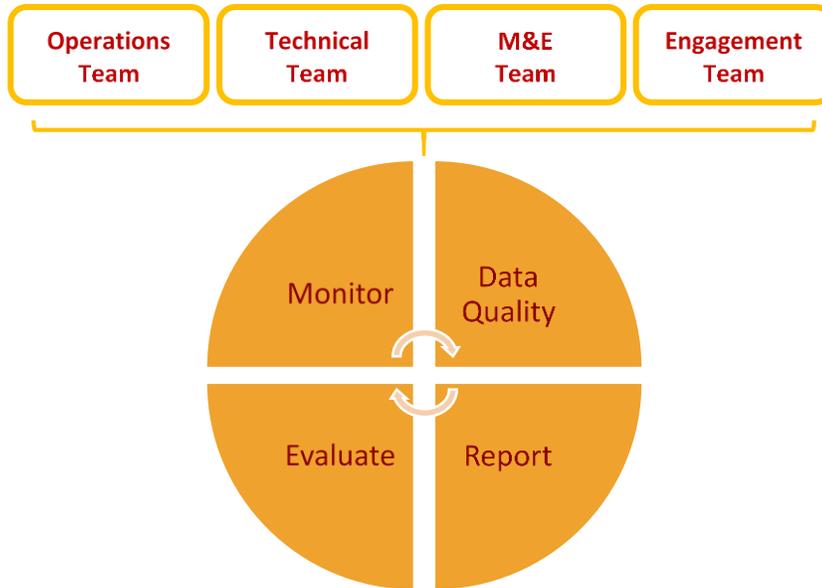
EAC's mission is to make a major contribution to trigger significant breakthroughs in providing out-of-school children in poverty, crisis, and conflict-affected environments with a full course of quality primary education.

The Monitoring and Evaluation (M&E) function in Educate A Child (EAC), a programme of the Education Above All Foundation (EAA), was designed with the inception of the programme in 2012. It has evolved and matured over the last four years to meet the demands of a growing programme. At the onset of the programme, EAC contracted with thirteen implementing partners in eight countries, and one multi-country project across 12 countries and since has expanded to 59 projects in 48 countries.

M&E is a foundational component of the entire Educate A Child program. While the M&E unit is the hub, other units are essential spokes on the wheel. The validity, accuracy, quality and timeliness of data is a shared responsibility among EAC staff. Every unit within EAC monitors project progress, engages in quality assurance, contributes to data compiled in the database, and utilizes results from M&E. For example, the operations department ensures the quality and accuracy of financial reporting against budgets and compliance with legal agreements. In some cases, operations personnel conduct field site monitoring visits to monitor project financial systems and verify expenditures. The technical department is heavily engaged in due diligence field visits and site monitoring visits to ensure project compliance. The engagement department tracks and responds to incoming EOIs and records status of proposal development. The technical team also monitors the progress of project implementation through partner technical reports and tracks the accuracy and validity of data provided in technical reports. They also apply rigorous scrutiny and historical accuracy with data reported for communication and publication purposes, serving as an additional check on data quality. The M&E Department works with the Technical Department to ensure solid M&E project system design for project data collection, monitoring and reporting. It also, provides the data cleaning and reconciliation for project online reports to the EAC database. Regular reports for management include data compiled from the database. The M&E

department also provides overall guidance for partners on designing data collection systems and reporting data. The project site monitoring visits are organized by the M&E team, including those conducted by EAC staff and those contracted with Pricewaterhouse Coopers (PwC). The M&E unit also develops consultant scopes of work for case studies, external evaluations, and research. Sample external post-award reviews are conducted by EAA internal audit as well as contracted with PwC.

EAC Monitoring and Evaluation Function



The EAC M&E system uses qualitative and quantitative instruments in determining progress towards goals. It is a results-based management system tied to intended outcomes for EAC as a whole and individual project contributions. The overall system design is provided in the M&E Plan, developed in 2013 and included in Annex A. The EAC M&E function is involved from incoming requests for partnerships until project completion, providing quality assurance throughout the process. Annual reports are made against EAC Key Performance Indicators (KPIs) to EAA. A recent KPI progress report is found in Annex B.

The M&E system operates on two levels, M&E at the project level, and M&E at the organization level, as discussed below.

EAC M&E at the project level

Becoming a Partner. A section of the EAC website outlines the process for requesting consideration of a partnership with EAC through an Expression of Interest (EOI). Initial screening of EOIs for implementing projects result in outright rejection, requests for clarification or modification, or recommendation to request a full proposal. If a full proposal is requested, guidelines for proposal development and budget are sent to the potential partner for preparation and submission. Unlike the EOI guidelines, these proposal guidelines are not posted on the website and are only available after a recommendation to request a full proposal is authorized by the EAC Executive Director. Once a proposal is submitted and considered sufficiently strong, organizational due diligence is conducted. This occurs through validation visits by EAC staff and contracts with PwC, particularly in the case of local NGOs less well known in development education. If the due diligence procedures confirm the viability and capacity of the partner organization to manage the project, and the final proposal is accepted by the technical team, the project is recommended to EAA management for funding consideration. Once approved, a legal template grant agreement is negotiated with the partner, signed and fully executed by both parties.

Besides Implementing Partners tied to specific projects, additional partnerships negotiated with EAC include Strategic Partners, Resource Partners, and Advocacy Partners.

Strategic partners. Strategic partners consist of organisations with global reach that have a similar mission and vision as EAC, and through their reputation and worldwide presence, support EAC with advice and access to resources and networks.

Resource partners. Resource partners are organisations that contribute to EAC's mission through providing evidence of what works in reaching out of school children; innovation in developing the most practical, appropriate, and affordable means to addressing the obstacles faced by out of school children; and financial resources that help close the funding gap for primary education.

Advocacy partners. Advocacy partners bring their expertise, energy, and their persuasive influence to provide focus and action in support of changing the situation of the millions of children who are out of school.

Project M&E. EAC designed an online reporting mechanism for partner projects to submit data on progress against targets every six months, in January and July of each year for the life of the project (LOP). The mission of EAC was clear from the beginning, and criteria for project selection were posted on the website at the onset. Projects must demonstrate successful pedagogical methodologies for reaching primary level children who are not in school, target an average of at least 10,000 out of school children (OOSC) per year of the project, and secure at least 50% co-funding against an EAC grant.

Definitions of OOSC consistent with international standards are included on the EOI template. Projects include their own M&E system design for identifying and tracking individual students in their proposals and submit project data online once the project is underway.

Due Diligence. Once a project proposal is under consideration for funding, organizations must submit documents that are conditions precedent to the grant agreement. This includes organization bylaws, license and registration in the country, authorization to enter into an agreement by the Board, signatures of persons authorized to interact with EAC, and a certification of document authenticity.

The five certifications under Conditions Precedent include:

1. A copy of the constitutional documents of the Grantee organization certified by a director of the Grantee organization.

2. A copy of the Grantee organization's current license or commercial registration certified by a director of the Grantee organization.

3. A copy of a board resolution of the Grantee organization approving the terms of, and the transactions contemplated by the Agreement.

4. A sample of the signature of each person who has been authorised by the the board of the organization to deal with EAC.

5 . A certificate of an authorised signatory of the Grantee organization certifying that each copy document relating to it specified is complete and in full force and effect as at a date no earlier than the date of the Agreement.

The EAC technical team engages in due diligence through *Validation Visits*, to assess the project management staff, capacity to implement the project, financial and programmatic procedures, field sites of operation, MOE involvement, and M&E system capabilities. In addition, a process of due diligence is contracted with PwC to conduct a site visit and assess historical, legal, financial, and reputational guarantees. PwC is contracted to visit all local organizations to verify their soundness and capacity to implement the proposed program. The only exception is UN agencies. With these due diligence procedures, EAC is assured by the time of grant approval that the partner organization is capable and well positioned to manage the project. A more detailed description of the Due Diligence process is presented below.

Based on this rigorous due diligence process, only the highest quality projects are selected as EAC implementing partners. Continuous monitoring throughout the project implementation through reporting, monitoring visits, and ongoing communication with partners helps to ensure projects stay on track and accomplish their goals.

Project Reporting. Since EAC requires tracking of individual students, intensive scrutiny and rigor are applied to the review of the M&E portion of proposals. Once operational, project data submitted online are captured by the EAC database, compiled and reviewed. Data cleaning and reconciliation require interaction between EAC M&E and technical teams and the partners. All data reported to the M&E system and in the technical reports must be consistent as well as accurately build on previous reports. This process is labor intensive on both sides, and communicates to the partners and to EAC/EAA management how seriously EAC holds projects accountable for accuracy in reporting. Payment disbursements are authorized after M&E, technical, and financial reports are submitted every six months, are all cleared by relevant EAC staff, and are approved by management. In many projects, midterm and final evaluations are budgeted and contracted by the partner organization within the project timeframe. In other cases, EAC contracts for individual project evaluation.

Project close-out procedures include a final report of achievements against targets. EAC articulated a set of Gold Standards for project M&E systems to ensure data quality and appropriateness. These can be found in the M&E Guidelines for Project M&E Systems in Annex C.

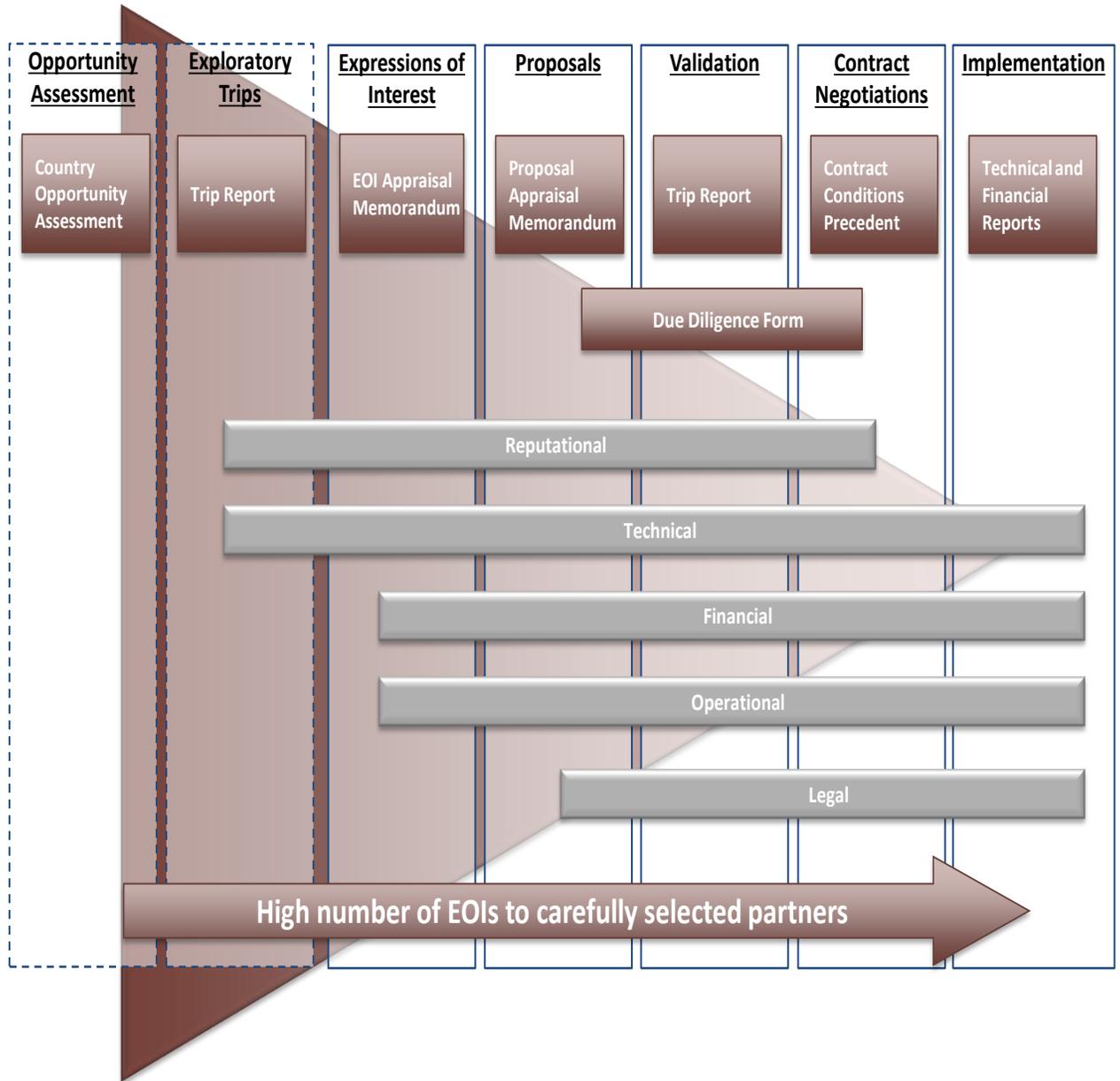
EAC M&E at the organization level

Country and Partner Selection. EAC operates a robust M&E system at the organization level. When the programme first began in 2012, a country selection process was undertaken. Because the goal of reaching 10 million OOSC in a few years was so ambitious, it was determined that first priority countries would have at least 500,000 OOSC according to current UNESCO statistics. This cut line indicated 35 countries meeting this criterion. The next step was to determine where the OOSC were located in each country, and which organizations were already actively engaged. The Education Policy and Data Center (EPDC) in Washington, DC was contracted to provide datasets for each of the identified countries, illustrating UNESCO and Household Survey Data showing numbers of OOSC in each country and geographic location on individual country maps. EPDC also created a matrix for each country showing current active projects in education and a synopsis of their work. Following this initial country overview, EAC compiled extensive individual country opportunity assessment documents including research on the political and economic context, the education system, the barriers children faced in accessing education, the national education strategy, and potential partner contacts. (*The EPDC database and individual country opportunity assessments are available on the EAC shared drive.*) The next step was to determine whether any current or new organizations in the country might be interested in focusing on, or expanding to include OOSC, as a partner with EAC. This involved *Exploratory Visits* to selected countries to meet with potential partners, senior government officials, and community stakeholders. Organizations that were aligned with EAC goals were invited to submit EOIs and the review process was undertaken.

Programme Data. EAC maintains a robust database of information on progress toward EAC goals to reach OOSC, as well as tracking progress of individual projects. Once projects are operational for two years, they begin to report retention of students in their programs and completion rates over time. The

overall retention and completion rates are compiled by M&E staff and reported to management. Database design is continually refined to reflect current data needs as the programme matures.

EAC due diligence processes result in high selectivity of partners.



Monitoring Tools. The regular six-monthly M&E, technical and financial reports serve as monitoring tools, giving a status report of progress towards targets, challenges encountered, and mitigation efforts to address them. Semi-annual reporting templates and guidelines are included in Annex D. Post-award reviews of projects serve as an additional check on project status and compliance and are selectively conducted by EAA’s internal audit personnel and contracted with PwC.

At the organizational level, additional checks on project progress are carried out through *Site Monitoring Visits (SMV)*, prompted by an interest in observing the functioning of an innovative model, or providing assistance in resolving issues or challenges encountered by the project. Visits to project offices, field sites, and interviews with stakeholders are typically part of the SMV. Reports from the SMV team are compiled and submitted to the Executive Director for approval and stored with the M&E Department. A detailed Site Monitoring Guide providing suggested documents to review, questions to ask, and interviews to conduct for each project component and stakeholder is included in Annex E.

Project and stakeholder consultations through telecommunication or in person are another monitoring tool and problem-solving mechanism to help ensure projects stay on track. The M&E team is heavily involved in data reconciliation and cleaning, as well as proper data recording, with every report submission. The technical team also engages personally with each project management team to ensure data and activities reported are consistent with submissions to the M&E database. Further, the Technical Department consults regularly with project managers to ensure compliance with EAC procedures, accuracy in reporting, and resolving issues. Likewise the M&E and Operations departments interact with their counterparts in the projects. Members of the three departments engage in regular internal discussions regarding specific project status to ensure every department is aware of all issues that are pending resolution. This personalized approach to project quality assurance helps to prevent greater challenges and issues later, and also maintains good working relationships with partners.

OOSC data verification site visits are conducted on a sample of projects. The purpose is to ensure project integrity of procedures for collecting, handling, recording, and transmitting data on OOSC. On occasion, a more comprehensive Data Quality Assurance (DQA) site visit is conducted with more extensive review of data collection and transmittal procedures to verify the authenticity of the data and accuracy in reporting. DQAs may be contracted with international education M&E specialists in this field.

Evaluation Tools. As part of impact assessment, EAC engages external consultants to conduct case studies to delve more deeply into the factors and conditions that precipitated project achievements. TORs for case study investigations are issued and consultants contracted over several weeks, with a combination of document review and site visits to examine the factors contributing to the project outcomes. Case studies are recommended by M&E, technical and operations teams based on their knowledge of projects and their potential as innovative methodologies.

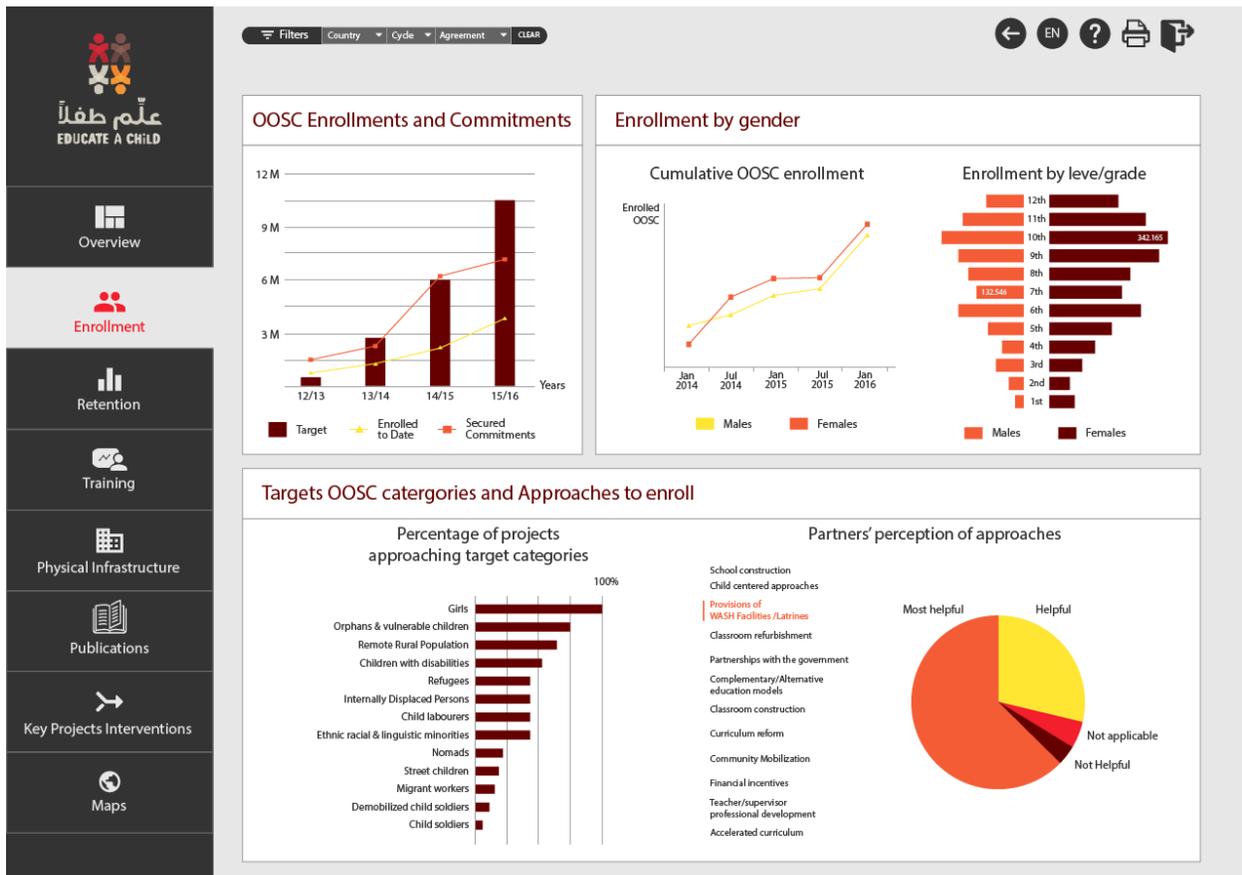
Formative Performance Monitoring is a structured internal process jointly conducted with M&E, technical, operations, and engagement teams as a check on consistency in application of procedures, standards, and messaging. Teams meet together to discuss assessments of individual projects, responses to partners, EAC internal mechanisms, coordination with EAA processes, archiving of data and information, and communication materials.

External project evaluations are occasionally contracted with outside consultants when recommended by EAC programme teams and management. These external evaluations are conducted when project evaluations indicate a need for additional information. Often these evaluations are critical in determining whether a project continues, is considered for a second phase, or could to be highlighted as a model of success.

External Evaluation of the EAC programme is scheduled after several years of operation, as a check on programme accomplishments and KPIs, validation of data reported, staff capacity, and compliance with EAA and EAC procedures.

Foundation Documents	EAC Quality Assurance Mechanisms		
	These activities take place in two phases of project implementation.		
	Pre-project Implementation Phase	Project Implementation Phase	
<ul style="list-style-type: none"> • EAC 5 Year Strategic Plan (December 2013) • EAC Monitoring & Evaluation Plan (May 2013) • EAC Performance Monitoring Plan (May 2013) 	<p>Opportunity Assessment Activities <i>to determine country context, potential partners, MOE national education sector plans</i></p> <ul style="list-style-type: none"> • Expression of Interest and Proposal Reviews—Review by EAC technical team members of Expressions of Interest & Proposals • Validation Visit— Site visit by EAC team to record technical operations of the proposed partner project and observe field operations • Due Diligence— Appraisal of proposed partner’s finances, operations, management, technical program, and reputation 	<p>Monitoring Activities <i>to track progress</i></p> <ul style="list-style-type: none"> • Semi-annual partner financial, technical, and indicator reports – Reports submitted by all implementing partners and reviewed by EAC team • Monitoring Visits (purposeful sampling)— Site visits to monitor progress as well as review project’s programmatic, financial, and monitoring & evaluation systems and data collection • Stakeholder consultations--- periodic communication with project management to assess progress and resolve issues • OOSC Data Verification Visits— Verification by a third party of the reported number of out of school children (OOSC) reached by EAC programming • Data Quality Assessment (DQA)— A comprehensive DQA on specific projects, conducted by DQA specialists 	<p>Evaluation Activities <i>to assess project outcomes</i></p> <ul style="list-style-type: none"> • Case Studies—Detailed study of projects that show promising practices and innovative interventions • Formative Performance Monitoring—Internal assessment to provide formative feedback on EAC’s progress in meeting its goals • External Evaluation of EAC projects---TOR issued and consultant contracted to provide assessment of project achievements • External Evaluation of EAC programme operations----TOR issued and consultant contracted to review EAC programme functions, capacity, and compliance with EAA procedures and regulations

Data Dissemination. Sharing data and information on the outcomes of the overall EAC programme are compiled from the M&E database against KPIs and reported regularly to EAA management. Additional outreach includes website postings, programme brochures, presentations at conferences, and high level briefings for upper management, all based on M&E data archived on the database. A sample database dashboard illustrates the kinds of information generated.



Research. Research is a key component of the EAC M&E function. One of EAC's objectives is to influence the global agenda concerning OOSC, as well as to be a thought leader in international development education. Occasional research investigations, including literature review, global trend analysis, assessment of historical practices, and country specific or regional education indices, all contribute to the global knowledge base on OOSC. A Perspective on Practice and Policy series, a Technical report series, and Research Publications are produced, published, distributed and posted on EAC's website.

Audit. EAC undergoes regular audits of the EAC programme, individual projects, and project achievements. After two years of EAC operations, an external audit was conducted by Her Highness' Office (HHO). Now, EAA has an internal staff officer who regularly conducts programme and project audits at his discretion. In addition, on occasion, PwC is contracted to conduct a project audit. Additionally, EAC has a clause in the grant agreements that project audits conducted within the project budget can be requested by EAC for review. EAC staff respond to internal and external audit findings with clarifications on how issues identified are addressed or what mitigations strategies are in place to resolve challenges faced. This sometimes involves working with partner projects to provide answers and sometimes prompts recommendations for project site visits. All audit findings are responded to until a point of mutually accepted conclusions.

Decision Authority. To ensure efficient and timely programme management, EAC assigns certain low-risk decisions to be negotiated and approved at the EAC Executive Director level. Decisions involving significant changes in grant agreements are made at the CEO and Executive Committee levels. Distinction is made between decisions made prior to a fully executed grant agreement and after the agreement is signed and the project is underway. The following lists the ceilings recommended to be associated with each decision authority level, including the EAA Executive Committee, the EAA CEO, and the EAC Executive Director.

EAA Executive Committee Authority (significant changes to agreements)

Before an agreement is signed:

- Funding approval for any project with an EAC commitment of more than 10m QR .
- Any increases in the first year disbursements that are made between the time of Executive Committee approval and finalization of the agreement.

After an agreement is signed:

- Any changes to the disbursement schedule.
- Any decreases over 10% in OOSC life of project (LOP) target.
- Any increases to EAC agreed budget ceiling.
- Any decreases in co-funding that result in less than 40% of project cost.
- Any increases over 10% in investment per child.
- Any contractual amendments resulting from the above.

EAA CEO Authority (approval authority with actions reported to Executive Committee)

- Funding approval for any project with an EAC commitment of less than 10m QR.
- Signature authority on all EAC project agreements and contracts.
- Signature authority on all EAC project amendments.
- Any early project closure.
- No-cost extension requests, for reasons such as:
 - Finalizing project activities not completed because of extenuating circumstances or unforeseen challenges;

- Delays in receiving EAC funding;
- Changes in allocation of EAC funds which improve project performance as **recommended** after technical team review and EAC Executive Director approval.

EAC Executive Director Authority (low-risk, minimal change parameters, technical discretion)

Before an agreement is signed:

- Any change in LOP OOSC target by 10% or less.
- Any decrease in the budget or investment per child.

After an agreement is signed:

- Any decrease of less than 10% in the LOP OOSC target depending on the partner's performance/context such as country issues (sudden war, force majeure).
- Any decrease in retention of 20% or less of LOP OOSC target, depending on the partner's performance/context such as country issues (sudden war, force majeure).
- Any change in the investment per child by 10% or less.
- Any budget realignment when shifting budget between EAC approved cost categories when such shift exceeds 10% of an annual line item: e.g. salaries, equipment, other direct cost, within the total budget ceiling.
- Any decrease in co-funding that maintains at least 40% of project cost.
- Any payment recommendation that allows for the partner to retain 50% of any remaining balance on hand after allowing for commitments and the next six months of planned expenditure.
- Any payment recommendation for a project with more than 20% underperformance towards cumulative annual enrolment targets with a remediation strategy approved by EAC.

The delineation of decision authority is standard procedure defined according to best practice and in alignment with the organizations' values, integrity, and goals. Levels of authority are articulated to reduce confusion and unnecessary duplication of effort, and to advance the interest of negotiating timely decisions.

Conclusion

EAC takes very seriously its responsibility for sound, proper, accurate, verifiable, and defensible monitoring and evaluation. The ultimate function for M&E is to adequately reflect the results of project interventions and demonstrate quality in programme operations and project implementation. The entire EAC programme is invested in and actively participates in advantaging millions of children with an education they might otherwise not have experienced.

Annex A. EAC M&E Plan



MONITORING AND EVALUATION PLAN

2013



EAC_ME Plan_FINAL
Dec 2013.docx

Annex B. Recent KPI Report

التعليم | education
فوق | above
الجميع | all



Key Performance Indicators December 2016



EAC KPIs
December2016 (Ver

Annex C. Guidelines for M&E System



GUIDELINES MONITORING AND EVALUATION SYSTEM

8th December 2016



EAC ME guidelines
Revised Jan 2017 cle

Annex D. EAC Semi-annual Report Guidelines

EAC SEMI-ANNUAL M&E ONLINE SYSTEM USER'S MANUAL

January 2017



EAC Users
Manual-Online ME I

EAC SEMI-ANNUAL FINANCIAL REPORT TEMPLATE

January 2017



EAC Financial
Reporting Template

EAC SEMI-ANNUAL TECHNICAL REPORT GUIDELINES

January 2017



EAC Technical
Report Guidance Jar

Annex E. EAC Site Monitoring Guide

EAC SITE MONITORING GUIDE

STEP-BY-STEP GUIDE TO CONDUCTING MONITORING SITE VISITS WITH EAC PARTNERS

June 2014



EAC Site
Monitoring Guide J