

**EDUCATION  
CANNOT  
WAIT** a fund for education  
in emergencies



# STRATEGIC PLAN

2018-2021

This strategic plan was developed with ECW stakeholders through a Strategy Task Team representing North and South, UN, NGOs and donors. Consultations on strategic direction, coordination modalities and substantive services, guiding the strategy in 2018-2021, were conducted with government partners and in-country recipients of grants in Afghanistan, Bangladesh, Lebanon, Uganda and Yemen. The Lessons Learned document produced on the Initial Investments (June 2017) has been taken into account, as has best practices for development programming in crisis contexts. The ODI "Education Cannot Wait: Proposing a fund for education in emergencies" (May 2016) serves as a foundation to this strategic plan, as it encapsulates the research, analysis and consultations conducted over several years with a wide range of actors including governments, donors, civil society, development and humanitarian actors, which led to the creation of ECW.

**Front cover image:** Digana, 6, (right) is happy to be back in class at Teabat al Reah School in the Zumar sub-district of Ninewa Governorate. "One day I hope to become the director of this school!" she said. © UNICEF/Anmar

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# ECW 2018-2021 STRATEGIC PLAN AT A GLANCE

## VISION



A world where all children and youth affected by crises can learn free of cost, in safety and without fear in order to grow and reach their full potential.

## MISSION



To generate greater shared political, operational and financial commitment to meet the educational needs of millions of children and young people affected by crises, with a focus on more agile, connected and faster response that spans the humanitarian –development continuum to lay the ground for sustainable education systems.

## OVERARCHING GOAL

ECW-supported interventions reaching 8 million crisis-affected children and youth by 2021



## STRATEGIC OBJECTIVES

1

Increase political support to education in crises

2

Increase financing for education in crises

3

Improve joint planning and responses

4

Strengthen capacity to respond

5

Improve accountability

## COLLECTIVE EDUCATION OUTCOMES

Access

Equity +  
Gender equality

Continuity

Protection

Quality

# FOREWORD

## **“I BELIEVE THAT EDUCATION WILL HELP US BUILD OUR FUTURE.”**

These are the words of Majed. He is a young Syrian student, standing amidst the ruins of his home and the destruction of his town - in a country engulfed by war. Electricity is scarce and internet unreliable. The psychological scars will take years to heal. Still, Majed holds on to his last hope: an education to build a future.

Across the globe, in Cox’s Bazaar refugee camps, 15 years old Fatima faces an uncertain future. She was raped and both of her parents were killed before she reached the refugee camps across the border in Bangladesh. Unless she gets access to psychosocial help and an education, she risks – like 39 million of girls in crisis – to fall victim to sexual trafficking, continued violations and lifelong disempowerment. She too deserves hope.

At the centre of the African continent, in the Democratic Republic of the Congo, Victoria is one of 7.8 million children deprived of quality education in a country that has suffered armed conflict over four decades. Conflict, repeated displacement, a high level of sexual violence and high costs of schooling make it virtually impossible for her and millions of affected girls and young women to exercise their right to education in protected and safe learning environments. She too is entitled to a future.

In a world where millions of children and youth suffer the brunt of brutal conflict, natural disasters and epidemics, their education cannot wait until their suffering has ceased, until their countries have rebuilt or until the world has attained global peace and security. They need hope today when they most need it. They are the ones to build that future.

Education Cannot Wait is the first global fund dedicated to education in emergencies and protracted crises. Currently, 75 million children are being deprived of their childhood, education and the chance to prepare for a productive adulthood. Hit by conflict and disasters, they are denied the opportunity to make the most of their lives. Yet, until now, education in emergencies and protracted crises has fallen between the cracks – not taken seriously enough when funding humanitarian aid and thus leaving education dramatically underfunded at a mere 3.4 per cent of humanitarian appeals. This needs to change.

After years of research and preparatory work to bring about such change, Education Cannot Wait was established at the World Humanitarian Summit under the banner of the Agenda for Humanity. Geared at bridging the gap between humanitarian relief and development, quality education was placed as a central and non-negotiable right in humanitarian action unto recovery and development. It is thus our hope that Sustainable Development Goal 4 will no longer be a farfetched dream to the millions of children and young people because they live in a refugee camp or in a country affected by violent conflict.

The first Strategic Plan 2018-2021 for Education Cannot Wait represents the New Way of Working in the humanitarian-development nexus. With humanitarian speed and development depth, it aims at financing quality education for 8 million children and youth when they most need it, in the coming four years. With less bureaucracy and more accountability, it seeks to achieve more at the local level and make a real impact in their lives.

To this end, Education Cannot Wait will pursue five core functions: 1) Inspire political commitment; 2) Mobilize and catalyse financing; 3) Support joint programming to bridge relief and development; 4) Strengthen capacity and localization; 5) Improve accountability, evidence-based data and quality.

The Strategic Plan validates Education Cannot Wait's determination to move fast and effectively. Within one year of operations, Education Cannot Wait has allocated \$84 million and supports 15 crisis-affected countries through Initial Investments and First Emergency Response, and will launch 4 Multi-Year-Resilience Programmes in the spring of 2018. Yet, more is needed to meet the continued funding gaps at over \$350 million for 2018 alone.

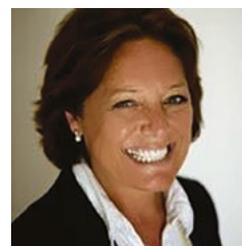
It is our hope that this Strategic Plan will provide an opportunity to influence a shift in global, strategic, political and financial approaches to humanitarian crises. It aspires to move education from the margins

to the centre in preventing and resolving contemporary challenges by shifting financing priorities to education. Because investing in quality education for millions of children and youth means investing in human capital. It means investing in humanity, theirs and our own.



*Gordon Brown*

**Rt Hon Gordon Brown**  
Chair of the Education  
Cannot Wait High-Level  
Steering Group  
& UN Special Envoy for  
Global Education



*Yasmine Sherif*

**Yasmine Sherif**  
Director  
Education Cannot Wait

# EXECUTIVE SUMMARY

Education Cannot Wait (ECW) was launched to transform the aid system that currently leaves behind 75 million of the most vulnerable children and youth<sup>1</sup> on the planet. ECW is the first global fund for education in emergencies and protracted crises designed to address the obstacles that have prevented humanitarian and development actors from delivering quality education in humanitarian crises.

ECW aims to ensure education is prioritized as a non-negotiable aspect of the humanitarian response. ECW's flexible investment modalities are geared to support a rapid response to urgent education needs whilst bridging the divide that has hitherto characterised the humanitarian and development aid systems.

ECW overarching goal for the 2018-2021 period is to support the delivery of quality education to 8 million children and youth – aged 3 to 18 years – in areas of the globe that are most affected by conflict and disaster. Girls and young adolescent women are at the heart of these efforts.

This will set a milestone in advancing the Sustainable Development Goal (SDG) 4 on quality education where it is most in jeopardy. In doing so, it will lay the foundation for our collective endeavour to reach 75 million crises-affected children and youth by 2030.

To reach its goal, ECW will bring together a wide range of actors – from the humanitarian and development sectors, governments, donors, private and philanthropic

sectors – to collaborate over multiple years, based on their comparative advantage, towards achieving collective education outcomes. This new way of working is at the heart of ECW's added value.

Through its First Emergency Response window, ECW will act as a catalyst in providing an immediate and rapid response to education needs in sudden onset emergencies and in escalating crises. Through its Multi-Year Resilience window, ECW will invest in countries affected by protracted crises through facilitating joint humanitarian and development multiyear programming and financing. As these joint multiyear programmes are implemented, the Acceleration Facility window will support the collection and analysis of evidence to inform best practices, scale up innovations and turn investments into concrete public goods.

ECW will build on relevant networks and advocacy platforms to generate stronger solidarity, political commitments and policy change for education in emergencies. Through this movement, it will advocate for stakeholders to uphold the obligations spelt out in the United Nations Resolution on the Right to Education in Emergencies and to translate these commitments into additional financing to support the achievement of its overarching goal. ECW will strengthen and expand engagement with donors, and build new partnerships with the private and philanthropic sectors, while pursuing innovative financing.

<sup>1</sup> Throughout this Strategic Plan, the terms “children and youth” refer to the age range of 3-18 years old.

“Let us be quite clear that this is not about shifting funding from development to humanitarian programmes or vice versa. It is about recognizing common goals and optimizing existing resources and capabilities to help all people in situations of risk, vulnerability and crisis. It is about working better together to reduce humanitarian needs over the medium to long-term.”

United Nations Secretary-General António Guterres, 28 January 2018 - Remarks at the High-Level Event on the New Way of Working



Girls drawing their 'dream classroom' at Abu Tamam school in Gaza © UNICEF/El Baba



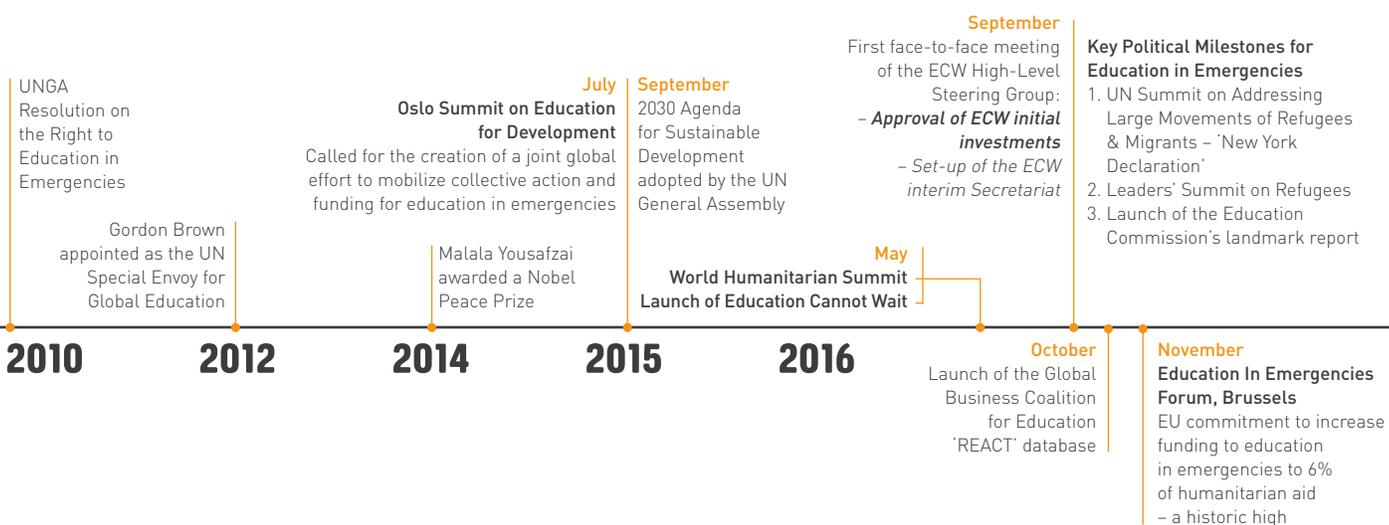
# ADDED VALUE

Traditionally, the humanitarian and development sectors have suffered from a fragmented system that tends to create silos, disjointedness, and inefficiencies. Translating the World Humanitarian Summit's *Agenda for Humanity*<sup>2</sup> into action, ECW was created to remove barriers preventing humanitarian and development actors, governments, NGOs and the private sector from combining efforts to address growing and urgent education needs in emergencies and protracted crises.

ECW's key differentiator lies in its joint programming approach that requires joint planning and close collaboration amongst all actors on the ground, from the start of crises through implementation.

Dismantling the silos, ECW promotes a holistic "whole-of-system" approach of one roadmap, one framework, and joint action. It's about collective effectiveness and better outcomes. Investing through ECW is investing in this "new way of working" to transform education responses in protracted crises. As a result, the sector becomes greater than the sum of its parts.

Another differentiator of ECW is that it's the only financing mechanism specifically focused on the dual mission of speedy education responses in emergencies, as well as durable efficiency and quality of education for the long run. ECW's *Multi-year Resilience programs* bridge the gap between short-term humanitarian responses and longer-term development interventions in order to foster a smooth transition between the two phases.



2 The *Agenda for Humanity* is a plan laid out by the United Nations Secretary-General that outlines the changes that are needed to alleviate suffering, reduce risk and lessen vulnerability on a global scale. It guided the overarching framework of the World

Humanitarian Summit where 180 Member States of the United Nations, over 700 local and international NGOs, the private sector and other stakeholders announced thousands of commitments to turn it into reality.

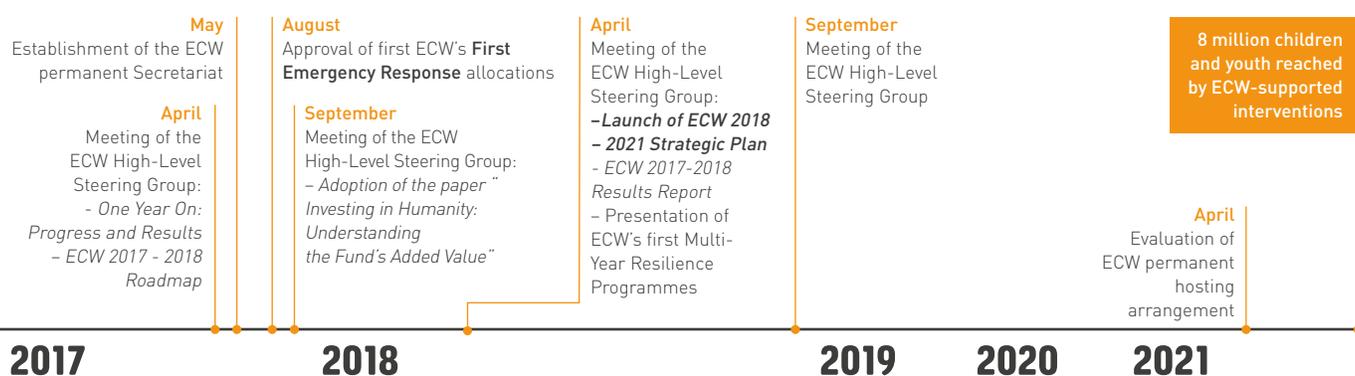
Through its unique mandate and modalities, ECW:

**Leverages additional financing for education in emergencies:** ECW pursues the recommendations of the High-Level Panel on Humanitarian Financing<sup>3</sup>. ECW works with emerging and non-traditional donors, private sector organizations and foundations, in addition to traditional donors. It is committed to also generating additional funds through innovative financing mechanisms.

As a funding mechanism, ECW was created to “grow the pie” for the sector, and calls for “more for everyone” on the ground. As such, it supplements, as opposed to competing with, implementing agencies for programming funds.

ECW’s multi-year joint programmes provide a predictable funding vehicle against inclusive and clearly designed objectives, outcomes and robust results-frameworks. This also leverages financing from the multilateral aid architecture. ECW seeks to build strong ties with the International Finance Facility for Education (IFFEd) to ensure all available financial options, including new financing from multilateral development banks, are considered as part of the solution for crisis-affected countries.

**Ensures crisis-sensitivity and supports equity:** ECW aims to reach the furthest behind in the direst situations, including refugees, internally displaced and host communities, with special emphasis on girls and adolescent women. ECW invests both in middle



ECW INCUBATION PERIOD UNDER UNICEF HOSTING ARRANGEMENT TO REMAIN THROUGHOUT 2018 - 2021

3 High-Level Panel on [Humanitarian Financing Report to the Secretary-General: Too important to fail - addressing the humanitarian financing gap](#) (January 2016)

and low income countries. It pays particular attention to communities affected by sudden onsets of natural disasters, epidemics and systematic and widespread violations of international law in armed conflict. It emphasizes equity, protection, gender equality and 'do-no-harm-principles.' It ensures marginalized groups (e.g. minorities, disabled children and youth) are not excluded and their needs are adequately addressed.

**Bridges the humanitarian – development gap:**

Working through the established humanitarian coordination structure<sup>4</sup>, ECW brings together host-governments and all relevant partners amidst a crisis, such as the Education Cluster, Refugee Coordination Mechanisms, Local Education Groups (LEGs) and regional initiatives such as No Lost Generation. By bringing together these actors from the outset, ECW-facilitated joint programming responds to immediate and urgent needs, addresses systemic needs and medium-term interventions, while also paving the way for long-term and sustainable solutions. In doing so, ECW facilitates coordination with the United Nations Sustainable Development Goals Agenda (Agenda 2030), GPE and LEGs, ensuring strong ties to transitional or longer-term education sector plans as well as development frameworks and plans.

**Delivers at humanitarian speed with development depth:**

As an agile breakthrough fund, ECW runs a field-driven lean secretariat, operating with minimal bureaucracy and low overhead costs. ECW's direct execution and off-budget modality allow it to act swiftly,

strengthen accountability, optimize the combined humanitarian and development expertise for quality, and reduce bureaucracy to deliver faster.

**Promotes the localization agenda:** ECW's flexible funding and direct execution modalities allow it to be context-specific and invest in a wide range of partners, including governments, UN agencies, international and local NGOs. ECW proactively invests in local and national responders, upholding the commitments of the *Grand Bargain*<sup>5</sup> and advancing the "aid localization agenda". As such, ECW's investments help reduce the number of intermediaries through which aid is channelled before it reaches beneficiaries, reducing transactional costs. Through its *localization* approach, ECW also ensures affected people and local stakeholders are actively involved in designing and implementing the response, empowering local capacities, supporting better and more sustainable education outcomes and increasing national ownership.

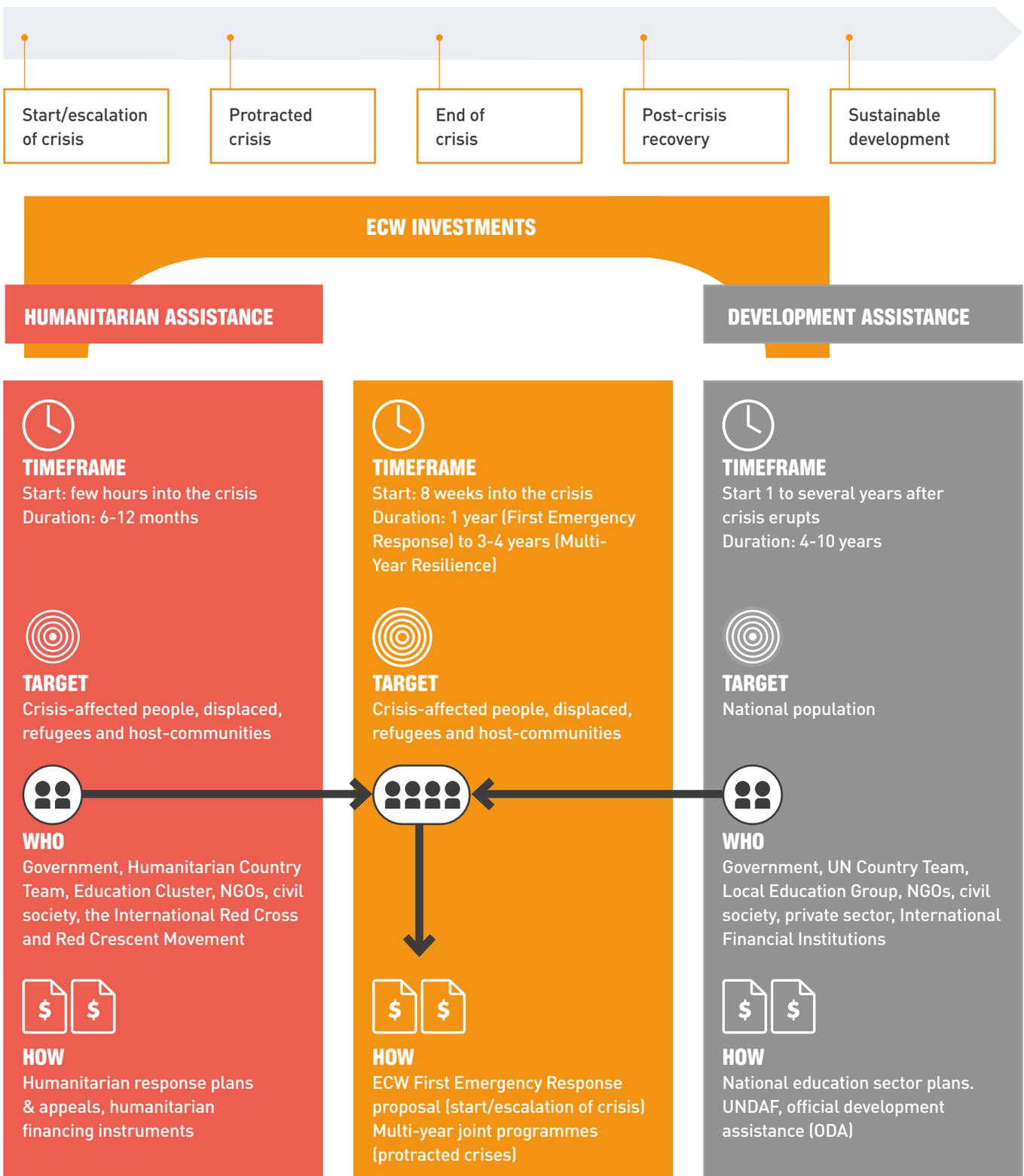
**Raises the centrality of education in crisis on the global stage:**

ECW's governance structure – composed of a High-Level Steering Group at ministerial and heads of agency level and civil society, its associated Executive Committee and Secretariat - provides leverage with United Nations Member States and multilateral and regional intergovernmental organizations to draw attention to education in emergencies. This structure allows ECW to advocate for education for what it is: a human right and a crucial investment in human capital, that holds the key to the foundation for development, conflict prevention, peace and security.

4 The basis of the current international humanitarian coordination system was set by the United Nations General Assembly resolution 46/182 in 1991. The [Humanitarian Reform of 2005](#) introduced new elements – including the Cluster Approach – to improve capacity, predictability, accountability, leadership and partnership.

5 The [Grand Bargain](#) is an agreement between more than 30 of the biggest donors and aid providers. It outlines a series of changes in the working practices of donors and aid organizations including commitments to increase funding to local and national responders and to increase multi-year funding to ensure greater predictability and continuity in humanitarian response.

# HOW ECW BRIDGES THE HUMANITARIAN - DEVELOPMENT DIVIDE





# OUR VISION AND MISSION

## VISION

A world where all children and youth affected by crises can learn free of cost, in safety and without fear in order to grow and reach their full potential.

## MISSION

To generate greater shared political, operational and financial commitment to meet the educational needs of millions of children and young people affected by crises, with a focus on more agile, connected and faster response that spans the humanitarian –development continuum to lay the ground for sustainable education systems.

# PRINCIPLES AND CORE FUNCTIONS

ECW facilitates the development of joint programming against a shared set of principles - humanitarian principles, such as humanity, impartiality and neutrality, and development principles, such as national ownership, capacity development and sustainability. ECW adheres to a rights-based approach with attention to international human rights, refugee and humanitarian law and supports established coordination structures, recognition of comparative advantages and a clear division of labour.

In the development of joint programming, ECW promotes the **right to education** through the four essential features that ensure its meaningfulness:

- **Available** – Education is free and there is adequate infrastructure and trained teachers able to support the delivery of education.
- **Accessible** – The education system is non-discriminatory and accessible to all, and positive steps are taken to include the most marginalised.
- **Acceptable** – The content of education is relevant, non-discriminatory and culturally appropriate, and of quality; schools are safe and teachers are professional.
- **Adaptable** – Education evolves with the changing needs of society and challenges inequalities, such as gender discrimination; education adapts to suit locally specific needs and contexts.

## SUPPORTING THE CENTRALITY OF GENDER EQUALITY

ECW prioritizes **gender equality**. ECW's support includes targeted gender-responsive and transformative investments informed by gender analyses. Through ECW's Gender Strategy and Policy, ECW seeks to ensure that the specific needs of girls and boys are systematically pursued throughout ECW's work, so that they benefit in an equitable way and inequality is not perpetuated.

## SUPPORTING THE CENTRALITY OF PROTECTION

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

ECW promotes the application of core standards for education in emergencies, such as the Inter-Agency Network for Education in Emergencies (INEE) Minimum Standards<sup>6</sup> and the Inter-Agency Standing Committee (IASC) guidance for humanitarian action including Guidelines for Integrating Gender-Based Violence Interventions.

<sup>6</sup> The INEE [Minimum Standards for Education: Preparedness, Response, Recovery](#) is the only global tool that articulates the minimum level of educational quality and access in emergencies through to recovery.

These principles permeate the **five core functions** of ECW:

## INSPIRE POLITICAL COMMITMENT

ECW seeks to shift education from the margins to the centre in priority setting, policy-making and financing. As a global fund chaired by the UN Special Envoy for Global Education, ECW's own governance structures provide leverage with United Nations Member States, the European Union, the World Bank, regional development banks and regional intergovernmental organizations. Through these channels, ECW advocates for stakeholders to uphold the obligations spelt out in the United Nations Resolution on the Right to Education in Emergencies.<sup>7</sup> ECW partners with civil society and advocacy groups in aligning the setting of priorities, policy-making and financing with needs and vulnerabilities.

At country level, ECW's investments facilitate the linkage between the humanitarian coordination mechanisms (Education Clusters, Refugee Coordination Mechanisms, Education in Emergencies Working Groups, etc.) and development architectures (such as Local Education Groups). These mechanisms are generally co-chaired by governments, and composed of multilateral and bilateral partners, as well as civil society, and provide advocacy platforms to influence the formulation and financing of national policies related to education in crises.

## GENERATE ADDITIONAL FUNDING

ECW seeks to close the \$8.5 billion funding gap needed to reach by 2030 75 million children and youth who are in urgent need of educational support in crisis-affected countries. The High-Level Report on Humanitarian Financing (2016) serves as a blue print for ECW's actions in support of this aim. It casts the net wide, pursues additionality and adopts a holistic approach to financing, as a result of which ECW will: diversify its donor-base across the North and South; expand engagement with humanitarian coordination funding envelopes; identify new and innovative sources of financing; leverage multilateral funding including from the International Finance Facility for Education (IFFEd) and the development banks; mobilize the private sector through partners such as the Global Business Coalition for Education; and engage with foundations.

As the targets increase incrementally over a period of five years, ECW will continuously explore new ways of attracting new resources, while also deepening its strategic engagement with existing partners. In line with the G20's efforts on the international architecture on financing education, ECW and GPE will collaborate closely to mutually reinforce resource mobilisation efforts which contribute to this shared aim of generating additional funding.

<sup>7</sup> A/RES/64/290 Resolution adopted by the General Assembly on 9 July 2010: [The Right to Education in Emergency Situations](#).

## PLAN AND RESPOND COLLABORATIVELY

Through its support to in-country education in emergencies coordination mechanisms, ECW allows for a rapid education response against humanitarian appeals and plans in sudden-onset or escalating crises. In protracted crises settings, ECW bridges relief and development interventions by bringing together the government, humanitarian and development partners. ECW catalyses joint analysis, programme design, implementation and monitoring and evaluation in a collaborative and coordinated fashion. It works through, and builds upon, existing frameworks and plans such as the Comprehensive Refugee Response Framework, multi-year Humanitarian Response Plans, transitional National Education Sector Plans and facilitates joint multi-year programmes that bridge the existing frameworks as necessary.

ECW works through the established in-country coordination mechanisms for education in emergencies to ensure a transparent selection of grantees. ECW disburses its funds through three flexible financing instruments to best address the needs and adapt to the

realities on the ground: The First Emergency Response window for sudden onset of crises, or escalations of existing emergencies; the Multi-Year Resilience window for predictable financing for protracted crises (which will comprise the bulk of assistance); and the Acceleration Facility for improving preparedness, planning and response and contributing to global learning on education in emergencies.

Within the framework of the 2018 Argentina's G20 Presidency, protocols will be developed for joint efforts to ensure complementary interventions between ECW, GPE and IFFEd. This will result in practical guidance for in-country actors which clearly outlines how support from ECW, GPE and IFFEd (through multilateral development banks) should be coordinated, to avoid potential overlap, in particular during transitions between different development-humanitarian scenarios. These guidelines will be used to strengthen overall cooperation and increase awareness and understanding of in-country partners. Where appropriate, ECW, GPE and IFFEd will also work on joint communications at global and country levels to highlight this complementarity.

## STRENGTHEN CAPACITY TO RESPOND

ECW invests in strengthening capacity for response and recovery, working with partners to identify and fill capacity gaps in specific crises and supporting broader global efforts to increase capacity across the education sector. In particular, ECW seeks to strengthen the capacity of the Education Cluster to coordinate the education in emergencies response. ECW also supports the Comprehensive Refugee Response Framework for predictable multi-year support to refugees.

ECW investments may also include financial support to: strengthen national capacity; foster greater coherence across preparedness, assessment and planning, including emergency to development transition planning; and increase both response capacity and strengthen coordination mechanisms to support national responses.

Through its financing instruments ECW invests in local partners directly or indirectly through UN agencies, NGOs or existing mechanisms. These investments are predicated on a thorough financial management assessment (through the Harmonized Approach to Cash Transfers<sup>8</sup> mechanism) which results in a capacity development plan, the implementation of which is then monitored on an annual basis.

## IMPROVE ACCOUNTABILITY

ECW investments promote the design of programmes through transparent, inclusive, multi-stakeholder consultations. Through these processes, ECW ensures grantees uphold the principle of engagement of affected populations in the design of proposals and implementation of programmes.

Further, ECW will improve accountability and knowledge of 'what works' through investing in the collection and analysis of timely, disaggregated and accurate data and information on education in emergencies, working with partners to communicate needs, progress and investment opportunities.

ECW will also work with its partners, as part of the joint programming processes, to ensure they are equipped with appropriate safeguarding policies and codes of conduct and that these are followed at the local level. ECW will encourage partners to join country-level Protection from Sexual Exploitation and Abuse (PSEA) coordination mechanisms where these exist. Where they do not, ECW's investments through in-country education coordination structures will encourage the establishment of such PSEA mechanisms.

Finally, the lean size of the ECW Secretariat facilitates monitoring of due diligence, reduces the risk for redundant bureaucracy and provides conditions conducive to the highest standards of accountability. ECW's governance structure and risk-management matrix (see Annex 1 for summarized version) further reinforce conditions for transparent and collective responsibility and accountability.

<sup>8</sup> The [Harmonized Approach to Cash Transfers](#) (HACT) establishes common principles and process for managing cash transfers among UN agencies that have adopted the approach across all countries and operational contexts.



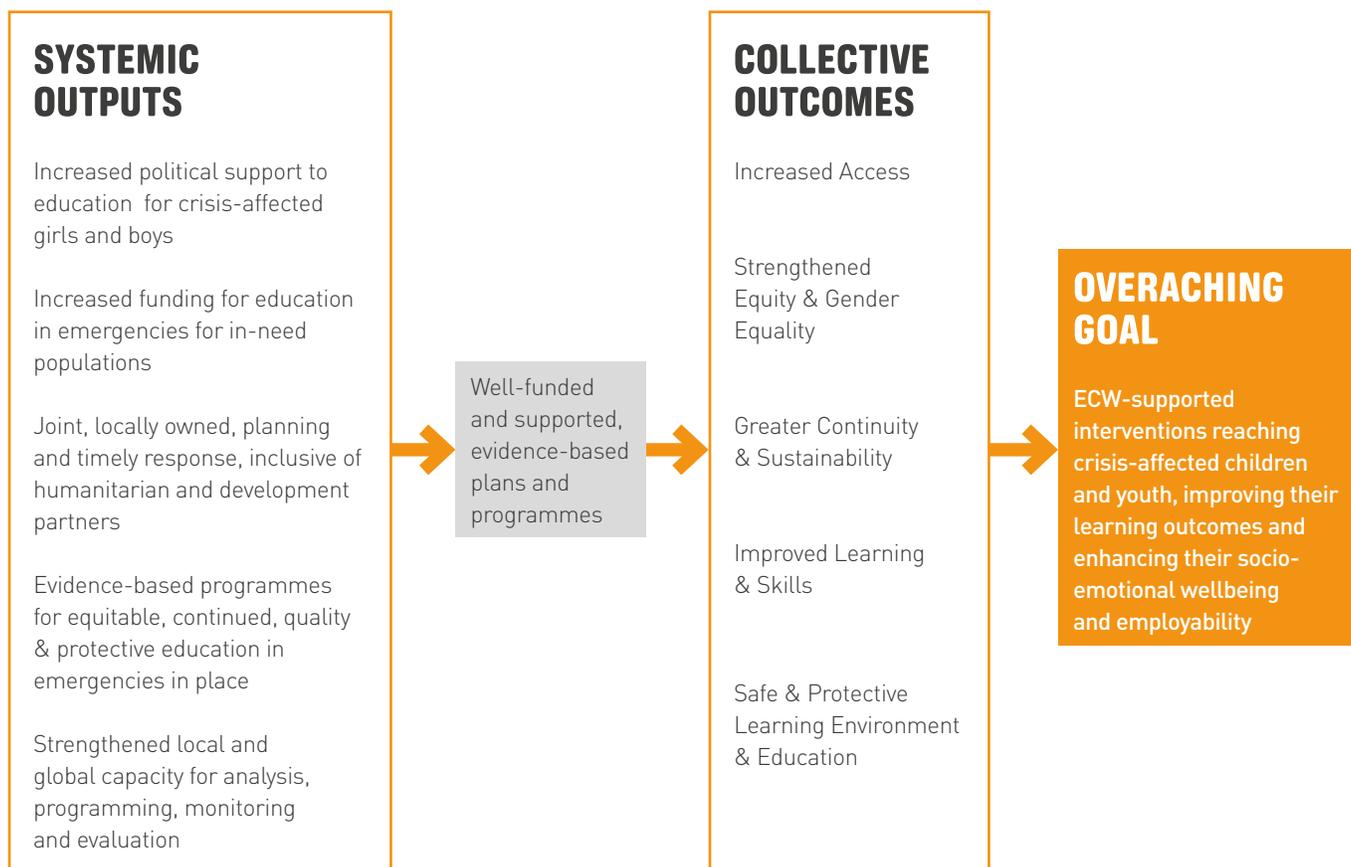
Girls in a temporary learning structure near Kabul, Afghanistan © ECW/A. Sandhu

# STRATEGIC OBJECTIVES AND RESULTS

The purpose of ECW is to help address the **systemic problems** which persist in the education response in emergencies and protracted crises. This will, in turn, enable front-line implementing agencies to do more of what they currently do well and thus contribute towards improving collective education outcomes under **access, quality, continuity, protection, equity** and **gender equality** of children and youth affected by crises. This approach is underpinned by a theory of change which maps the linkages between the inputs generated by

ECW's core functions (articulated through five strategic objectives outlined below) through to the intended education outcomes as follows:

ECW considers education partners in country are in the best position to design their programmes based on their specific contextual needs and the coordination mechanisms and expertise at country level. As a global fund, it does not specifically prescribe the detailed technical contents of the programmes which it finances.



However, to affect change, ECW explicitly obliges all joint programme development processes to analyse and design associated programme interventions under each of the outcome areas. It therefore relies on strong partnerships at local, national and global levels to transform its financing into actions under each of these collective outcome areas. In doing so, ECW offers support to existing structures and mechanisms.

Throughout its 2018-2021 incubation period, ECW's implementation processes will be further tested and developed, including through country level discussions with governments, development and humanitarian partners, civil society organisations and beneficiaries. ECW's flexibility and adaptability during this period will ensure it remains at the cutting edge of the implementation of the New Way of Working in the education in emergency sector. Given the nature of ECW's pioneering work at the nexus of humanitarian and development efforts, the following strategic results may evolve over the period of this strategic plan and be reflected in updated results matrices.

## **OVERARCHING GOAL**

By 2021, ECW-supported interventions will be reaching 8 million crisis-affected children and youth, improving their learning outcomes and enhancing their socio-emotional wellbeing and employability.

## **STRATEGIC OBJECTIVE 1: INCREASE POLITICAL SUPPORT TO EDUCATION IN CRISES**

**Increase high-level attention with an aim towards greater equity of response, with an emphasis on the most vulnerable and reaching neglected crises.**

The funding gap for education in crisis situations results from a lack of commitment, political will and prioritization at a global and country-level during emergencies and protracted crises. In turn, this also impacts on policies at country level that are often not conducive to inclusive education for crisis-affected children and youth. Advocacy and communication at all levels with government partners, Humanitarian Coordinators/ Resident Coordinators and humanitarian and development partners will help increase commitment to education in crisis situations. During 2018, ECW will develop a comprehensive Advocacy and Communications strategy which will outline how it will inspire and increase political support for education in emergencies at local and global levels.

### **STRATEGIC RESULTS**

- Increased overall annual funding to education in emergencies as a percentage of global humanitarian funding
- Increased percentage of countries in protracted crises targeted by ECW that have developed gender-responsive and inclusive education policies
- Increased share of education in humanitarian country-based pooled funds in ECW-supported countries

## **STRATEGIC OBJECTIVE 2: INCREASE FINANCING FOR EDUCATION IN CRISES**

Raise significant additional resources to support interventions that improve access, quality, continuity, protection, equity and gender equality.

It is estimated that a total of US\$3.7 billion over the period 2018-2021 will be required to reach 8 million children and youth by 2021. This amount is based on an estimate of a per capita cost for beneficiaries and represents both the resources to be directly raised and passed through ECW and those to be leveraged by ECW as a result of its efforts.<sup>9</sup>

To meet these resource mobilization targets, ECW will actively engage with donors, the private and philanthropic sectors and development banks, and explore innovative financing. It will leverage resources at country level, fundraise for its global fund, and advocate for increased education in emergencies resources, including in countries in which it is not directly working. During 2018, ECW will finalize its Resource Mobilization strategy, which will outline how it intends to mobilize resources and generate additional financing from these various sources, including its replenishment targets.

Through global and country-level interventions, ECW will seek to transform how education is prioritized at the onset of a crisis and funded in the years that follow.

### **STRATEGIC RESULTS**

- Increased funding raised and leveraged by ECW at country and global level
- Increased funding as a result of innovative approaches and new partnerships

## **STRATEGIC OBJECTIVE 3: IMPROVE JOINT PLANNING AND RESPONSES**

Unite humanitarian and development efforts in support of national preparedness and responses to education crises through facilitating the development of joint programmes

ECW will facilitate the development of joint multi-year programmes and ensure active involvement and coordination of all relevant humanitarian and development stakeholders, including local partners and beneficiaries. This will enable medium to longer-term, coordinated predictable funding and action and help bridge the humanitarian-development divide. The primary focus will be to capitalise on established frameworks and plans and provide opportunities for greater benefits from, and commitments, to shared planning.

In rapid-onset crises, while the model may be different from the multi-year approach to ensure a swifter response, ECW also requires grantees to coordinate their actions. ECW will continuously review its programme modalities and adapt them as necessary to each specific context.

### **STRATEGIC RESULTS**

- Increased percentage of multi-year programmes developed through bringing together humanitarian and development mechanisms
- Increased percentage of First Emergency Response countries receiving funds up to eight weeks after the humanitarian appeal date
- Increased percentage of Multi-Year Resilience programme countries receiving funds within four months of the conclusion of the ECW scoping mission
- Increased number of multi-year programmes developed with ECW support

<sup>9</sup> These different shares will be further defined in 2018 as ECW develops its resource mobilisation strategy.

## **STRATEGIC OBJECTIVE 4: STRENGTHEN CAPACITY TO RESPOND**

**Strengthen individual and institutional capacity of those leading education efforts in crises and improve delivery systems**

ECW's investments through its Acceleration Facility aim specifically at strengthening local and global education response capacity, in particular with regards to analysis, programming (including innovations), monitoring and evaluation. ECW will also seek to strengthen in-country and global coordination mechanisms for responding to education in emergencies. It will also support the identification and sharing of best practices and contribute to the development of global public goods in education in crisis situations.

During 2018, ECW will develop a capacity development framework, which will guide efforts at both the global and local levels in terms of strengthening capacities using funds from the Acceleration Facility.

### **STRATEGIC RESULTS**

- Increased percentage of ECW funding allocated to local and national responders as directly as possible to improve outcomes for affected people and reduce transactional costs, in accordance with the Grand Bargain commitment.
- Increased percentage of ECW-supported multi-year programmes that monitor at least two collective education outcomes.
- Increased percentage of cluster countries where cluster lead agencies have full time dedicated cluster staff (Coordinator and Information Manager).

## **STRATEGIC OBJECTIVE 5: IMPROVE ACCOUNTABILITY**

**Develop and share knowledge with a focus on increasing awareness of need and evidence for effective people-centred interventions.**

ECW requires a certain number of processes to be followed to improve accountability. Programmes to be funded by ECW need to be underpinned by a sound analysis of the situation relating to all five collective education outcome areas. Support will be provided, where needed, to strengthen implementing partners' capacity to undertake this analysis. All programmes need to ensure strong gender<sup>10</sup> and protection components and integrate targeted actions that address barriers to equity and gender equality in partnership with cross-sectoral partners, women's organizations and the government.

In addition, a risk analysis is required as part of the Multi-Year Resilience proposal process and ECW reviews programmes to ensure these do not exacerbate inequalities ("do no harm"). ECW will develop an accountability policy and strategy to bring all these elements together and ensure they are implemented.

### **STRATEGIC RESULTS**

- Increased number of Multi-Year Resilience proposals developed with contributions from affected people
- Increased capacities of implementing partners through conducting assurance and due diligence activities

<sup>10</sup> In First Emergency Response programmes, targeted interventions will not always be feasible e.g. when the funding aims at ensuring rapid recovery of the education system after a disaster or the outbreak of a conflict, but gender mainstreaming will be mandatory.

## **MANAGEMENT OBJECTIVE**

Throughout its incubation phase – spanning the duration of this strategic plan – ECW's core management objective will be to ensure that the Secretariat is fit for purpose, both in structure and in spirit, to support the implementation of this plan. Particular attention will be allocated to ensure the Secretariat is fully operational through a highly competent, multi-disciplinary team who has experience of the humanitarian-development nexus and who is able to deliver on ECW's core functions.

### **RESULTS**

- ECW Secretariat has the required capacity to deliver on its core functions
- ECW Secretariat translates vision into results through action

# COUNTRY INVESTMENTS

The bulk of ECW financial investments (95 per cent) are allocated to support country-level implementation through two financing windows: First Emergency Response and Multi-Year Resilience. The third ECW window, the Acceleration Facility, constitutes up to 5 per cent of ECW funding and is directed primarily at improving capacity to prepare and respond to crises.

## FIRST EMERGENCY RESPONSE WINDOW

This window responds to the most immediate and urgent needs as a crisis suddenly occurs or escalates. It provides rapid funding against an inter-agency coordinated proposal and is aligned with inter-agency planning and resource mobilization strategies, such as Flash Appeals and Humanitarian Response Plans. Funds are delivered within four weeks of the declaration of the emergency, following the approval of a proposal submitted to ECW by the relevant education in emergencies coordination mechanism. The ECW secretariat expects to fund on average 25 per cent of the overall education requirements of the emergency via this window. In the case of smaller appeals, ECW may elect to go significantly above a 25 per cent share to ensure sufficient scale and impact.

Where humanitarian country-based pooled funds exist, ECW's allocations are accompanied by a dialogue with the Humanitarian Coordinator to advocate for increased funding levels for education against humanitarian appeals and response plan, as a matter of practice and policy.

## MULTI-YEAR RESILIENCE WINDOW

The Multi-Year Resilience window responds to the call for new ways of working. Through coordination and collaboration, it shifts the focus to joint analysis, multi-year-planning and joint-programming in protracted crisis countries. Integrating immediate and medium-term responses that are mutually reinforcing, it is geared towards bringing in long-term predictable financing and thereby bridging relief to development.

Multi-Year Resilience joint programmes address quality and financing challenges for education that persist in the humanitarian sector, as well as in the gap between humanitarian short-term and development long-term investments. These joint programmes link with the Humanitarian Response Plan, the Refugee Resettlement Programme and the Comprehensive Refugee Response Framework, on the one hand, and Global Partnership for Education-supported Education Sector Plans (and transitional plans) and the United Nations Development Assistance Framework, on the other. As such, Multi-Year Resilience programmes do not only address symptoms, but also strengthen linkages to investments in system-building. During this strategic plan period 2018-2021, ECW will support multi-year investments in up to 25 priority countries (see Annex 2 on the list of priority countries).

The disbursement of funds to support Multi-Year Resilience programmes is expected to take place within 4 months of the conclusion of the ECW scoping mission in-country. Initial joint programmes may have a duration of 3-4 years depending on context and capacity. These programmes are renewable and subject to updating and realignment for as long as the protracted crisis lasts or warrants international assistance in the humanitarian/development nexus.

Multi-Year Resilience joint programmes serve as a vehicle to deploy ECW's five core functions and strategic objectives: inspiring political commitment; ensuring predictable multi-year financing joint planning and programming; fostering collaboration amongst partners (governments, UN agencies, NGOs and civil society); strengthening localization; and improving accountability. As such Multi-Year Resilience joint programmes serve both as a financing and resource mobilization tool.

## ACCELERATION FACILITY WINDOW

The overall aim of the Acceleration Facility is to support activities that feed in to broader collective efforts at all levels to improve education preparedness, planning and response in sudden-onset and protracted crises.

The objective is to increase efficiency, effectiveness and impact of interventions through: advancing best practices; improving field-driven research; promoting innovation in education and financing; supporting specific gender-targeted interventions; commissioning separate research; forging stronger strategic partnerships; and providing funding to existing partners.

Implementing these strategies will entail cooperation with key education actors and networks that seek to advance public goods, such as the Inter-Agency Network of Education in Emergencies, the Global Education Cluster, the Global Partnership for Education, the Education Commission, UN Agencies, NGOs and donors/foundations.

## ECW WINDOWS FOR COUNTRY INVESTMENTS



**ESCALATING & SUDDEN-ONSET CRISES**



**PROTRACTED CRISES**

### FIRST EMERGENCY RESPONSE WINDOW

Funds can be disbursed within as little as **8 weeks** of approved proposal and for a duration of up to **12 months**

### MULTI-YEAR RESILIENCE WINDOW

Funds can be disbursed within **4 months** from the conclusion of joint programme design in-country for a programme duration of up to **3-4 years**

### ACCELERATION FACILITY WINDOW

Promotes innovation, learning outcomes and gender-targeted interventions

Funds support collective efforts to analyze and improve the effectiveness of education responses in crises.

**GLOBAL PUBLIC GOODS**

# MONITORING, EVALUATION AND LEARNING

As it implements its 2018 – 2021 strategic plan, ECW will monitor and assess progress against a set of strategic results (see Annex 3 for details on strategic results, indicators, baselines and targets).

In addition, ECW’s Collective Outcome Results Framework will measure the achievement of collective education outcomes. This includes increased access, equity and gender equality, continuity and quality of education in a protective learning environment for crisis-affected girls and boys, at individual programme level and across ECW’s portfolio (by aggregating individual programme results).

Gender equity and equality are embedded in the ECW results framework, and will be reflected in grantees’ needs analyses, programme activities and monitoring.

By 2021, every multi-year programme should be on track to measure learning outcomes. In this regard, through its Acceleration Facility and the sharing of experiences from other countries, ECW will support grantees that do not yet have sufficient capacity to measure learning.

## MONITORING AND EVALUATION ACTIVITIES AT GLOBAL AND COUNTRY/GRANTEE LEVELS

<b>ACTION</b>	<b>LEVEL</b>	<b>WHEN</b>
ECW report on investments and achievements	Global level	Annual
ECW updates on progress on key strategic results	Global level	Every 6 months
Formative evaluation (in 2019) and Summative evaluation (in 2021)	Global level	Formative (April 2019), summative (in 2021)
First Emergency Response investments reports	Individual programme or grantee	Progress reports: 6 months into the project Final report: within 6 months of completion of project
Multi-Year Resilience and Acceleration Facility investments reports	Individual programme or grantee	Progress reports: every 6 months Final report: within 6 months of completion of programme
Programme evaluation	Multi-year programme or thematic	At the end of a programme, as per need for thematic evaluations

## MONITORING RESPONSIBILITY

ECW shares its monitoring responsibility with its grantees and partners<sup>11</sup>. This aims to ensure overall oversight and risk mitigation by the ECW Secretariat, alongside ownership of programmes by ECW partners. This approach is also aligned with the lean character of the ECW Secretariat and ensures that ECW's planned growth, from its initial portfolio to the 2021 targets, will be based on strengthened in-country monitoring processes in all ECW-facilitated joint programmes. Leveraging existing capacity in-country will allow the ECW Secretariat to focus more closely on the programmes in need of the most support. As it implements its strategic plan, ECW will develop an Accountability Matrix, spelling the details of who will do what in this shared approach to monitoring.

The ECW multi-year window entails agreement on a joint programme and monitoring and evaluation framework, with strong country-level ownership. In view of this, yearly joint programme reviews will promote common assessment of progress and lesson learning (including finding efficiencies, cost savings, and adapted scenarios to meet challenges). The ECW Secretariat may participate in these reviews alongside its partners, also taking the opportunity to directly observe activities on the ground through on-site visits.

<sup>11</sup> More specifically, Secretariat staff are in regular contact with grantees to discuss progress, challenges and lessons learnt. Each grantee further provides formal reports (6-monthly, annual and final) based on its programme monitoring framework. Further monitoring is undertaken through: i) secretariat visits, ii) ExCom partners whose organizations are involved in the programme, iii) Lead agencies of joint programmes and/or programme support units or their equivalent supported by ECW and in-country partners and/or, if needed, country or regionally-based independent third party monitoring.

To ensure the best use of its resources, ECW Secretariat will not conduct regular visits for First Emergency Response investments, except in special circumstances<sup>12</sup> when programmes have to be significantly adjusted or major challenges are reported. ECW will instead rely primarily on consultancy firms to undertake spot checks of grantees' reporting.

## EVALUATIONS

Through the Acceleration Facility, ECW will encourage evaluations in individual countries and across a subset of countries depending on priority themes to be determined in due course. A formative evaluation of ECW will take place in April 2019 (one year after the approval of the strategic plan) and another, summative evaluation will take place in 2021.

**In addition to this strategic plan, the following separate documents complete ECW 2018 - 2021 strategic framework:**

- Theory of Change
- Collective Outcome Results Framework
- ECW Risk Management Note and Corporate Risk Framework
- Financial Projections and Implications
- Methodology for Country Prioritization
- Implementation Plan
- Gender Strategy
- Resource Mobilisation Strategy (under development)
- Communications and Advocacy Strategy (under development)
- Capacity Development Framework (under development)
- Accountability Matrix (under development)

<sup>12</sup> It is expected that such a need may exist in 20 per cent of First Emergency Response investments.



Students raise their hand during class at their UNICEF-supported primary school Salaama in Galkayo, Somalia © UNICEF/Knowles-Cours

# ANNEXES

## ANNEX 1: SUMMARIZED CORPORATE RISK MATRIX

### ECW STRATEGIC PLAN 2018-21 ASSUMPTIONS AND RISKS

	Assumptions/Risks	ECW Response
Financial commitments and resource mobilisation	Assumption: Global financial commitments to ODA/SDGs is at least maintained and donor commitment to financing Education in Emergencies - particularly to ECW - increases and broadens 2018-21, including through innovative financing, new donors, and in-country pooled financing.	ECW governance bodies support advocacy and resource mobilisation at global and country levels. ECW demonstrates ongoing ECW results and added value, and takes proactive approach to resource mobilisation (prioritising staff time; cultivating new partnerships; implementing a resource mobilisation strategy and innovative finance plan).
Political and organisational commitment	Assumption: Political and organisational commitment to Education in Emergencies and WHS outcomes, and to ECW in particular, is maintained and increases 2018-21.	Active engagement of ECW governance body Chairs and members in advocacy. ECW supports effective engagement of governance bodies and high-level champions; pursues a clear communications strategy at global and country levels; and demonstrates ongoing ECW results and added value.
External context in programme countries	Assumption: ECW donors have appetite for operating and staying the course in high-risk environments. Sufficient grantees/ implementing partners at country level able to operate and respond flexibly in high-risk environments.	ECW develops context-sensitive programmes which have the buy-in of all key stakeholders, and which are implemented through appropriate, pre-assessed agencies. ECW programmes have strong risk management in place, are closely monitored by the Secretariat, and are able to re-programme where needed to adapt to changing context.
Transformational approach to education in crises	Assumption: ECW partners (donors, government partners, grantees) actively support and implement new ways of working and transformational approaches to education in crises (eg. bridging humanitarian-development divide; improving evidence; ensuring learning outcomes; joint programming)	ECW governance bodies actively support collaboration, new ways of working, and focus on education outcomes. ECW programmes developed through strong communication with all key partners at country level on ECW mandate and results framework. ECW programmes include appropriate, ambitious indicators to support achievement of the results framework, and are monitored closely by Secretariat during implementation. ECW programmes draw on best-practice evidence and learning, and in turn support the development of improved evidence and learning, disseminated within EiE community.

Capacity at country level	Assumption: Sufficient capacity, coordination and programming opportunities at country level to develop, implement and measure progress against large-scale, joint ECW programmes	ECW closely involved in development of programmes, ensuring strong consultation process, buy-in of partners, in-country ownership, and partners' capacity to implement and monitor programmes. Close monitoring of implementation, and support to capacity development, as needed. Development of appropriate governance and funding modalities at country level to enable scale-up of joint programmes.
Governance, Secretariat, and operating model	Assumption: ECW's governance and operating model, and Secretariat capacity, supports delivery of Strategy 2018-21	ECW governance bodies ensure appropriate alignment of governance and operating frameworks and Secretariat capacity to the ECW Strategy.
Fiduciary risk	Assumption: Sufficient partners at country level able to manage funding to required standards, and report instances of mismanagement of funds  Risk: Fraud, corruption, or diversion of funds by ECW grantees or third parties (including to listed entities)	ECW grantees must be pre-assessed, and sub-grantees must be cleared by the ECW Fund Support Office. Financial firm appointed to conduct financial monitoring and spot checks of non-UN grantees. Fraud reporting and whistleblowing hotline established and communicated widely at country level. Allegations dealt with promptly, in line with UNICEF procedures.
Do no harm	Assumption: Sufficient partners at country level able to develop and manage risk-sensitive programmes	ECW programmes developed through consultation with wide range of partners, with emphasis on safeguarding, human rights and gender equality. Programmes are context-sensitive and include risk assessments. <sup>13</sup> ECW grantees must be pre-assessed and sub-grantees cleared by the Fund Support Office. Close monitoring of programmes by Secretariat.

13 See: [INEE Guidance Note on Conflict Sensitive Education](#)

## **ANNEX 2: COUNTRIES FOR MULTI-YEAR RESILIENCE PROGRAMMES 2018-2021**

### **LISTED IN ALPHABETICAL ORDER**

1	Afghanistan	10	Iraq	19	Palestine/West Bank and Gaza
2	Bangladesh	11	Jordan	20	Somalia
3	Burundi	12	Lebanon	21	South Sudan
4	Cameroon	13	Libya	22	Sudan
5	Central African Republic	14	Mali	23	Syrian Arab Republic
6	Chad	15	Myanmar	24	Uganda
7	Democratic Republic of Congo	16	Niger	25	Yemen
8	Ethiopia	17	Nigeria		
9	Haiti	18	Pakistan		

## ANNEX 3: STRATEGIC RESULTS FRAMEWORK

NO.	INDICATORS	BASELINE (2017)	TARGET 2021
<p>ECW Goal: By 2021, ECW-supported interventions will be reaching 8 million crisis-affected girls, boys, and youth, including from marginalized groups, resulting in improving their learning outcomes and enhancing their socio-emotional wellbeing and employability.</p>			
1	Number of 3-18 years old children and youth reached with ECW assistance.	369,346	7,800,000
<b>COLLECTIVE EDUCATION OUTCOMES</b>			
<b>Outcome 1: Increased access to education for crisis-affected girls and boys</b>			
2	Percentage of ECW-supported programs with increased access to education for crisis affected children and youth (once two data points become available).	N/A	75%
<b>Outcome 2: Strengthened equity and gender equality in education in crisis</b>			
3	Percentage and number of girls out of total children and youth reached by ECW.	% of girls in current plans: 44.8% % of girls among children and youth actually reached: 46.5% (171,786 girls reached)	476.54% (3.705 million)
4	Percentage of children and youth identified as having a disability and reached with ECW support, out of all children and youth reached.	Year to date: 737 Percentage: 0.2%	3.0%
<b>Outcome 3: Increased continuity and sustainability of education for crisis affected girls and boys</b>			
5	Percentage of ECW-supported programs with increasing survival, transition or completion of crisis-affected children and youth (once two data points become available).	N/A	75%
<b>Outcome 4: Improved learning and skills outcomes for crisis-affected girls and boys</b>			
6	Percentage of ECW-supported programs with increasing learning/skills outcomes for crisis-affected children and youth (once two data points become available).	N/A	65%
<b>Outcome 5: Safe and protective learning environment and education ensured for all crisis affected girls and boys</b>			
7	Share of ECW-supported schools and learning environments meeting safe learning standards.	N/A	75%

NO.	INDICATORS	BASELINE (2017)	TARGET 2021
<b>STRATEGIC RESULTS</b>			
<b>Output 1: Increased political support to education for crisis-affected girls and boys</b>			
8	Overall annual funding to education in emergencies as a % of global humanitarian funding.	2.0% (4.0% of sector specific funding)	4.2% (5.4% of sector specific funding)
9	Percentage of countries in protracted crises targeted by ECW with i) gender-responsive education systems, ii) inclusive education for children and youth with disabilities and iii) policies regarding inclusion of refugees and internally displaced persons.	i) 17.4% ii) 12.5% iii) NA	i) 56.5% ii) 54.2% iii) TBD
10	Percentage of crisis-affected countries with ECW multi-year programmes where humanitarian country-based pooled funds allocate at least 10% to the education sector	NA	75%
<b>Output 2: Increased education in emergencies funding for in-needs populations</b>			
11	Total funding raised and leveraged by ECW at country and global level, disaggregated by budget type (humanitarian, other)	Target: US\$153,000,000	US\$ 1,500,000,000
12	Proportion of funding raised and leveraged as a result of: i) innovative financing and ii) non-traditional and private sources	i) 0% ii) 2%	TBD
<b>Output 3: Joint, locally owned planning and timely response</b>			
13	Percentage of ECW multi-year proposals developed through relevant humanitarian and development mechanisms and/ or evidence of collaboration between humanitarian and development agencies	100% (1/1)	100%
14	Proportion of First Emergency Response countries where funds were disbursed less than 8 weeks after the humanitarian appeal date	25% (1/4)	90%
15	Proportion of multi-year programme countries where funds were disbursed within 4 months of the conclusion of the ECW scoping mission.	0% (0/1)	90%
16	Number of joint multi-year programmes developed with ECW support.	1	21

<b>NO.</b>	<b>INDICATORS</b>	<b>BASELINE (2017)</b>	<b>TARGET 2021</b>
<b>STRATEGIC RESULTS</b>			
<b>Output 4: Strengthened local and global capacity for analysis, programming, monitoring and evaluation</b>			
17	Percentage of ECW funding allocated to local and national responders as directly as possible to improve outcomes for affected people and reduce transactional costs, in accordance with the Grand Bargain commitment	19%	25%
18	Percentage of ECW-supported multi-year programmes that monitor at least two collective education outcomes	N/A	TBD
19	Percentage of cluster countries where cluster lead agencies have full time dedicated cluster staff (Coordinator and Information Manager)	TBD	TBD
<b>Output 5: Evidence-based programs for equitable, continued, quality and protective education in emergencies in place</b>			
20	Percentage of multi-year programmes addressing access, equity and gender equality, continuity, quality and protection	100%	100%
21	Proportion of Multi-Year Resilience proposals developed with contributions from affected people	100%	100%
22	Number of assurance and due diligence activities conducted per investment	TBD	TBD

ONLY NEW  
ACTIONS WILL  
BRING DIFFERENT  
RESULTS

Billy Cox

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